

Canada Community-Building Fund (CCBF) Asset Management: Making Progress

Guide to CCBF Agreement Requirements

December 2025

Table of Contents

Introduction.....	3
Asset Management Subcommittee	3
General Guidance.....	4
Understanding Asset Management	4
What is Asset Management?.....	5
Benefits of Asset Management	5
Meeting the CCBF Requirements	6
Establishment of Tiers.....	6
Goals, Measures and Targets.....	6
Measures for Asset Management Planning	9
Get Educated	9
Develop a Policy and Strategy	9
Policy	10
Strategy	11
Develop an Asset Register	14
Types of Information Listed in the Asset Register	14
Where to Find Information for Your Asset Register	15
Add the Current and Desired Conditions of Assets	16
Calculate the Funding Gap Between the Current and Desired Condition.....	17
Improvement and Monitoring of the Plan	17
APPENDIX A	19

Introduction

A catalyst for the development of asset management (AM) in Saskatchewan is the Canada Community-Building Fund (CCBF) Canada-Saskatchewan Administrative Agreement (the Agreement) signed between the Government of Saskatchewan and the Government of Canada. It provides predictable long-term funding for municipalities. The current Agreement extends the program delivery from 2024 to 2034.

When your municipality signed its Municipal Funding Agreement (MFA), it committed to making progress in developing and implementing an AM plan for assets under your community's control and making use of such plans to inform community infrastructure decision-making. Municipalities must also continue to work towards achieving the AM goals as approved by the CCBF Oversight Committee (OC) Co-Chairs.

Asset Management Subcommittee

Acknowledging that progress had varied greatly and work was required to ensure continued progress would be made, the CCBF OC created an Asset Management Subcommittee (AMSC). The AMSC includes members from:

- Saskatchewan Ministry of Government Relations
- Ministry of Housing, Infrastructure and Communities Canada, Government of Canada
- Saskatchewan Association of Rural Municipalities
- Saskatchewan Urban Municipalities Association
- New North
- Rural Municipal Administrators' Association
- Urban Municipal Administrators Association of Saskatchewan
- Northern Saskatchewan Administrators Association
- City Managers Group.

The subcommittee was asked to establish a baseline to measure progress as well as to develop a tiered approach to the establishment of AM.

All Saskatchewan municipalities participating in the CCBF contributed to the baseline by completing a 2016 survey on AM. Based on the information you provided in the survey and information collected during AMSC workshops and meetings, the subcommittee developed recommendations for tiers, measures and targets for approval by the OC Co-Chairs.

The baseline survey showed that 54 per cent of reporting municipalities had begun to develop and implement asset management plans. By 2022, this number had increased to 84 per cent.

Note:

The OC determined that completion of AM progress reports (i.e., surveys and questionnaires) and having municipal annual financial statements compliant with Public Sector Accounting Board standard 3150 – Tangible Capital Assets are substantial terms and conditions of the MFA and subject to the [Municipal Compliance Strategy](#). Failure to complete and submit this information will result in CCBF funds being withheld until your municipality becomes compliant.

General Guidance

This *Guide to CCBF Agreement Requirements* expands on the approved recommendations for tiers, measures and targets and provides general guidance to assist you as you work towards achieving AM goals and the measures listed below in Table 1. The content of this guide will continually evolve to include information on measures targeted for later completion; your municipality will be informed of updates as they occur.

There is no prescribed format for your AM plans; your municipality may select the approach to AM planning that best meets its needs. Where capacity exists, your municipality is encouraged to implement best practices and expand on the information contained in your AM plans.

The AMSC strongly encourages your municipality to leverage the many AM resources available. This guide identifies several resources you can use; you may also want to visit the [Asset Management Resources](#) page on saskatchewan.ca. Other organizations, such as the Federation of Canadian Municipalities (FCM), who maintain an [asset management resource library](#), your local municipal associations, communities of practice, and other municipalities are also good resources.

Periodic reporting on the status of your AM progress will be required. Your municipality will need to complete a survey on AM progress in 2026, 2030 and 2034.

Understanding Asset Management

Obtaining an understanding of what AM is, how it works and what its benefits are, and getting buy-in by both elected officials, administration, and the community is important to its success in your municipality.

