

Subject:	Strategic Asset Management	Policy Number:	TOB-2019-003
Date Developed:	June 4, 2019	Date Approved:	
Lead Department:	Finance	Date Modified: (if applicable)	September 11, 2024 (pending)

POLICY STATEMENT:

1. The Corporation of the Town of Bracebridge (Town) will maintain an organization-wide Asset Management program. The program will promote lifecycle and risk management of all Municipal Infrastructure Assets, with the goal of achieving the lowest total cost of ownership while meeting desired Levels of Service.
2. The Town will seek to implement continuous improvement practices and adopt best practices regarding Asset Management planning, including:
 - 2.1. Completing accurate Asset data collection;
 - 2.2. Undertaking regular condition assessments;
 - 2.3. Preparing risk and criticality models;
 - 2.4. Adopting lifecycle management practices;
 - 2.5. Updating and maintaining financial strategies; and
 - 2.6. Following a Level of Service framework.
3. The Town will maintain an Asset inventory of all Municipal Infrastructure Assets, which includes unique identification, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life, estimated repair, rehabilitation and/or replacement date, and estimated repair, rehabilitation or replacement costs.
4. The Town will develop an Asset Management Plan that incorporates all infrastructure categories and Municipal Infrastructure Assets that meet the Capitalization Threshold outlined in the Town's Tangible Capital Asset Policy. The Town will update its Asset Management Plan at least every five years in accordance with Ontario Regulation 588/17, to promote, document and communicate continuous improvement of the Asset Management Program.
5. The Town will continue to integrate its Asset Management Plans and practices with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieve short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew Municipal Infrastructure Assets based on full lifecycle costing.
6. The Town will explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships, and shared provision of services, as appropriate.
7. The Town will develop and periodically review performance metrics and reporting tools to transparently communicate and display the current state of Asset Management practices to Council and the community.

8. The Town will consider the risks and vulnerabilities of Municipal Infrastructure Assets to climate change and the actions that may be required including, but not limited to, anticipated costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Impacts may include matters relating to operations, Levels of Service and lifecycle management.
9. The Town will align all Asset Management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the *Planning Act*; shall conform Asset Management planning with the provincial plans that are in effect on that date; and shall ensure Asset Management planning is consistent with all municipal official plans.
10. The Town will coordinate planning for interrelated Municipal Infrastructure Assets with separate ownership structures by pursuing collaborative opportunities with the District Municipality of Muskoka, neighbouring municipalities and jointly-owned municipal bodies, wherever viable and beneficial.
11. The Town will maintain processes and provide opportunities for municipal residents and other interested parties to offer input into Asset Management planning, where feasible to do so.

DEFINITIONS:

12. Unless otherwise noted, the definitions provided in this policy align with those contained in Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.
13. **Asset** – An item or thing that has potential or actual value to the Corporation.
14. **Asset Management** – the coordinated activity of an organization to realize value from Assets. It considers all Asset types, and includes all activities involved in the Asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset Management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each Asset (ISO 55000).
15. **Asset Management Plan** – Documented information that specifies the activities, resources, and timescales required for an individual Asset, or a grouping of Assets, to achieve the organization's Asset Management objectives (ISO 55000). Under Ontario Regulation 588/17, by 2024 Asset management plans for core Municipal Infrastructure Assets are required to include the current levels of service being provided; the current performance of each Asset category; a summary of Assets in each Asset category, their replacement cost, average age, condition information, and condition assessment protocols; Lifecycle Activities required to maintain current levels of service; discussion of population and economic forecasts; and documentation of processes to make inventory- and condition-related background information available to the public.
16. **Capitalization Threshold** – the value of a Municipal Infrastructure Asset at or above which the Town will capitalize the value of it and below which it will expense the value of it, as set out in the Town's Tangible Capital Asset Policy, as amended from time to time.
17. **Green Infrastructure Asset** – an infrastructure Asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.

18. **Level of Service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the Town delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability (ISO 55000).
19. **Lifecycle Activities** – activities undertaken with respect to a Municipal Infrastructure Asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
20. **Municipal Infrastructure Asset** – an infrastructure Asset, including a Green Infrastructure Asset, directly owned by the Town or included on the consolidated financial statements of the Town.

PURPOSE:

21. The purpose of this policy is to provide leadership in, and commitment to, the development and implementation of the Town's Asset Management program. It is intended to guide the consistent use of Asset Management across the organization, to facilitate logical and evidence-based decision-making for the management of Municipal Infrastructure Assets and to support the delivery of sustainable community services now and in the future.
22. By using sound Asset Management practices, the Town works to ensure that all Municipal Infrastructure Assets meet expected performance levels and continue to provide desired service levels in the most efficient and effective manner. Linking service outcomes to infrastructure investment decisions will assist the Town in focusing on service driven Asset Management approaches.
23. This policy demonstrates an organization-wide commitment to the good stewardship of Municipal Infrastructure Assets, and to improved accountability and transparency to the community through the adoption of best practices regarding Asset Management planning.

