Checklist:
Implementing asset management in your municipality

This tool will help your municipality assess the current state of its asset management practice and identify specific actions to execute your asset management program more impactfully. This checklist and reflection questions are most helpful if your municipality already has a strategic asset management policy and an asset management plan.

Municipal staff can use this tool to stimulate deeper consideration of their asset management practices. It can also be used to facilitate a discussion between your municipality's asset management team and staff from across the organization. While the tool is intended to assess the municipality's overall approach, it can also be used to assess a specific service area within the municipality.

This checklist will help you to:

> Assess areas of strength for your municipality;

> Identify areas for continuous improvement;

> Benchmark progress in implementing (sometimes also called 'operationalizing') asset management;

> Inform a roadmap for continuous improvement.

Expert tip Complete this exercise annually and collaboratively, involving members of your municipality's asset management team or steering committee.

Date: _____

Staff Involved: _____

Exercise *Consider each of the checklist statements and provide a rating in the right column.*

#	IMPLEMENTING ASSET MANAGEMENT: COMPONENTS	YES	NO	PARTIAL	UNSURE
1	The municipality's asset management team meets regularly and tracks progress on its asset management objectives.				
2	Asset management roles and responsibilities are documented as part of a governance framework and updated with changes to the Asset Management Strategy.				
3	Council's decisions on infrastructure renewal projects are based on asset management plan recommendations.				
4	Asset management planning incorporates the municipality's strategic priorities that involve infrastructure, such as: community planning; climate change adaptation or mitigation; energy management; or equity, diversity, and inclusion.				
5	Data needs across the organization have been identified to improve decision-making or outcomes.				
6	Senior management have identified the municipality's asset management competency gaps and developed a plan for addressing them.				
7	The asset management team documents the processes used to implement the asset management program, such as: inputs, responsibilities, outputs, and outcomes.				
8	The municipality uses an asset hierarchy to structure its data collection and reporting across all levels of the organization.				
9	On an ongoing basis, the municipality works to ensure that asset data are reasonably complete, consistent, accurate, and up to date.				

#	IMPLEMENTING ASSET MANAGEMENT: COMPONENTS	YES	NO	PARTIAL	UNSURE
10	The different components of the municipality's asset management information system – such as work orders, decision support, GIS, financial data – are integrated so that staff access a 'single source of truth'.				
11	The municipality's risk assessments of assets are linked to the consequences of not meeting approved levels of service.				
12	Municipal staff communicate the costs and risks of providing different levels of service to Council and to the public.				
13	Risks are tracked at both the service and asset level.				
14	A lifecycle management approach is utilized for operating and capital planning processes across service areas.				
15	Staff regularly analyze maintenance and failure data for different asset classes to inform better lifecycle management and budgeting.				
16	Forecast climate change impacts are incorporated into operations, maintenance, and capital planning processes.				
17	The financial projections in the Asset Management Plan(s) are incorporated in the organization's Long Range Financial Plan, including both the operating and capital budgets.				
18	Variances between the approved spending (as through the budget process) and Asset Management Plan recommendations are tracked and used to inform annual adjustments to the municipality's risk profiles, long-term financial plan, and levels of service.				
19	Operations & Maintenance plans and activities are formulated to achieve or sustain target levels of service.				
20	The municipality conducts asset management maturity assessments on a consistent cycle to benchmark progress and shape its roadmap for continuous improvement.				

Reflections

Exercise *Use the questions below as a starting point to reflect on the current state of your municipality's asset management practice. The results are intended to provide insights for your municipality to benchmark progress and identify potential steps to implement asset management with greater impact.*

> Are the 'Yes' and 'No' answers in particular areas? For example, are there a cluster of similar answers in areas like governance, risk management, or decision-making? Were there unexpected results? If so, what might these indicate?

> For the questions that you answered 'Partial' or 'Unsure', what could be done to change answers to 'Yes'? What information might be needed? What processes could be strengthened?

> If you could choose only a few areas for improvement, which statements would drive the most meaningful improvements to your municipality?

> Using the checklist as a guide, how could your municipality be using its Asset Management Plan more effectively in driving better decisions and outcomes?

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