What is Asset Management?

AM is a municipality's plan for how to manage municipal infrastructure in order to provide services to residents and other users in a way that meets their expectations and is financially sustainable into the future.

Simply put, AM involves:

- Understanding the assets that you manage – what assets do you own and what condition are they in?
- Understanding the life cycle costs of what you own – what costs do you anticipate occurring during the ownership of the assets – such as costs of operation, maintenance, major repair or renewal, and disposal.
- Understanding the level of service currently provided and future requirements – what is expected, what does it cost, what are ratepayers willing to pay for, and what are the risks associated with not providing it.
- Understanding the cost and timing of future expenditures – which may include the need to prioritize assets that need to be fixed or replaced first, or if a different asset should be obtained to better meet the need.
- Understanding the availability of funding for all life cycle costs – what is affordable and sustainable, and what are the funding sources.

There are lots of practices and principles that make up AM. The *International Infrastructure Management Manual* outlines the following seven key components:

1. Life Cycle Approach
2. Cost-Effective Management Strategies
3. Defined Level of Service
4. Demand Management
5. Risk Management
6. Sustainable Use of Physical Resources
7. Continuous Improvement

More information on these components is available in the [Asset Management Getting Started Guide](#).

Benefits of Asset Management

AM is an important tool because it helps your municipality maintain and operate its infrastructure in the most effective way, so critical services can be provided to your community. There are several potential benefits from developing and implementing AM plans. They can:

- Assist in writing grant and funding applications because they clearly identify your infrastructure needs.
- Improve long-term sustainability by encouraging you to consider your community's priorities through an understanding of the trade-offs between the available resources and the desired services.
- Maximize the effectiveness of public investment in municipal Infrastructure.

- Improve the capacity for and quality of local decisions with respect to the acquisition, operation and maintenance of your municipal infrastructure.
- Bring an additional layer of accountability and transparency to decision-making and help councils make informed budget decisions based on priorities and needs.
- Help in setting your user fees/tax rates through evidence-based decision-making, as municipalities have a clear picture of what it costs to operate infrastructure and sustain it in the future.
- Provide the opportunity to leverage service agreements and partnerships with other municipalities.

Undertaking AM planning will also help you meet the requirements under your MFA.

Meeting the CCBF Requirements

Establishment of Tiers

The Agreement recognizes that Saskatchewan has a vast range of municipal sizes and capacities. It also acknowledges that municipalities may be at different stages in the development and/or implementation of their AM planning practices. These are the reasons why multiple tiers were developed for CCBF requirements.

The AMSC-determined population would be used as the basis for the tiers. Population is easy to understand, complies with the terms of the Agreement, is consistent with current tiers used in other areas of the Agreement, and reflects the relationship between population and capacity.

Knowing your tier level (shown below) will be important as you work towards meeting the measures and targets set out in the next section:

- Tier 1: Population up to 500
- Tier 2: Population from 501 to 1,500
- Tier 3: Population from 1,501 to 5,000
- Tier 4: Population over 5,000

Goals, Measures and Targets

The subcommittee developed measures and targets that reflect the need to build a foundation for AM planning before requiring more challenging tasks. The tier approach was implemented in 2017-2018, with the timeline that all identified targets be achieved by June 2022.

In 2025, the AMSC met and discussed the results of the most recent 2022 AM survey, published as a part of Saskatchewan's CCBF [Outcomes reporting](#). Considering the capacity challenges that many Saskatchewan municipalities experience and the ongoing efforts put into implementing AM, it was determined that municipalities should continue working towards achieving the previously established goals to improve the development and implementation of AM practices in the communities.

The table below summarizes these goals, measures and targets.

- **Goals and Measures:** Goals and measures were established to provide guidelines for municipalities to begin making progress in AM and to assess their advancement concerning AM.
- **Targets:** Targets list the municipal tiers and what each tier will be required to accomplish. The number of asset classes to complete under the Target column is based on the ideal and will be used for measuring progress. Failing to achieve your target is not a failure to progress. However, all municipalities are expected to undertake AM planning practices and show progress in developing and implementing their AM plan.

