



Asset Management Policy

C020-05

Policy statement

1. The City relies on a variety of assets to provide key services to the public. In stewardship of those assets, the City is committed to developing, maintaining, and continuously improving corporate asset management in a way which supports informed decision making and sustainable service delivery.

Purpose of this policy

2. The purpose of this policy is to
 - (a) align the City's asset management with the City's mission, vision, values, and strategic plan,
 - (b) establish the principles and objectives for asset management at the City,
 - (c) define key roles and responsibilities for asset management at the City, and
 - (d) ensure the City's asset management efforts are effective.

Application

3. This policy applies to all engineered and natural assets of the City.

Interpretation

4. The *Interpretation Bylaw, 2019* applies to this policy.

Definitions

5. In this policy,

"**asset**" means an item, thing, or entity that has potential or actual value to the City and includes, but is not limited to, engineered assets and natural assets. "Engineered assets" are owned, bought, or constructed by the City, including, but not limited to, buildings, underground utilities, and roadworks. "Natural assets" are features which may not have been built but provide or support City services, such as streams providing drainage corridors or aquifers providing drinking water.

"**asset management (AM)**" means the City's coordinated corporate processes and practices that guide the planning, acquisition, operation, maintenance, rehabilitation, replacement, and disposal of assets. "AM practices" are formal or informal activities relating to assets, finances, information, and people such as maintenance programs, annual budgeting, data collection, or resource planning. An "AM program" is a corporate-wide formalized approach which coordinates the AM practices across the organization and may include frameworks, strategy, policy, and plans.

"**full lifecycle**" means the entirety of an asset's life, starting from the process of identifying needs through to disposal.

"levels of service" means the combination of parameters that reflect the type of service, type of infrastructure, and level of maintenance that the City delivers to the public.

"risk" means the product of the likelihood and the consequences of failure, affecting either the environment, the public, sustainable service delivery, the asset's lifecycle cost, strategic and operational objectives, or the City's ability to fulfil regulatory requirements. "Risk management" is the systematic process of identifying, assessing, comparing, planning for, and mitigating risks.

"stakeholders" means people and organizations that affect, or are affected by, City assets and AM, including, but not limited to, staff, residents, elected officials, community partners, and government partners.

"sustainable service delivery" means the City's ability to provide services to the public in an efficient, equitable, reliable, timely, and safe manner.

Guiding principles

6. (1) The City uses systems of engineered and natural assets to deliver services to the public.
- (2) Effective AM supports informed decision making and sustainable service delivery.
- (3) The City supports the development of an AM program and acknowledges that it is the most effective way to manage assets.
- (4) AM must align with the City's vision, mission, and Strategic Plan.

Sustainable service delivery

7. (1) To ensure sustainable service delivery, the City will manage assets in a manner that
 - (a) balances current and potential future risks, levels of service, and cost,
 - (b) maximizes value derived over the lifecycle of the asset,
 - (c) manages risks by
 - (i) defining current and desired levels of risk as a function of likelihood and consequence of failure,
 - (ii) using strategic operations and maintenance practices and planning including considering, planning for and sufficiently funding proactive maintenance,
 - (iii) using departmental master plans, strategic documents, and policies to inform operations maintenance and lifecycle planning, and
 - (d) engages in risk management practices that
 - (i) prioritize public safety and managing risks to people and the environment by ensuring risks are being identified, assessed, and mitigated where possible in order to maintain the level of risk below a defined threshold, and
 - (ii) recognize and integrate new and increasing hazards due to a changing climate and their resulting impacts.
8. To ensure that infrastructure and asset management activities are sufficiently funded, the City will refer to the Long-Term Financial Plan. Strategies, such as an ongoing infrastructure levy, may be used to dedicate funds to asset renewal and replacement.

Informed decision making

9. (1) To support informed decision making, the City will do the following when managing assets:
 - (a) consider the following when making decisions:
 - (i) cost, risk, and service implications for the full lifecycle of an asset;
 - (ii) existing information gaps and the potential value of filling those gaps before making decisions;

- (iii) long-term social, environmental, and economic factors associated with the decision, including, but not limited to, opportunities to address or enhance climate change adaptation, resilience, and mitigation;
 - (iv) a decision's impact on the broader infrastructure systems and service to the public;
 - (v) current or potential future changes in demographics, population, customer expectations, legislative requirements, technology, and the environment;
 - (vi) environmental impact, potential for nature-based solutions, opportunities for energy efficiency or reduced GHG emissions, and the overall impacts of climate change;
- (b) collect and maintain information, including, but not limited to, the following:
- (i) asset inventories, which should contain sufficient information for financial and operational decision making, including location, replacement values, condition, criticality, expected service lives, and risk;
 - (ii) defined current and target levels of risk;
 - (iii) defined current and target levels of service;
- (c) integrate data, analytical results, and operator feedback into AM and decision making;
- (d) ensure data is
- (i) accurate,
 - (ii) accessible,
 - (iii) efficiently captured,
 - (iv) comparable throughout the City,
 - (v) resilient to organizational change, and
 - (vi) managed strategically.

AM program

10. The City will develop, implement, and continuously improve an AM program.

11. The City will ensure AM activities meet relevant legislative, regulatory, and reporting requirements.

12. (1) The City will do the following to maintain and continually improve the AM program:

- (a) ensure AM practices are repeatable, consistent, effective, and efficient;
- (b) ensure a collaborative process with cross-departmental participation and oversight;
- (c) integrate and address natural assets in the AM program, where appropriate;
- (d) ensure sufficient resourcing to achieve the desired outcomes outlined in this policy;
- (e) support the development of the following:
 - (i) corporate awareness of AM;
 - (ii) interdepartmental coordination of AM practices;
 - (iii) engagement and working relationships with relevant stakeholders;
 - (iv) participation in the AM industry.

13. The City will maintain a corporate Asset Management Governance and Accountability Framework.

Related procedures, guidelines, and publications

14. (1) The latest versions of the following documents are related to this policy:

- (a) Mayor and Council Strategic Plan;
- (b) Official Community Plan;
- (c) Long-Term Financial Plan;
- (d) All relevant infrastructure strategies and master plans;
- (e) All AM documents and frameworks, including, but not limited to, the Asset Management Governance and Accountability Framework.

Roles and responsibilities

15. The roles and responsibilities for AM are as follows:

Role	Responsibility
Council	<ul style="list-style-type: none"> • Represent the values and best interest of the community • Provide governance and strategic direction • Adopt policy and other corporate documents • Approve funding and resources through the financial planning process
Strategic leadership team	<ul style="list-style-type: none"> • Propose corporate resources, funding and policy • Receive updates on the AM program and ensure AM program direction aligns with corporate objectives
AM steering committee	<ul style="list-style-type: none"> • Provide corporate oversight on the AM program • Set strategic direction of the AM program, set program objectives and principles through policy, and represent their area of expertise in the development and implementation of the AM program
AM department	<ul style="list-style-type: none"> • Lead and maintain the AM program • Support AM practices • Maintain knowledge of industry best practices, stay connected to local knowledge bases, and build internal AM knowledge through training and engagement of stakeholders

APPROVED on May 28, 2024