A SCOPE

The Asset Management Task Force has recommended a project to develop a synthesis of asset management best practices for Canada. The final report will be reviewed by the Asset Management Task Force, Small Municipalities Task Force and Chief Engineers’ Council of TAC.

B BACKGROUND

Over the past ten to fifteen years, the implementation of asset management practices among transportation agencies has become widespread. Many resources have been published that describe the benefits of asset management principles and tools to optimize the investments of an owner when managing assets. While general asset management guidelines and steps to take have been identified, a description of the most practical suggestions to achieve success and avoid pitfalls, from a Canadian point of view, would be a practical resource.

The Canadian focus of this synthesis will provide agencies with information from others who share similar funding, climatic, and economic constraints. Sharing successes and challenges with transportation asset management may enhance practices in agencies that are more mature in asset management and will be of significant benefit to agencies with less asset management experience.

A major focus of this project will be identifying the transportation asset management practices that are actively being used by Canadian jurisdictions, as well as their experiences, lessons learned and effectiveness. This information will provide the basis for recommendations about best practices to move forward and improve the effectiveness of asset management in Canadian agencies.

A survey was previously conducted by the TAC Asset Management Task Force. The results of this survey will be shared with the selected proponent.
The TAC Climate Change Task Force (CCTF) checklist should be referenced through the development of this synthesis. The CCTF checklist can be found within the TAC pooled fund project guidelines found at:

C  PROJECT OBJECTIVE

The objective of this project is to develop a synthesis of asset management best practices for Canada. Building on a recent survey of transportation asset management in Canadian provinces and municipalities using the Infrastructure Management Maturity Model (IM3), the synthesis will share asset management information for each stage of implementation. The IM3 is a tool which measures an organization’s capability in asset management against industry practices according to six different stages.

The main focus of the synthesis is to be on highway and bridge infrastructure, with a secondary focus to be on transit and roadside related infrastructure.

D  METHODOLOGY

The primary goal to develop a synthesis of asset management best practices in Canada will be achieved by completing the following:

- a review of current practices to identify asset management best practices being used by regional municipalities, jurisdictions, provincial agencies and relevant organizations across Canada. As a minimum, but not limited to, the following organizations should be consulted as part of the review:
  - CNAM – Canadian Network of Asset Managers
• a review of other applicable sources of asset management best practices not currently being used in Canada that are readily available and are relevant to the Canadian context and climate. As a minimum, but not limited to, the following organizations should be consulted as part of the review:
  - IAM – The Institute of Asset Management
  - IPWEA – The Institute of Public Works Engineering Australia
  - FHWA – MAP-21 Information

• a review of current research about asset management best practices and relevant case studies,
• approaches to avoid,
• compilation of research and practices, developing of a national synthesis of asset management best practices.

The initial review of asset management best practices should be done as a high level overview, then narrowing down for an in depth study on the best cases found for several regional municipalities, jurisdictions, provincial agencies and relevant organizations across Canada.

E PROJECT DELIVERABLES

Final deliverables must include:

• Development of a stand-alone document, *Synthesis of Asset Management Best Practices for Canada*, in English. The document should include an executive summary, an overview of practices and experiences in North America and internationally, and the priority topics facing the needs of Canadian agencies which are applicable to the Canadian context.
  - Minimum topics must include, but are not limited to, the following:
    - Asset management tools used
    - What assets are being tracked and how they are tracked
    - Performance measures that are used and their respective targets
Request for Proposal  
(January 8, 2014)  
Synthesis of Asset Management Best Practices for Canada  
Deadline: 13:00 EST, January 30, 2014

- What reports are generated and how often they are generated  
- How asset management ties into funding requests  
- Cross-Asset optimization analysis and trade-offs  
- Communication of asset management and asset management performance to the public

- Presentations of 100% final draft guide findings to the Project Steering Committee (PSC), Asset Management Task Force, Small Municipalities Task Force and Chief Engineers’ Council. Please refer to schedule in section F.
- A two page primer that describes the topic of asset management practices from a broad perspective. This brief will be used as a reference document for the publication and will be made available through the TAC Library. English version of the primer is to be delivered.
- Power Point presentation and the supporting documentation for each meeting.
- An original unbound (8½” x 11”) master copy that complies with format and style specifications supplied by TAC. Electronic files of all text and figures and all other supporting material shall also be delivered to TAC as part of the contract. All final products become the property of TAC.