There is a quick reference sheet that summarizes the tiers, goals, measures and targets, and reporting requirements.

Table 1 - Current Goals, Targets, and Measures on Asset Management

Goal	Target	Measures
Education: Education of municipal staff and elected officials in AM practices and their benefits in the process of local government decision-making.	All Tiers	The number of municipalities with staff and elected officials educated in AM.
Policy and/or Strategy: Develop and approve a policy and a strategy on how the municipality will approach AM.	All Tiers	The number of municipalities with an AM policy and/or strategy in place.
Register of Assets Owned: Develop an asset register for all asset classes.	All Tiers	The number of municipalities with a comprehensive asset register.
Current and Desired Asset Condition: Maintain records of current conditions of assets in the asset register and document the desired condition of assets listed in the register.	Tier 1: for one asset class Tier 2: for two asset classes Tier 3: for three asset classes Tier 4: for four asset classes	The number of municipalities with current asset condition information documented for one or more asset classes. The number of municipalities with desired asset condition information documented for one or more asset classes.
Funding Gap: Identify the funding gap between the current and desired asset condition for completed asset classes.	Tier 1: for one asset class Tier 2: for two asset	The number of municipalities that have documented any funding

Goal	Target	Measures
	classes Tier 3: for three asset classes Tier 4: for four asset classes	gaps between the current and desired asset condition for one or more asset classes.
Asset Management Plan: Improvement and monitoring of the AM plan, which may include: <ul style="list-style-type: none"> • regular progress check-ins with municipal council • reporting back to council on improving and monitoring the municipal AM plan • incorporating the AM plan and related financial planning documents (e.g. long-term financial plan) into municipal financial planning activities such as preparing the budget, capital purchase decisions, and decisions to build and maintain municipal reserves. 	All Tiers	The number of municipalities with reports to council.

Some municipalities may have more asset classes than identified under Targets in the table above, and may be wondering about the timeline to complete their remaining asset classes. It is anticipated that as municipalities complete their initial asset classes, they will gain momentum and proceed to complete all their asset classes.

If future CCBF questionnaires and reports identify that municipalities have not gained momentum, the AMSC may recommend to the OC Co-Chairs the establishment of further measures and targets to achieve compliance.

Saskatchewan is required to report to Canada on progress made on AM as a part of the [Outcomes reporting](#) by March 31 of each year.

Note:
 It is a requirement of the MFA that you have STARTED and are making progress on developing and implementing your AM planning practices.

Measures for Asset Management Planning

Get Educated

Courses will help your municipality develop internal resources to make AM more meaningful.

Introductory training on AM provides information to enhance awareness of AM, including concepts, organizational context and effect, and value of AM to the organization. Advanced AM training can be undertaken on specific components of the AM development process.

The 2022 survey showed approximately 58 per cent of reporting municipalities had staff and/or council members trained in AM.

There are several organizations and businesses that offer training courses, as well as a number of online resources. Further information on available resources may be found on [saskatchewan.ca](https://www.saskatchewan.ca) under [Asset Management](#). Links to AM resource pages for other organizations are also located here.

You may find the following information valuable in raising awareness of AM with your council and others in your organization:

1. [Asset Management in Saskatchewan](#) (14-minute video). This video can also be viewed as four shorter chapters (2 to 6 minutes each).
2. FCM: [Asset Management resource library](#). This resource page has information and tools to advance your practice, such as an [Asset Management Readiness Scale Assessment Tool](#), [Starting the Conversation about Asset Management](#), [Long-term Financial Planning for Sustainable Service Delivery](#), and much more. The FCM regularly provides asset management workshops and training. For more information, visit the [FCM website](#).

Note:

You may use your CCBF funding for capacity building purposes, which includes AM. Training may qualify, if it results in a tangible outcome (for example, if you have established your condition rating matrix after taking a course on condition ratings).

Develop a Policy and Strategy

Governance is a key factor in successful AM planning. Two components of the governance model are the AM policy and strategy. You can develop these components as individual documents or combine them into one document.

Together, the policy and strategy give the needed direction for both municipal staff and council to start the AM journey.

Policy

Your municipality should develop and implement an AM policy. The policy will express your council's commitment to AM and provide policy statements to guide staff in carrying out business strategies, plans and activities.

