



**THE CORPORATION OF THE TOWN OF WASAGA BEACH**  
**POLICY MANUAL**

<b>SECTION NAME:</b> Treasury	<b>POLICY NUMBER:</b> 4-7
<b>POLICY:</b> Strategic Asset Management Policy	<b>REVIEW DATE:</b> June 2024
<b>EFFECTIVE DATE:</b> June 25, 2019	<b>REVISIONS:</b>
<b>ADOPTED BY BY-LAW:</b> 2020 - 24	<b>ADMINISTERED BY:</b> Asset Management Committee and Director of Finance and Treasurer

**1.0 PURPOSE**

The purpose of this policy is to provide leadership in and commitment to the development and implementation of the Town of Wasaga Beach’s asset management program. It is intended to guide the consistent use of **asset management** principles across the organization and support the delivery of sustainable community services for now and the future.

By using sound asset management practices, the Town will work 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.

This policy demonstrates a 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.

**2.0 POLICY STATEMENT**

To guide the Town, the following policy statements have been developed:

1. The Town will implement an asset management program through all departments. The program will promote lifecycle and risk management of municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting desired levels of service.
2. The Town will develop and establish its asset investment and financial strategies

with a focus on ensuring the lowest overall lifecycle (service life) cost.

3. The Town will implement continuous improvement protocols and adopt best practices regarding asset management planning.
4. The Town will develop and maintain an asset inventory of all municipal infrastructure assets which includes, at a minimum, a unique ID, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life, estimated cost repair, rehabilitation or replacement costs. Moving forward, the Town will strive to enhance their asset inventory by collecting more valuable asset attributes against their infrastructure assets.
5. The Town will develop an asset management plan (AMP) that incorporates all infrastructure categories and municipal infrastructure assets that are necessary to the provision of services. This may include assets that fall below their respective capitalization thresholds as outlined in the Town's Tangible Capital Asset Policy. The scope of these assets will be determined, according to relevance, based on the professional judgment of Town senior staff. The AMP will be reviewed annually to address the Town's progress in implementing its asset management plan and updated at least every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program.
6. The Town will integrate asset management plans, practices and principles 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.
7. The Town will explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships (P3), and shared provision of services, as appropriate.
8. The Town will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
9. 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.

10. The Town will ensure that all financial plans are coordinated and align with the established asset management plan and any other applicable legislation.
  - i. The Ten-Year Capital Plan details the financial plans related to the Town's water and wastewater assets, including those prepared under the Safe Drinking Water Act, 2002.
11. The Town will align all asset management planning with the Province of Ontario's land-use planning framework to be consistent with and conform to any relevant policy statements issued under section 3(1) of the Planning Act; the provincial plans that are in effect on that date; and with all municipal official plans.
12. The Town will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
13. The Town will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning wherever and whenever possible.

### 3.0 DEFINITIONS

Unless otherwise noted, the definitions provided in this document align with those outlined in Ontario Regulation 588/17 (O. Reg. 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset management (AM)** – the coordinated activity of an organization to realize value from assets. AM involves the balancing of costs, opportunities and risks against the desired performance of assets, to achieve organizational objectives.
2. **Asset management plan (AMP)** – documented information that specifies how the activities, resources, and timescales required for an individual asset, or a grouping of assets, are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions.

3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a Town will capitalize the value of it and below which it will expense the value of it.
4. **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.
5. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the asset or municipality delivers.
6. **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.
7. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a Town or included on the consolidated financial statements of a Town, but does not include an infrastructure asset that is managed by a joint municipal board.

#### **4.0 Alignment with the Town’s Strategic Direction**

This policy aligns with the Town of Wasaga Beach’s Official Plan, Council Priorities, and the 10 Year Capital Plan.

1. Town of Wasaga Beach Official Plan 2013

- a) Goals

- i. Maintaining the natural amenity and agricultural function of the rural area of the Town in the short terms, in compliance with Provincial growth management targets.
- ii. Provide policies to ensure that growth and development occur in a manner that will minimize public health and safety issues, including the protection of human life and property from water and related hazards such as flooding and erosion.
- iii. Provide policies in regard to land use decisions that promote water and energy conservation and support the efficient use of water resources on a watershed basis

- iv. Policies to plan for public streets, spaces and facilities to be safe, accessible, meet the needs of pedestrians and facilitate pedestrian movement, including but not limited to walking and cycling.
- v. Ensuring that all development or redevelopment meets a high quality of community and urban design.

## 2. Council Priorities

### a. Goals

- i. Determine the town's role in the development of the downtown area and beachfront;
- ii. Determine the best location(s) and build a new twin pad arena and library;
- iii. Promote and facilitate the construction of affordable, attainable, and safe housing;
- iv. Support the private sector in growing and diversifying the tax base;
- v. Continue to build a safer and healthier community, mindful of the needs of various neighbourhoods in town;
- vi. Implement changes to Council's governance and structure to improve accountability and transparency;
- vii. Maintain the financial health of the town while meeting the service needs of the community;
- viii. Review the town's assets and determine a strategy to deal with them in the best interest of the municipality
- ix. Build pride in the community through effective communication, events and initiatives
- x. Build an efficient, well-functioning, customer-oriented organization to deliver on Council's priorities.

## 5.0 ROLES AND RESPONSIBILITIES

The development and continuous support of the Town's asset management program requires a wide range of duties and responsibilities. The following passages outline the persons responsible for these tasks:

### Council

- i. Approve the AM policy and direction of the AM program through its approval of the Town's asset management plan
- ii. Maintain adequate organizational capacity to support the core practices of the AM program
- iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and asset management plan
- iv. Approve capital and operating budgets delivered by Staff

### Leadership Team

- i. Development of policy and policy updates
- ii. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Town's strategic priorities
- iii. Ensure that adequate resources are available to implement and maintain core AM practices
- iv. Develop and monitor levels of service and make recommendations to Council
- v. Track, analyze and report on AM program progress and results
- vi. Provide leadership in AM practices and concepts

### Departmental Staff

- i. Utilize new business processes and technology tools as they are implemented as part of the AM program
- ii. Participate in implementation task teams to carry-out AM activities such as the Asset Planning Steering Committee (APSC)
- iii. Implement and maintain defined capital asset levels of service
- iv. Manage budgets based on lifecycle activities and financial management strategies

### Public

- i. Engage and voice level of service expectations and concerns to Council and Staff through surveys and public engagement opportunities

## 6.0 KEY PRINCIPLES

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 asset management:

1. Infrastructure planning and investment should take a long-term view, and decision-makers should consider the needs of citizens by being mindful of, among other things, ability to pay, demographic and economic trends.
2. Infrastructure planning and investment should consider any applicable budgets or fiscal plans.
3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
4. Infrastructure planning and investment should ensure the continued provision of core public services, such as safe drinking water and reliable transportation services.
5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
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.
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.
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,
  - i. 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
  - ii. information with implications for infrastructure planning should be shared between the Town and broader public sector entities and should factor into investment decisions respecting infrastructure.

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, as the case may be, the Town should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.
10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
11. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
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.

<sup>i</sup> **References:**

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<sup>i</sup> Policy material taken from the Town of Aurora – Strategic Asset Management Policy, with permission.