SCOPE:

24. The Town is responsible for providing a wide range of Asset dependent services, including but not necessarily limited to: transportation; stormwater management; fire protection; recreation opportunities; cultural experiences; general government and land-use planning and development support. In order to deliver services in an efficient and effective manner, the Town utilizes a wide range of facilities, equipment, vehicles, machinery and other Assets that require ongoing management.
25. This policy applies to all individuals involved in planning, procuring, constructing, maintaining, operating, rehabilitating, replacing, decommissioning or disposing of the Town's infrastructure Assets.
26. This policy guides the Town's Asset Management program, which is designed to realize maximum value from capital infrastructure Assets on a full lifecycle cost basis.

KEY PRINCIPLES:

27. The Town shall consider the following principles, as outlined in section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*, when making decisions regarding infrastructure:
 - 27.1. Infrastructure planning and investment should take a long-term view, and decision-makers should take into account the needs of residents by being mindful of, among other things, demographic and economic trends.

- 27.2. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans.
- 27.3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
- 27.4. Infrastructure planning and investment should ensure the continued provision of core public services, such as transportation infrastructure.
- 27.5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
- 27.6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure Assets is protected.
- 27.7. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
- 27.8. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
 - 27.8.1. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
 - 27.8.2. information with implications for infrastructure planning should be shared between the Government and broader public sector entities, and should factor into investment decisions respecting infrastructure.
- 27.9. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Town, the Town should be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.
- 27.10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
- 27.11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and should be designed to be resilient to the effects of climate change.
- 27.12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
- 27.13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.
- 27.14. Any principles that may be prescribed for the broader public sector, as the case may be.

RESPONSIBILITY:

28. The development and continuous support of the Town's Asset Management program requires a wide range of duties and responsibilities, as outlined below:
- 28.1. Council:
 - 28.1.1. Approval of policy, policy updates and other Asset Management program direction, as required.
 - 28.1.2. Maintain adequate organizational capacity to support the core practices of the Asset Management program.
 - 28.1.3. Prioritize effective stewardship of Assets in adoption and ongoing review of policy and budgets.
 - 28.1.4. Establish levels of service.
 - 28.2. Corporate Sponsor (Chief Administrative Officer):
 - 28.2.1. Ensure development and implementation of required Asset Management policies, plans and procedures consistent with Council direction, Asset Management best practices and Provincial legislation.
 - 28.3. Corporate Lead (Director of Finance/Treasurer):
 - 28.3.1. Development of policy, policy updates and Asset Management program components.
 - 28.3.2. Provide organization-wide leadership in Asset Management practices and concepts.
 - 28.3.3. Coordinate and track Asset Management program implementation and progress.
 - 28.4. Leadership Team:
 - 28.4.1. Development of policy, policy updates and Asset Management program components.
 - 28.4.2. Provide corporate oversight for Asset Management goals and ensure the Asset Management program aligns with the Town's strategic plan.
 - 28.4.3. Ensure that adequate resources are available to implement and maintain core Asset Management practices.
 - 28.4.4. Provide departmental staff coordination.
 - 28.4.5. Develop and monitor levels of service.
 - 28.4.6. Track, analyze and report on Asset Management program progress and results.

28.5. Departmental Staff:

- 28.5.1. Utilize the new business processes and technology tools developed as part of the Asset Management program.
- 28.5.2. Participate in implementation task teams to carry out Asset Management activities.
- 28.5.3. Monitor levels of service.
- 28.5.4. Support Asset Management practices within their department.
- 28.5.5. Track, analyze and report on Asset Management program progress and results.

STRATEGIC ALIGNMENT:

- 29. This policy supports each of the five themes of the Town's Community-Based Strategic Plan: Modern & Prosperous Economy; Environmental Stewardship; Creative & Considerate Planning; Community Wellness & Cultural Vitality; and Governance and Civic Engagement.
- 30. The Town's five strategic themes have a common dependency on reliable, effective infrastructure Assets in order to achieve many of the identified strategic goals and objectives.

LEGISLATIVE AUTHORITY:

- 31. Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

POLICY MAINTENANCE:

- 32. In accordance with Ontario Regulation 588/17, this Policy shall be reviewed and, if necessary, updated at least every five years.

IMPLEMENTATION:

- 33. This policy shall become effective June 13, 2019.