The process of developing and adopting an AM policy takes time. Municipalities are encouraged to start their process as soon as possible. A great time to advance an AM policy is during the annual budget process.

Your municipality can approach the development and implementation of its AM policy in various ways. AM policies should be tailored to the size, complexity, and nature of your organization. A basic template, based on one developed by *The Local Government Asset Management Working Group of British Columbia*, is attached as Appendix A. Other examples are provided as links in the Potential Resources box.

When you look at the example in Appendix A, you will see some of the elements that your AM policy may include:

- Policy statement or purpose of policy
- Definition of AM
- Council's objectives (high level policy statements) to guide the organization in developing and implementing AM (refer to Section 1 in Appendix A for examples)
- Council's vision and goals for infrastructure assets and why AM is important. This can be tied to overall organizational objectives and policies
- Council's commitment to AM
- Responsibilities of council and senior administration with respect to AM. It may also designate resources to develop and maintain AM systems
- Key principles to be followed. For example, pursue best practices where available, consult with stakeholders where appropriate, manage assets to be sustainable, etc. (refer to Section 3 in Appendix A for further examples)
- General guidelines for the use of an AM strategy and AM plans. These provide guidance on what should be included in the AM plans and for which assets they are to be completed
- Clear outline on how AM is to be integrated within the organization that includes references and linkages between corporate documents
- Council's role and authority for establishing, updating and rescinding the policy
- Timeline and responsibility for implementing, reviewing and reporting back on the policy

Your AM policy should include a schedule for "checking-in" periodically to review its implementation, the work that has been accomplished and the relevancy of the policy. Municipalities may establish "check-in" timelines considering the requirements to report on the AM progress in 2026, 2030 and 2034.

Potential Resources:

- FCM - [Guide: How to develop an asset management policy and strategy](#)
- International Standards for Asset Management: ISO 55000, 55001 and 55002 <https://www.iso.org/news/2014/01/Ref1813.html>

Sample Policies:

- [The City of Regina Asset Management Policy](#)
- [The City of Saskatoon Asset Management Policy](#)

Strategy

The [International Infrastructure Management Manual](#) defines an AM strategy as “a strategy for asset management covering the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum costs.”

Where an AM policy sets out the vision and principles for AM within a municipality, the AM strategy defines the actions through which this vision will be achieved. These actions form the basis for developing a more specific AM plan.

The 2022 survey showed for reporting municipalities:

- 67 per cent AM Policy in place
- 42 per cent AM Strategy in place

Your AM policy will tend to be more static, while your AM strategy will evolve over time. You would refine or modify your AM strategy to respond to internal and external factors. It is recommended that you annually report on the progress on the municipality’s AM strategy to council and senior leadership.

The following chart summarizes some components that may be included in your AM strategy:

Component	Information may include	Questions to Ask
Current State of Assets	<ul style="list-style-type: none">• Summary of assets by class with replacement value.• Background narrative on current state (e.g., age, general condition, current maintenance, and renewal practices, etc.).	What is the current state of assets (e.g., class, value, replacement value, etc.)? How do we presently manage the assets?
Factors that Impact Asset Needs	<ul style="list-style-type: none">• May consider growth, demographic changes, environmental impacts (climate change), new technologies	What are some of the factors that impact infrastructure and service delivery? Consider emerging issues.

