



**THE CORPORATION OF THE TOWNSHIP OF TAY APPROVED
COUNCIL POLICIES MANUAL**

SUBJECT: Financial Services Strategic Asset Management Policy	EFFECTIVE DATE: June 27, 2019
REVISION DATE: May 29, 2024	PAGE: 1 of 19

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1. Purpose

The purpose of this policy is to provide leadership in and commitment to the ongoing development and implementation of the Township's Asset Management Program. It is intended to guide the consistent use of asset management practices across the organization, to facilitate logical and evidence-based decision-making and to support the delivery of sustainable community services. This policy formalizes the Township's commitment to the good stewardship of municipal infrastructure assets, aligns its asset management actions with Official Plans & strategic goals and provides direction to Council and staff to ensure improved accountability and transparency to the community through the adoption of best practices regarding asset management planning.

2. Scope

This Policy applies to all tangible capital assets owned by The Township of Tay, which support the provision of services, as well as all assets which are being planned for the future provision of services.

3. Background

The Township is responsible for providing a range of essential services to the community, including safe and reliable drinking water, transportation infrastructure, environmental infrastructure, and recreation facilities, programs and opportunities. To deliver these services, the Township owns and operates a diverse portfolio of assets, which includes roads, bridges, culverts, watermains, sewer mains, storm sewers, water and wastewater treatment facilities, vehicles and equipment, recreational facilities and parks and trails. As the social, economic, and environmental interests of the community depend on the reliable performance of these municipal infrastructure assets,



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it is critical to implement a systematic and sustainable approach to their management.

Asset management refers to the set of policies, practices and procedures that allow an organization to realize maximum value from its municipal infrastructure assets. Sound asset management practices allow organizations to make informed decisions regarding the planning, building, operating, maintaining, renewing, replacing and disposing of municipal infrastructure assets through a wide range of lifecycle activities.

Furthermore, it is an organization-wide, multi-disciplinary process that involves the coordination of resources and activities. As such, it is useful to adopt a structured and coordinated approach to outlining the activities, roles and responsibilities required of staff, as well as the key principles that should guide all asset management decision-making.

A comprehensive and holistic asset management approach will support the effective delivery of expected levels of service and ensure that due diligence is applied with respect to the long-term management and stewardship of all municipal infrastructure.

In addition, it will align the Municipality with provincial and national standards and regulations such as the Infrastructure for Jobs and Prosperity Act, 2015 and Ontario Regulation 588/17, thus enabling the organization to take full advantage of available grant funding opportunities.

The approval of this policy is an important step towards integrating the Municipality's strategic mission, vision and goals with its asset management program, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a consistent, reliable and sustainable manner.



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4. Definitions

Asset management (AM) – 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; to rehabilitation, and renewal; and finally, replacement or disposal of 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).

Asset management plan (AMP) – 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).

Asset Retirement Obligation (ARO)- A legal obligation that is associated with the retirement of a tangible, long-term asset. It is generally applicable when a company is responsible for removing equipment or cleaning up hazardous materials at some agreed-upon future date.

Capitalization threshold – The minimum cost that an individual asset must have before it is significant enough to be recorded as a tangible capital asset. The threshold is an amount to be used as a guide, as an asset may not meet the threshold but when grouped with similar assets, the aggregate of their values become material.

Level of service – Parameters, or combination of parameters, which reflect; social, political, environmental, and economic outcomes that the organization delivers. Parameters can include, but are not limited to, safety, customer



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satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost and availability (ISO 55000).

Lifecycle activities – Activities undertaken with respect to a municipal infrastructure asset over its service life, including; constructing, maintaining, renewing, operating, decommissioning, and all engineering and design work associated with those activities.

Municipal infrastructure asset – An asset where a role in service delivery requires deliberate management by the Municipality. The service-focus intent differentiates its requirements from the capitalization thresholds which are developed for the purposes of identifying tangible capital assets (TCA) used for financial reporting.

