

**Terms of Reference**  
**Municipal Asset Management Program (MAMP)**  
**Technical Working Group**

## 1. CONTEXT

The Asset Management Fund to be publically named the Municipal Asset Management Program (MAMP)<sup>1</sup> is a five-year, \$50 million program that will support Canadian municipalities and communities to make informed infrastructure investment decisions based on stronger asset management practices. The Federation of Canadian Municipalities (FCM) offers this program with funding from Infrastructure Canada (INFC). MAMP will support an estimated 1,000 municipalities and communities across Canada to manage their infrastructure more strategically, thereby contributing to the success of new federal investments in municipal and community infrastructure.

The ultimate authority and fiduciary duty for MAMP lies with the FCM Board, exercised through delegated oversight responsibility to the FCM Executive Committee. The program will also be supported by:

- A Program Steering Committee; and
- A Technical Working Group.

## 2. MEMBERS

The MAMP Technical Working Group consists of:

- 3-4 representatives from each of six regions (BC/Alberta; Manitoba/Saskatchewan; Territories; Ontario; Quebec; Atlantic).  
Representatives will include:
  - 2 Provincial and Territorial Municipal Association (PTA) representatives from all regions, except Ontario region which will have 1 representative;
  - 1 practitioner representative (municipal staff); and
  - 1 technical expert (consultant or community of practice representative)
- MAMP Program Director and program managers from FCM (2-4 people)
- Other experts and discretionary seats as required (2-5 people).

To the extent possible, the Technical Working Group will include representatives from communities of different sizes, and from different program eligibility

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<sup>1</sup>The name in contribution agreement between FCM and INFC is the "Asset Management Fund". FCM has proposed that "Municipal Asset Management Program" be the public name for the program.

categories. We will also seek members with expertise in different areas of asset management practice (finance, planning, public works, etc...).

Members will serve on the Technical Working Group for a renewable two year term, unless they request to be replaced, or their organization identifies a new member representative.

The Technical Working Group will be chaired by FCM.

### **3. ROLE OF THE WORKING GROUP**

The Technical Working Group will provide technical advice to support the effective and efficient implementation of the program. It is not a decision making body. Participation in the Technical Working Group is viewed as an opportunity to contribute to the Project's achievements at the operational level.

The Technical Working Group may be asked to provide input and advice in the following areas:

- a) MAMP Annual Work Plan (AWP);
- b) MAMP knowledge products, tools, and guidelines, and dissemination strategies;
- c) Program design, including design of capacity building activities for local governments, and approaches to institutionalization and sustainability;
- d) Scaling up and replication of recommended good practices to other communities;
- e) Potential synergies between MAMP activities and those of provincial/territorial and other donor funded initiatives;
- f) Areas for knowledge sharing and collaboration;
- g) MAMP's continual improvement.

### **4. MEETINGS**

The Technical Working Group shall meet at least quarterly, or as required. Meetings will be in person, or via conference call, as appropriate. Additional meetings of the Technical Working Group may be held at the discretion of the Technical Working Group Chair or at the request of a majority of its members.

### **5. MEMBER RESPONSIBILITIES**

As far as feasible, MAMP and its Technical Working Group will benefit from the regular participation of the same representatives to maintain continuity. Alternates are not permitted.

**Individual Technical Working Group members will:**

- a) Understand the goals, objectives, and desired outcomes of the project;
- b) Ensure that they are informed concerning project plans and progress based on the Technical Working Group meeting materials and presentations;
- c) Take a genuine interest in the project's outcomes and overall success;
- d) Act on opportunities to communicate positively about the project;
- e) Actively participate in meetings through attendance, discussion, follow up on action plans, and review of minutes, papers and other Technical Working Group documents;
- f) Provide technical input where required, contribute to Annual Work Planning, and provide advice on the program's knowledge sharing and coordination efforts;
- g) Provide advice and information on matters relevant to the effectiveness and success of MAMP;
- h) Sign a declaration stating they understand and will abide by FCM's *Code of Ethical Conduct (including the Conflict of Interest Policy)*, and FCM's *Harassment Policy*; and
- i) Support open discussion and debate, and encourage fellow Working Group members to voice their insights.

**6. MAMP SECRETARIAT AND CHAIR RESPONSIBILITIES**

FCM will serve as the Technical Working Group Secretariat, and MAMP's Program Director will serve as the Technical Working Group Chair.

The Technical Working Group Chair, or their designate, will:

- a) Set the agenda for each meeting;
- b) Manage the agenda, and keep the group on time;
- c) Encourage broad participation from members in discussion; and
- d) Manage any issues with member attendance or replacement.

The MAMP Secretariat will:

- a) Support the chair in planning and organizing Technical Working Group meetings;
- b) Take minutes of Technical Working Group meetings;
- c) Follow up on action items and requests made during Technical Working Group meetings;
- d) Ensure that members have signed the *Code of Ethical Conduct and Harassment Policy* declarations; and

- e) Distribute a meeting package, in both official languages, one week before Technical Working Group meetings.

## **7. DECISION MAKING**

The Technical Working Group is not a decision-making body, but rather it provides advice and input to the MAMP project, and supports its successful implementation across Canada.

In some instances, the Technical Working Group may be asked to put forward a recommendation to the Program Steering Committee, or FCM. In such an instance, views will be collected and discussed at a Technical Working Group meeting. Where members agree, a single recommendation will be put forward. Where members do not agree, different viewpoints will be presented for consideration by the Program Steering Committee or FCM.

The Technical Working Group will not vote on issues.

## **8. CODE OF CONDUCT**

All members of the Technical Working Group are responsible for understanding and abiding by the following policies, which are included as appendices to this document:

- *FCM Code of Ethical Conduct (including Conflict of Interest Policy)*
- *FCM Harassment Policy*

Each member will be required to sign a declaration, stating that they have read, understood, and agree to abide by these policies before the first Technical Working Group meeting.

Because members of the Technical Working Group may represent communities or implementing partners that are potential recipients of MAMP program funds, FCM will carefully monitor and manage potential conflicts of interest. In particular, it is essential that Members do not have access to information that would give them, or the organization they represent, an advantage over other municipalities, communities, or organizations when applying for MAMP funding (e.g. selection criteria, evaluation processes, etc). Protecting against a conflict of interest through insider information is the joint responsibility of the MAMP Secretariat, and Members. The Secretariat will endeavour to withhold all information that may constitute an advantage to Members. In the event that such information is accidentally made available, Members must declare the conflict of interest, and agree to keep the information confidential.

## **9. MEMBER TRAVEL AND EXPENSES**

Members of the MAMP Technical Working Group can expect to be reimbursed reasonable expenses incurred in connection with their duties and responsibilities on the Working Group, in accordance with the *MAMP Member Travel, and Expenses Policy*.

## **10. AMENDMENTS**

These Terms of Reference are subject to review and approval by the Technical Working Group annually. These Terms of Reference may be amended by agreement among the members of the Technical Working Group, with approval by the Program Steering Committee, at any time.