Component	Information may include	Questions to Ask
	<ul style="list-style-type: none"> • or infrastructure advancements, etc. • Current financial picture and future financing and funding options. • Desired state of assets, target levels of service and critical risks to manage. 	<p>What is the current financial picture? Finance and funding availability? Options to deal with shortfalls? What is the desired state of the assets, and the target service levels? What critical risks need to be managed?</p>
Current Status of AM	<ul style="list-style-type: none"> • Outline of current AM practices • Summary of AM planning actions taken to date • Council vision (summarized from policy) and need for AM 	<p>What is the current state of AM in the organization? What has been done to date to advance AM in the organization? What AM tools have been created?</p>
Strategy to Align AM Practice with AM Policy (Directions Going Forward)	<ul style="list-style-type: none"> • Actions needed to align AM practice with objectives and goals set out in the policy. • Key actions needed to advance AM with respect to each of these areas. • May reiterate vision and guiding principles. 	<p>What are the objectives? What actions will bring AM practice in line with the objectives and principles (goals) in the policy? What is the state of the procedures, systems, and training?</p>
Goals to Support Implementation Strategy	<ul style="list-style-type: none"> • Tactics and activities required to achieve the key actions (development of a more specific AM plan). • Final outcomes identified. 	<p>Who will do what, when, where and how for each of the key action items (i.e., application of strategy to the management of assets)? What business improvements are needed? What are the resource requirements?</p>
Relationship to Other Corporate Documents	<ul style="list-style-type: none"> • Identification of how other corporate plans are linked to AM plans. • Identification of how AM decision-making is integrated into the organization. 	<p>What other municipal documents exist (e.g., budget, strategic plan, Official Community Plan etc.)? How do they relate to AM? How will decisions affecting the management of assets be reflected in other processes and documents?</p>
Stakeholder Identification and Role	<ul style="list-style-type: none"> • Identification of stakeholders (individuals and groups) internal and external to the organization that will be impacted by AM • Identification of how the stakeholder will be impacted and how they will be effectively 	<p>How will the actions in the strategy impact stakeholders? How can the municipality effectively engage with these groups? What expectations are there of the stakeholders? What supports are required?</p>

Component	Information may include	Questions to Ask
	engaged, including any supports required.	
Roles and Responsibilities	<ul style="list-style-type: none"> • Set out the governance structure • Clarify roles and responsibilities of the AM team (including council, administrative leadership, and groups within the organization). 	Who is responsible for what? How do responsibilities align with actions and policies? What resource requirements are necessary to develop and implement AM plans?
Reviewing and Monitoring	<ul style="list-style-type: none"> • The approach to reviewing, monitoring, and updating the strategy. 	Who is responsible for reviewing, monitoring, and updating the strategy? How often will this be done? How often will it be communicated to council and stakeholders?
Definitions	<ul style="list-style-type: none"> • Definitions to support common understanding and application. 	What words or phrases require explanation to ensure all participants in AM planning have a common understanding?

Potential Resources:

- FCM - [Guide: How to develop an asset management policy and strategy](#) (*This guide shows municipalities how to develop an AM policy, strategy, framework, and governance structure that are aligned with the municipality's strategic goals. (See Chapter 3, pg. 26)*).
- FCM – [Asset management insights: policy and governance](#) (*This web-based report summarizes the advances in the policy and governance competency of FCM's Asset Management Readiness Scale, highlighting three examples of municipalities that developed an AM strategic framework, an AM gap assessment, and an AM policy*).

Sample Strategies:

- Case study - [Raising the bar on asset management in Selkirk, MB](#) (*This case study demonstrates how the development of Selkirk, MB's Capital Asset Management Strategy enabled the municipality to invest in a state-of-the-art wastewater treatment plant*).
- Case study - [How Brockton developed a sustainable infrastructure roadmap](#) (*This case study demonstrates how the municipality of Brockton, ON completed an AM policy that set the direction for the AM team, strategy, and roadmap*).
- Example of AM Strategy - [Asset Management Strategy for the District of Summerland, BC](#) (*This example of an AM Strategy developed by the District of Summerland describes the key practices, processes, tools, and documents that staff will use to put their AM policy into action*).

Develop an Asset Register

One of the initial steps you can take in developing your AM plan is to create a comprehensive asset register. An asset register is a listing of assets (facilities, roadways, sewer infrastructure, etc.) that are owned by your municipality.