The deliverables must be submitted in the following formats:
- Electronic version of the Synthesis and MS PowerPoint presentation (including all text, graphics, appendices, etc.) in Adobe PDF format.
- One hard copy of the Synthesis.
- Electronic version of the Synthesis in MS Word format.
- Electronic version of the original graphics and tables used in the Synthesis in either TIFF or EPS format.

Note that any supporting documentation should form the appendix to this document.
F  PROJECT SCHEDULE

A schedule identifying expected project milestones is included below:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal due</td>
<td>January 30, 2014</td>
</tr>
<tr>
<td>Contract Award</td>
<td>February 24, 2014</td>
</tr>
<tr>
<td>Consultant Initial Meeting with PSC</td>
<td>Early March, 2014</td>
</tr>
<tr>
<td>Spring Meeting (Ottawa)</td>
<td>April, 2014</td>
</tr>
<tr>
<td>Review of current practices and research on asset management</td>
<td>April - June</td>
</tr>
<tr>
<td>Review of current practices and research on asset management summary due</td>
<td>August 14, 2014</td>
</tr>
<tr>
<td>Fall Meeting (Montreal)</td>
<td>September, 2014</td>
</tr>
<tr>
<td>50% Draft Documents</td>
<td>January 15, 2015</td>
</tr>
<tr>
<td>Spring Meeting (Ottawa)</td>
<td>April, 2015</td>
</tr>
<tr>
<td>90% Draft Report</td>
<td>May 14, 2015</td>
</tr>
<tr>
<td>100% Draft Report</td>
<td>August 13, 2015</td>
</tr>
<tr>
<td>Presentation of 100% final draft Guide to PSC, AMTF, Structures Standing Committee, SMTF and CEC during the TAC 2015 Fall Meetings (Charlottetown)</td>
<td>September, 2015</td>
</tr>
<tr>
<td>Final Documents Submission</td>
<td>October, 2015</td>
</tr>
</tbody>
</table>
The Project Steering Committee may require several reviews as the document is being drafted. A minimum of two weeks should be allocated for this review prior to any meeting or teleconference. Proponents should give allowance for this time when planning their study completion schedule. Meetings for discussion on deliverables are required to be held a couple weeks after each deliverable due date, on top of the schedule indicating milestone dates. Project update meetings are also required every 4-6 weeks during spans when no other project meetings have been scheduled. A member of the consultant team is expected to be present in person during all Spring and Fall meetings as indicated in the schedule.

The Project Steering Committee wishes to be an active participant in the study development, and therefore, will be interested in the Project Steering Committee/consultant interaction proposed.

The Project Steering Committee will review each draft document, and the consultant will address all comments.

G  LEVEL OF EFFORT

A maximum budget of $120,000, plus applicable taxes, is available for this project. A project cost breakdown will be requested at the beginning of the project. Invoices will be permitted on completed and approved items. An amount equal to 10% of each invoice will be retained until the final deliverables have been completed and approved by the Chief Engineers Council.

H  PROPOSALS

To be considered for this project, proposals to undertake this work must be received no later than 13:00 ET on January 30, 2014. One (1) hard copy of the proposal should be delivered, as well as an electronic version in Microsoft Word or Adobe Acrobat format, to the undersigned with the below bulleted information while following the Evaluation Criteria found in Appendix A. Hard copy versions of the proposal can be received by mail after the deadline, so long as the electronic version is received by the deadline.
• **Scope and objectives** – The proponent is to demonstrate a clear understanding of the project’s objective/scope and is to describe the challenges that might be encountered in its execution.

