

# COMPREHENSIVE ASSET MANAGEMENT POLICY



## **Vision**

Ensure that City-owned assets support the sustained delivery of municipal services by managing risk and aligning with City objectives through data-driven decision-making, optimizing asset value, and organizational commitment at all levels to deliver the best value over the lifetime of our assets.

## **Purpose**

This policy establishes clear, citywide direction for tracking, evaluating, and managing infrastructure while clarifying roles and responsibilities across departments so that operations, maintenance, renewal, acquisition, disposal and planning work together seamlessly.

The Corporate Asset Management Policy is not about the services themselves—that responsibility falls under service-specific policies for transit, water, wastewater, solid waste, emergency response, recreation, and other municipal functions.

Instead, this policy focuses on the assets that support and enable those services, ensuring those assets are governed, measured, and managed efficiently over their respective lifecycles.

## **Application**

This Policy applies to City Council, managers and all other City staff tasked with making decisions pertaining to the planning, design, construction, acquisition, operation, maintenance, renewal or disposal of assets. It covers all City-owned physical assets, across all service areas and listed in the City's asset management plans.

In cases where this policy conflicts with direction provided in another service specific policy, specifically as it related to the management of City-owned physical assets, the guidance provided in this policy shall take precedence.

## **Guiding Principles**

### **Service-Driven Collaboration**

Asset management is how we work together to ensure that City-owned assets are managed such that the services residents rely on are safe, sustainable, and cost-effective.

From the planning of new assets to decommissioning outdated infrastructure, all departments play a role in ensuring responsible asset management. This includes coordinating across departments, balancing service demands, and ensuring budget resources align with long-term infrastructure needs.

### **Lifecycle-Based Decision Making**

Infrastructure costs extend far beyond construction—most expenses come from operating, maintaining, and renewing assets over decades. There may also be significant investment required to decommission and dispose of assets at the end of their useful life. Decisions will prioritize the lowest lifecycle cost while maintaining service levels, ensuring assets remain reliable and cost-effective over time.

The complete replacement of an asset with a new asset would represent an acquisition, and lifecycle costs for this asset should be calculated and considered as part of the business case of the acquisition.

### **Data-Informed and Transparent Planning**

Decisions on infrastructure investment, renewal, and decommissioning will be guided by data—from condition assessments to performance monitoring. Transparency in decision-making helps Council, staff, and the public understand the costs, risks, and trade-offs of managing our infrastructure.

### **Efficient and Proactive Maintenance**

Well-maintained assets reduce future costs. The City will prioritize the safety and functionality of assets, and where resources permit, will pursue preventative and predictive maintenance programs, ensuring infrastructure operates efficiently, minimizing service disruptions, and extending asset life.

### **Sustainable and Future-Ready Investment**

Infrastructure planning must consider climate mitigation and resilience, growth, and evolving service needs. By integrating long-term financial planning, risk management, and environmental sustainability, the City will invest in infrastructure that adapts to future demands while remaining affordable.

### **Renewal and Strategic Prioritization**

With aging infrastructure, the City will take a risk-based approach to renewal—prioritizing projects that reduce risk, optimize spending, and align with future growth. Coordinating renewal with new development will maximize efficiency, minimize cost, and minimize disruptions.

## **Aligning Asset Management Planning**

### **Evidence-Based, Lifecycle-Driven Decision-Making**

1.1.1 The City will take a lifecycle-focused approach to infrastructure investment, ensuring decisions on acquisition, operations, renewal, maintenance, and disposal are based on total lifecycle costs over short-term pressures. Strategic renewal will be prioritized alongside growth to maintain long-term service reliability.

1.1.2 Asset management will be fully integrated with City goals, plans, and policies to ensure alignment between infrastructure decisions and service objectives. Asset management planning will inform and be informed by:

- Annual Budgets
- Strategic Plans, Official Plan & Long-Range Financial Plans
- Climate Change Master Plan
- Other Master Plans, & Service Plans

1.1.3 Asset management will be a core component of Council's planning, budgeting, and reporting frameworks. The City will integrate information from asset management plans into financial planning and decision-making processes, ensuring sustainable funding strategies.

1.1.4 Asset management planning will be directly aligned with financial plans for wastewater and water assets, including financial obligations under the Safe Drinking Water Act, 2002, to ensure long-term affordability and compliance.

1.1.5 The City will ensure all asset management planning is harmonized with land use planning.

## **Risk, Climate Change and Resilience**

1.1.6 Asset management planning will integrate risk management and climate adaptation strategies by considering:

- Operational resilience (e.g., increased maintenance due to extreme weather impacts).
- Service level risks and potential funding requirements to adapt.
- Lifecycle planning to address climate vulnerabilities and long-term service risks.
- Climate mitigation goals, including greenhouse gas reduction targets.
- Disaster planning and contingency funding for infrastructure resilience.