Potential Resources:

- Alberta: [Getting Started - Toolkit User Guide](#)
- Ontario: [Webinars and Tools on a Variety of AM Topics](#)
- NWT: [Asset Management Plan Toolkit](#) includes an Excel AM register template

Types of Information Listed in the Asset Register

An asset inventory or register typically includes the following information:

- The assets you own:
 - Asset type (may be by class and sub-class)
 - Asset identifier (may be an asset tag number or some other unique identifier for the asset)
 - Asset name (e.g. ABC Park)
- The location of the asset:
 - Physical location (where the asset is, e.g. water line – on ABC Street from 1st Ave to 2nd Ave, latitude and longitude)
 - Municipal address (if one is assigned)
 - Legal description (for land and building)
- Attributes that describe the asset:
 - Quantity and size, material constructed from
 - Key dates (such as construction/installation date; date of major renovation or renewal that would extend use)
 - Age of asset
- Cost of the asset:
 - Historic (cost when acquired)
 - Replacement (anticipated cost to replace the asset)
- Condition ratings:
 - Physical condition
 - Functional condition (*rating on whether it is functioning as is intended*)
 - Demand condition (*rating on whether the asset is meeting the required demand*)
- Life span of the asset:
 - Expected service life
 - Remaining service life (*Estimated number of years until asset fails. It may be based on the expected service life and age, or on actual renewal, performance and condition data*)
 - Remaining service life basis
- Summary of the source and accuracy of information in the register for the asset
- Other information that may be included:
 - Identification of high-value or core assets
 - Risks created or impacted by climate change
 - Annual operating costs

Where to Find Information for Your Asset Register

Your municipality will already have much of this information compiled as a result of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants Handbook Section 3150 Tangible Capital Assets accounting reporting requirements; therefore, this document can serve as a good starting point. It's important to note that preparing your asset register for AM may require additional refinement, such as:

- Segmentation of your asset register into an appropriate level of detail. Asset segments should reflect a portion of the asset that is a reasonable size, and that would be replaced

at the same time for a similar cost. This means that each segment should have a common year of construction, construction type, materials, and expected useful life.

For example, your municipality may have constructed a park and have the whole park listed as a single asset on your register. To effectively use your asset register for AM planning, the individual asset “park” should be broken down and listed by its parts (segments), such as benches, pathways, irrigation, and play structures.

- Additional information not required by PSAB 3150, such as replacement costs.

Replacement cost can be used to calculate future funding gaps and the cost if AM is not undertaken. There are various ways to calculate replacement values of your assets, increasing the accuracy of the value along the way. For example, inflated historical cost, insurance values, reproduction costs, and replacement costs.

The 2022 survey showed 74 per cent of municipalities had completed asset registers for all asset classes.

As you continue to collect and update information for AM, you will further develop your asset register.

Add the Current and Desired Conditions of Assets

The next step is to add condition ratings to your asset register. Make note of the current condition of the asset, plus the desired condition that you would like it to be at. This will involve deciding on a grading system – a standard set of rules and terminology used to assess and describe the condition of an asset – and finding the best ways to assess that condition.

The 2022 survey showed that of the 1,584 priority assets identified by municipalities, 60 per cent had levels of service established for them.

As part of establishing the desired condition of an asset, you must take into consideration the level of service required from that asset. Level of service is a term that encompasses the quality, quantity, reliability, responsiveness, environmental acceptability, and cost of an asset. It requires balancing community needs, regulatory or legal obligations, and the cost of service delivery.

Potential Resources:

Saskatchewan: Asset Management Condition Assessment Techniques

Saskatchewan: Asset Management Condition Grading Standards

Federation of Canadian Municipalities: Developing Levels of Service

Calculate the Funding Gap Between the Current and Desired Conditions

Once the current and desired conditions have been determined, you can now estimate the approximate cost to renew or replace your asset to the desired state. This knowledge can then be used to prepare budgets and long-term financial plans.

Possible sources of cost information include:

- Unit construction cost guides
- Talk to other municipalities that have recently done similar work
- Operators or staff may have local knowledge or industry contacts who can provide information.

The 2022 survey showed that of the 1,584 priority assets identified by municipalities, 20 per cent had levels of service established and compared them to asset condition, and 15 per cent had levels of service established, compared them to asset condition, and determined a funding gap.

Improvement and Monitoring of the Plan

Asset management practices require continuous revision, improvement and monitoring to be most effective. Any time a new asset is built, or an old one is upgraded, maintained, or disposed of, the asset register and all related documents should be updated. Regular progress reports to council are essential to keep everyone on track. It is also a great idea to keep your community apprised of your asset management efforts.

They are much more likely to support decisions where they can see the logic and numbers behind them.