Replacement Cost – The amount of money it would take to replace an asset with an asset which provides equal service capacity and quality.

Sustainability – Meeting the needs of today without compromising the needs of future generations. It is about maintaining or improving the standard of living by; protecting human health, conserving the environment, using resources efficiently and advancing long-term economic competitiveness. It requires the integration of environmental, economic, and socio-cultural priorities into policies and programs with actions at all levels.

Tangible capital asset (TCA) – Non-financial assets having physical substance that:

- i) Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;





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- ii) Have useful economic lives extending beyond an accounting period;
- iii) Are used on a continuing basis; and
- iv) Are not for resale in the ordinary course of operations.

Township – means the Corporation of the Township of Tay.

Estimated Useful Life (EUL) – The amount of time an asset is expected to provide service. To arrive at an asset’s EUL requires judgment and weighting of external factors.

5. Alignment With The Township’s Strategic Direction

The Township of Tay is committed to delivering responsive and cost-effective municipal services and infrastructure which provides for the long term economic, social and environmental sustainability and improves the well-being of our residents and community.

Our vision to maintain a strong, cohesive community with sustainable growth requires alignment of all organizational initiatives. This alignment is necessary to properly consider whether the level of service provided by our existing and planned assets is congruent with and supports our vision. An integrated approach will be followed to successfully develop practical Asset Management Plans that align with the aspirations of our residents. The elements of our asset management planning approach keeps us mindful of the goals described in our Strategic Plan, our Local Climate Action Plan, will respect our Reserve and Reserve Fund Policy, and leverage our master and financial plans.

The ultimate goal of the Municipality is to efficiently provide its various stakeholders with the municipal services they need within the bounds of regulatory requirements, the built environment, and the natural environment.



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In order to achieve this goal, it is necessary that the Municipality understand the needs of current stakeholders, consider the needs of future generations, and incorporate these perspectives into asset management plans. Accordingly, the Municipality will:

- i) Provide opportunities for residents and other stakeholders served by the Municipality to provide input in asset management planning; and
- ii) Coordinate asset management planning with other infrastructure asset owning agencies such as municipal bodies and regulated utilities.

Official Plan

The Official Plan is a statement of the Township's goals, objectives and policies used to guide future growth, land use and development within the Township of Tay for the next 20-25 years.

Asset management planning will be aligned with the Municipality's Official Plan. Future asset management plans will reflect how the community is projected to change and the related asset impacts. The Municipality will achieve this with the following:

Those responsible for managing services impacted by development or redevelopment will;

- i) Be consulted while the community plan is being prepared;
- ii) Provide input to the analysis of future servicing costs; and
- iii) Provide written comment about the financial viability of development as it pertains to the service they manage.

Local Climate Change Action Plan

The Municipality is committed to the ongoing development of tailored actions that make the best use of its resources to mitigate and adapt to climate



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change. These actions go beyond acquiring or modifying assets based on greenhouse reductions targets and risk exposure. Bolstering resilience to climate change in the Municipality also means modifying the scope of current operations, anticipating possible costs to support contingency funds, leveraging alternative funding mechanisms, integrating the disaster response perspective to planning, and revising levels of service.

With the cooperative efforts of Sustainable Severn Sound (SSS), in 2019, the Township advanced its position in the Federation of Canadian Municipalities' (FCM) Partners for Climate Protection (PCP) program by adopting its first Local Climate Change Action Plan. The Municipality's involvement in the Program is directly aligned with the Official Plan goal; 'to promote awareness of and mitigate against natural and human-made hazards and consider the potential impacts of development as it relates to climate change.'

Future iterations of the Township's Asset Management Plan will encompass this sustainability approach.

