

# PART 2 – WEAVING THE PIECES



## Asset Management Strategy

An asset management (AM) strategy, or Strategic Asset Management Plan (SAMP) clearly identifies what your community would like to achieve through your AM program. It outlines what your community would like to accomplish from an asset management perspective and when it will happen. An AM strategy describes the key practices, processes, tools and documents that you will use to implement the AM policy and ensure your community can meet the objectives set out. Refer to the supplementary material “Decision Making Tools” for additional information. The following is a brief outline of some steps that may assist in completing an Asset Management Strategy.

- 1. Project Sponsor** **Identify and engage a senior team member** who has the authority to direct resources and time toward the development of the strategy. This person may be the portfolio manager on Council or a senior staff member.
- 2. Project Lead** **Identify and engage an AM Project Lead.** They will be required to lead collaboration across the community, amongst staff and leadership as your AM team gathers information and develops your community AM strategy.
- 3. Awareness/ Buy-in** **Build awareness amongst staff.** Staff need to understand how AM relates to them, and why they should be interested in helping to develop an AM strategy.
- 4. Key Information** **Gather key information to inform your AM strategy.** The AM strategy should be aligned with a community’s high-level policies, strategies and plans.
- 5. Develop Strategy** **Develop your AM strategy.** This will involve a number of working meetings or workshops with key departmental staff and your AM team.
- 6. Adopt Strategy** **Adopt your Strategy.** Chief and Council will need to endorse the AM policy and strategy. A phased approach can be utilized to adopt the strategy in stages.
- 7. Implement** **Use your AM Strategy and update it as needed.** An AM strategy is a living document that provides direction for all community infrastructure investment decisions.

For more details on building an Asset Management Strategy and the contents to include in it, the Federation of Canadian Municipalities has the following “How to” guide on How to Develop an Asset Management Policy, Strategy and Governance Framework:

<https://fcm.ca/en/resources/mamp/guidebook-how-develop-asset-management-policy-and-strategy>

## Strategic Alignment of the Asset Management Strategy

The asset management strategy defines what the community intends to achieve from asset management activities and a timeframe to complete these activities. To do this you will need to identify and prioritize key actions that support delivery of the asset management policy. Overall, the asset management strategy will provide a high-level overview of how time and resources will be allocated. To fully benefit from the use of these resources, you should align the strategy with other community programs.

You likely have a variety of existing policies and documentation defining the strategic direction of your community. These should ideally be aligned with each other. The strategic alignment section of an AM strategy should explain how the strategy is aligned with all the other policies, strategies, and processes in your municipality. It helps to create the “line of sight” from your community’s strategic direction and objectives to the AM decision-making practices and processes. This will ensure that the day-to-day activities that will take place at the service and asset level will move together in the same direction.

To get buy-in from the community, you need to clearly show how the strategy is relevant to other areas outside of asset management. As the asset management program will involve bringing together a diverse team from many departments, being able to refer back to how asset management will help them achieve their other goals will be important. The strategic alignment section of the AM strategy will demonstrate how the strategy relates to other municipal objectives. This section will:

- Describe the connection between your AM policy and AM strategy (i.e. the AM policy outlines the principles and requirements, while the AM strategy details how the AM policy will be implemented).
- Itemize the strategic plans and documents that inform the AM strategy (e.g. comprehensive community plan, community priorities, sustainability plan, master plans, climate change strategies, social/cultural plans, policies, etc.). You may wish to include a document map, which is a visual representation of the hierarchy of existing documents (strategic plan, community plan, master plans, development plans, AM policy, etc.) and their relationship to the AM strategy.
- Consider explaining how the AM strategy is related to internal policies and practices that may not be represented in public-facing documents.
- Highlight key business improvement themes and actions that may not be particular to AM but will require collaboration and an integrated approach to application. Some examples might be:
  - Implementing an integrated risk management framework.
  - Promoting integrated land use and infrastructure planning.
  - Adopting a common approach to documenting investment business cases.
  - Managing environmental liabilities and assets owned by the community.