As reported in 2022, 54 per cent of municipalities stated that their AM planning practices influenced their long-term financial plan.

One of the most important objectives of creating AM plans, strategies, and registers is to incorporate this information into municipal financial planning activities such as preparing the budget, making capital purchase decisions, creating a long-term financial plan, and making decisions to build and maintain municipal reserves. All these activities work hand-in-hand to assist municipalities in making the best choices possible for their assets and for their communities. As stewards of public infrastructure, it is essential to take a long-term approach to planning rather than the term of office. We all want our communities to flourish and remain strong for future generations.

Potential Resources:

Saskatchewan: Five-Year Capital Works Plan (Excel Form)

Saskatchewan: Five-Year Capital Works Plan (PDF Form)

British Columbia: How to Write a Long-Term Financial Plan for Asset Management

- Case study - How the Village of Warfield, BC, updated and modernized its asset register (This case study demonstrates how a municipality captured data for its linear assets, determined replacement costs, and used an open-source asset management software for decision making).

APPENDIX A

EXAMPLE MUNICIPAL ASSET MANAGEMENT POLICY

Municipality Name

Policy Title: MUNICIPAL ASSET MANAGEMENT POLICY

Policy Number: Supersedes Numbers:

Authority: Council

Approval date: Last Review date:

Effective date: Next Review date:

1.0 COUNCIL ASSET MANAGEMENT POLICY STATEMENTS

Asset management is a broad strategic framework that encompasses many disciplines and involves the entire organization. The term asset management, as used in this document, is defined as "the application of sound technical, social and economic principles that considers present and future needs of users, and the service from the asset" (*or can change to municipality's definition*).

This policy document guides how staff and council will interact with the (*Municipality Name*) Asset Management Strategy and Asset Management Plans.

To guide the organization, the following policy statements have been developed:

The *Name of Municipality* will:

- i. Develop and maintain asset inventories of all its infrastructure.
- ii. Monitor standards and service levels to ensure they meet/support community and council goals and objectives.
- iii. Maintain and manage infrastructure assets at defined levels to support public safety, community well-being and community goals (this can be customized to reflect specifics the municipality wishes to support).
- iv. Establish infrastructure replacement strategies using full life cycle costing principles.
- v. Plan financially for:
 - a. The appropriate level of maintenance of assets to deliver service levels and extend the useful life of assets.
 - b. Provision of stable long-term funding to replace, renew and/or decommission infrastructure assets.
- vi. Where appropriate, consider and incorporate asset management in its other corporate plans.
- vii. Report to citizens regularly on the status and performance of work related to the implementation of this asset management policy.

2.0 BACKGROUND AND PURPOSE OF COUNCIL POLICY

Council has a mandate to provide a wide range of services. To guide staff with the effective implementation of those services, council typically adopts policies for important issues that can be used by staff to support council's vision, goals, and objectives.

Council vision and goals for infrastructure assets:

Council's vision and goal for the community is *(Insert council's vision relative to infrastructure assets. Examples: "a safe, livable, sustainable and economically vibrant community underpinned by well managed and maintained infrastructure assets that support the services as defined in consultation with the ratepayers." "To deliver the services that fall under its mandate to residents and businesses in a cost effective and creative manner.")* These assets include, but are not limited to, *(identify the various asset categories, e.g. efficient transportation networks, economical and reliable water distribution networks, safe and reliable sewage collection systems, reliable information technology systems, productive fleets, and accessible parks, recreation, and civic facilities, etc.)*

Using sound asset management practices, council and the community can be assured that the assets meet performance levels, are used to deliver the desired service in the long-term and are managed for present and future users.

This policy is to articulate council's commitment to asset management, and guides staff using the policy statements. In doing so, this policy outlines how it is to be integrated within the organization in such a way that it is coordinated, cost-effective and organizationally sustainable. This policy also demonstrates to the community that council is exercising good stewardship and is delivering affordable services while considering its legacy to future residents.

Staff will implement the policy through the development and use of asset management guidelines and practices. Since the performance of asset management is organization specific, reflective of knowledge, technologies, and available tools, and will evolve over time, the responsibility for guidelines and practices is delegated to staff.