1.1.7 Stakeholder engagement is essential. The City will:

- Provide transparent opportunities for residents and stakeholders to contribute to asset management decisions.
- Collaborate with other orders of government and governmental agencies, adjacent municipalities and jointly owned municipal bodies, as required, to coordinate infrastructure planning and shared service optimization.
- Integrate willingness-to-pay analyses into service level discussions to ensure decisions are costed and publicly supported.

## **1.2 Asset Management Plans**

1.2.1 Asset management plans will be developed for all City-owned physical assets in accordance with provincial regulations and best practices.

1.2.2 Asset management plans will be aligned with the City's Long Range Financial Plan, ensuring infrastructure investments match demographic and economic trends.

1.2.3 Plans will be updated at least every five years and will incorporate new data, emerging risks, and updated priorities based on service demands, climate risks, and financial capacity.

## **1.3 Continuous Improvement and Reporting Requirements**

Data-Driven Decision Making and Performance Monitoring

1.3.1 The City will adopt best practices and continuous improvement models, including:

- Comprehensive Asset Data Collection to improve decision-making.
- Standardized Condition Assessment Protocols to ensure reliability.
- Risk and Criticality Models to prioritize investments.
- Lifecycle Management Strategies to optimize costs and service.
- Financial Strategy Development to ensure sustainability.
- Service Level and Performance Metrics for ongoing accountability.

1.3.2 Performance metrics and reporting tools will provide transparent updates on asset management progress to both Council and the public.

1.3.3 Asset management plans should be reviewed as part of the annual budget process, helping align financial decisions with infrastructure needs.

1.3.4 Council reports which include recommendations relating to the planning, design, construction, acquisition, operation, maintenance, renewal or disposal of City-owned assets should include information under the Asset Management Implications section of the report, and written or endorsed by City staff trained in asset management practices.

1.3.5 An annual report to Council (by July 1) will track:

- Progress in implementing asset management plans.
- Barriers to implementation and funding gaps.
- Strategies to address financial sustainability and risk mitigation.

## **Key Documents Supporting Asset Management**

**Official Plan and its supporting infrastructure master plans** – Guides growth and development, aligning land use, Transportation, Infrastructure, and climate policies with asset management strategies.

**Accessibility Design Standards & Accessibility Plans** – Ensure infrastructure projects comply with AODA and evolving accessibility requirements, integrating accessibility into asset planning.

**Asset Management Plans** - Provides data on current City-owned physical assets conditions to support investment decisions and renewal priorities. Outlines lifecycle strategies, funding needs, and current and target level-of-service expectations for City assets.

**Asset Management Strategy** – Aligns infrastructure investments with growth, financial sustainability, and service delivery expectations.

**City's Strategic Plan** – Sets Council priorities, with sustainable infrastructure as a key focus, supported by the Comprehensive Asset Management (CAM) Program.

**Climate Change Master Plan and its supporting mitigation and resiliency strategies** - Sets climate goals, priorities and accountabilities

**Urban Forest Management Plan & Wet Weather Infrastructure Plans** – Guide environmental sustainability, resilience, and service coordination in asset management.

**Fiscal Framework** – City's high-level roadmap to sustainable finances. It is the financial constitution that guides all financial decisions and is the primary instrument to measure the city's financial condition.

**Long-Range Financial Plans (LRFPs)** – Establish sustainable funding strategies for asset maintenance, renewal, and growth across tax-supported, rate-supported, and transit assets.

**Enterprise Risk Management (ERM) Framework** – Embeds risk assessment in asset decisions to mitigate vulnerabilities and ensure service continuity.

**Tangible Capital Assets Policy** – Defines financial reporting requirements for City-owned assets to ensure accurate tracking and budgeting.

### **Roles & Responsibilities**

**Council** – Approves the Corporate Asset Management Policy, service-based Asset Management Plans, levels of service, annual budgets, Long-Range Financial Plans, and related policies.

**City Manager** – Ensures municipal services align with Council priorities and promote effective service delivery.

**General Manager (Infrastructure & Water Services Department)** – Leads the Comprehensive Asset Management Program at the executive level.

**Senior Leadership Team (SLT)** – Ensures compliance with policies, endorses asset management plans, and oversees implementation before Council approval.

**Directors** – Allocate resources, guide asset management initiatives, and approve Service-Based Asset Management Plans.

**Managers & Supervisors** – Embed asset management practices, ensure consistency, and drive continual improvement across service areas.