• **Methodology** – The proponent is to describe the approach to be used to accomplish all components of the project. The proponent is to identify major tasks to be undertaken, all resources to be used, including sources of information and data, analyses and testing that are planned, and means to be used to make recommendations. The proponent is to provide a list of their intended base contact list for the review of current practices stage. The project steering committee will review the list and provide missing additional relevant contacts at the appropriate time in the project.

• **Sample Deliverable** – The proponent is to include a sample of how the guide may be presented and delivered. From the last task listed in Section D; the proponent is to demonstrate, in principle, the content to be included to present the findings from a review, the level of scientific detail and practical information to be described, the adopted format, and the graphics to be presented. This sample is to provide a basis for evaluating the proponent’s ability to deliver the material requested in a practical manner. The proponent is to limit the sample deliverable to a maximum of two (2) pages.

• **Work plan** – The proponent is to show the time budgeted for the various components of the project; is to include deadlines for approvals through the various stages, and is to show that adequate time and resources are devoted to all aspects of the project.

• **Project team** – The proponent is to identify the project leader and consultant team members (including sub-consultants) and is to include resumes with examples of similar projects that have been worked on. The proponent is to provide an organizational chart which shows the working relationship and project responsibilities of each team member. If a consultant project team member is no longer able to participate throughout the course of the project, the consultant team shall replace the team member with someone of equivalent experience and knowledge.

• **References** – The proponent is to name three organizations for which they have completed substantial projects of a related nature. The proponent is to include the organization’s address and the name and telephone number of an individual familiar with the project.

• **Fees breakdown** – The proponent is to include a total project cost, a detailed fees breakdown of the various components of the job, an itemized professional fees list for each member of the team, and administrative, travel and other expenses and disbursements per stage.
• **Conflict of Interest Declaration** – The proponent is to include in the proposal a disclosure, including information on possible sources of significant financial or organizational conflict of interest in conducting the research. For example, under certain conditions, ownership of the proposing agency, other organizational relationships, or proprietary rights and interests could be perceived as jeopardizing an objective approach to the research effort, and proponents are asked to disclose any such circumstances and to explain how they will be accounted for in the study.

Proposals will be evaluated based on the methodology and sample deliverable described and presented by candidates (evaluation criteria are presented in Appendix A). Team qualities, the expertise that will be brought to the project, and the time that will be invested will also be considered in the evaluation.

The main body of the proposal shall be no more than ten (10) pages (single sided), excluding the sample deliverable. The cover letter, detailed pricing form, project schedule chart, organizational diagram and resumes should not be included in the page count.

Proposals shall make use of a twelve (12) point font, single spaced, with one (1) inch borders all around for the ten (10) pages of the main body of the proposal.

The Project Steering Committee reserves the right to interview selected candidates prior to selecting a consultant team. It should be noted that the working language for this project is English. If you wish to discuss this project in more details, contact the Project Manager listed below.
I PROTECT ADMINISTRATION

A project manager will provide liaison between the project steering committee and the consultant for this project. All administrative and technical inquiries should be addressed to the undersigned. The Project Steering Committee will be responsible for reviewing project deliverables and ensuring that the work of the consultant successfully accomplishes the objectives set out herein. A contract for consulting services must be established with the consultant before work can begin.

For more information, contact:

Craig Stackpole  
Program Manager  
Transportation Association of Canada  
2323 St. Laurent Blvd  
Ottawa, Ontario K1G 4J8  
Tel: (613) 736-1350, ext. 232  
Fax: (613) 736-1395  
E-mail: estackpole@tac-atc.ca
Appendix A: Evaluation Criteria for Project Proposals

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of project’s scope and end-product requirements (Based on Scope and Objectives)</td>
<td>25</td>
</tr>
<tr>
<td>Approach and methodology toward development of the Synthesis (Based on Methodology and Sample Deliverable)</td>
<td>40</td>
</tr>
<tr>
<td>Adequacy of work plan to meet required timeframes (Based on Work Plan and Fees Breakdown)</td>
<td>10</td>
</tr>
<tr>
<td>Qualifications and experience of consultant team and project leader and their proven competence in relevant related work (Based on Project Team and References)</td>
<td>25</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>