3.0 POLICY PRINCIPLES, GUIDELINES, AND INTEGRATION

The key principles of the asset management policy are outlined in the following list. The organization shall:

- i. Make informed decisions, identifying all revenues and costs (including operation, maintenance, replacement and decommission) associated with infrastructure asset decisions, including additions and deletions. Trade-offs should be articulated and evaluated, and the basis for the decision recorded.
- ii. Integrate corporate, financial, business, technical and budgetary planning for infrastructure assets.
- iii. Establish organizational accountability and responsibility for asset inventory, condition, use and performance.
- iv. Consult with stakeholders where appropriate.

- v. Define and articulate service, maintenance and replacement levels and outcomes.
- vi. Use available resources effectively.
- vii. Manage assets to be sustainable.
- viii. Minimize total life cycle costs of assets.
- ix. Consider environmental goals.
- x. Consider social and sustainability goals.
- xi. Minimize risks to users and risks associated with failure.
- xii. Pursue best practices where available.
- xiii. Report the performance of its asset management program.

Guidelines and Practices:

This policy shall be implemented by staff using accepted-industry guidelines and practices (*can identify the guidelines/practices will be using*) and staff shall consider the use of an asset management strategy and asset management plans.

The organization will also comply with required capital asset reporting requirements and integrate the asset management program into operational plans throughout the organization.

Strategic asset management plans may be developed for a specific class of assets or be generic for all assets and should outline long-term goals, processes, and steps toward how they will be achieved. The asset management plans should be based on current inventories and condition (acquired or derived), projected performance and remaining service life and consequences of losses (e.g. vulnerability assessments, emergency management).

Operational plans should reflect these details. Replacement portfolios and associated financial plans should consider alternative scenarios and risks, as well as include public consultation.

Context and Integration of Asset Management within the Organization:

The context and integration of asset management throughout the organization's lines of business is typically formalized through references and linkages between corporate documents. Where possible and appropriate, Council and staff will consider this policy and integrate it in the development of corporate documents such as (*broad list noted below, include those which apply and add others as needed*):

- Official Community Plan
- Business plans
- Corporate strategic plan
- Corporate financial plan
- Capital Budget plan
- Operational plans and budgets (including vehicle and fleet plans and budgets)
- Neighbourhood plans
- Annual reports
- Design criteria and specifications
- Infrastructure servicing, management, and replacement plans, e.g., transportation plans

- Community social plans
- Parks and recreation plans
- Facility plans

4.0 KEY ROLES FOR MANAGING THE ASSET MANAGEMENT POLICY

Policies are approved by council. While staff, public and other agencies may provide input on the nature and text of the policy, council retains the authority to approve, update, amend or rescind policies.

Role	Responsibility (those noted are suggested)
Identification of issues and development of policy updates	Council and staff
Establish levels of service	Council, staff and public
Exercise stewardship of assets, adopt policy and budgets	Council
Implementation of policy	Administrator and staff
Development of guidelines and practices	Administrator and staff
Ongoing review of policies	Council and staff

Implementation, Review and Reporting of Asset Management work:

The implementation, review and reporting back regarding this policy shall be integrated within the organization. Due to the importance of this policy, the organization's asset management program shall be reported annually to the community, and implementation of this policy reviewed by council at the mid-point of its term (*these timelines are at discretion of council; consider also, CCBF timeline requirements*).

Actions	Responsibility (those noted are suggested)
Adopt an asset management policy	Council and Chief Administrator
Monitor and review infrastructure standards and service levels at established intervals	Council and Chief Administrator
Develop and maintain infrastructure strategies, including development and service plans	Planning, Public Works, asset operation and maintenance departments, and finance

Role	Responsibility <i>(those noted are suggested)</i>
Develop and maintain asset inventories	Public Works, asset operation and maintenance departments, and finance
Assess infrastructure condition and service levels	Public Works, asset operation and maintenance departments
Establish and monitor infrastructure replacement levels using full life cycle costing principles	Public Works, asset operation and maintenance departments
Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extensions and decommission of assets	Public Works, asset operation and maintenance departments, and finance
Report to citizens on the status of the community's infrastructure assets and asset management program	Council, administrator, communications