6. Policy Statement

To guide the Municipality in fulfilling its strategic asset management goals, the following policy statements have been developed:

- 6.1. The Municipality will continue to implement an enterprise-wide asset management program through all departments. The program will promote lifecycle activities and risk management of all municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting our resident's desired levels of service.
- 6.2. The Municipality will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:
 - v) Complete and accurate asset data
 - vi) Condition assessment techniques



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- vii) Risk and criticality models
 - viii) Lifecycle activities management
 - ix) Financial strategy development
 - x) Level of service framework and metrics
 - xi) ARO Identification and recognition
- 6.3. The Municipality will continue to develop and maintain an asset inventory of all municipal infrastructure assets which includes, description, location information, historical value, performance characteristics and/or condition, estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated repair, rehabilitation or replacement costs.
- 6.4. The Municipality will update our asset management plan to incorporate all municipal-owned infrastructure assets, which are scheduled for replacement. Additional consideration will be given to municipal infrastructure assets that fall below existing capitalization thresholds used for financial reporting, as appropriate, based on the needs associated with managing these assets in a sustainable way to the benefit of the community. Approaches to determining which assets will receive consideration in the asset management plan will evolve with best management practices.
- 6.5. Municipal Council shall conduct an annual review of its asset management progress on or before July 1st in each year, starting the year after the municipality's asset management plan is completed under section 6 of the regulation. This annual review must address:
- i) The municipality's progress in implementing its asset management plan;
 - ii) Any factors impeding the Municipality's ability to implement its asset management plan; and
 - iii) A strategy to address the factors outlined above in clause (5.5.ii)
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The asset management plan will be updated as the capital needs and priorities of the Township change. After 2024, it will be updated every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program.

- 6.6. The Municipality will integrate 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 with achieving short-term operating and maintenance needs. In addition, long-term funding needs to account for ARO's and replace and/or renew municipal infrastructure assets based on full lifecycle costing. The Township of Tay's Asset Management Plan will continue to support integration with documents such as the Development Charge Background Study; Water and Wastewater Rate Studies; Official Plan; Strategic Planning Reports; and any other studies, plans, and reports, as relevant.
 - 6.7. The Municipality will continue to explore innovative funding and service delivery opportunities, including but not limited to grant programs, public-private partnerships (P3), alternative financing and procurement (AFP) approaches, and shared provision of services, as appropriate.
 - 6.8. The Municipality will continue to develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community, as initiated in the current Asset Management Plan.
 - 6.9. The Municipality will consider the risks and vulnerabilities of municipal 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
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matters relating to operations, levels of service and lifecycle management.

- i) The Township will adapt to and plan for emergency response actions related to alterations in historical weather patterns due to climate change.
- ii) The Township will investigate infrastructure needs related to potential climate change impacts as required.
- iii) The Township will continue to work with other municipalities and organizations (e.g., Severn Sound Environmental, Sustainable Severn Sound) to develop appropriate climate change adaptation and mitigation measures from project planning to implementation phases.

6.10. The Municipality will ensure that all asset management planning is aligned with any of the following financial plans for environmental municipal assets (water, wastewater, storm):

- i) Financial plans prepared under the Safe Drinking Water Act, 2002, such as the Township's current Water Financial Plan, which considers capital and operating infrastructure needs through a lifecycle costing approach analysis of financing options, and reserve fund position.
- ii) Financial plans related to the Municipality's other environmental assets, as appropriate, could include wastewater and/or storm infrastructure asset studies, rate studies, master plans or reports.

6.11. The Municipality 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 with the provincial plans that are in effect on that date; and, shall be consistent with all municipal official plans.





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6.12. The Municipality will coordinate planning for interrelated municipal assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.

6.13. The Municipality will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning anywhere possible.

6.14. The Municipality will review the Strategic Asset Management Policy every five years, or sooner, upon the direction of council, or if staff identify an issue requiring a revision to occur.

7. Roles and Responsibilities

The development and continuous support of the Municipality's asset management program requires a wide range of duties and responsibilities. The following details the responsibilities of the key stakeholders:

Council

- i) Set the direction of the AM program and support ongoing efforts to continuously improve and implement the AMP.
- ii) Approve the AM policy.
- iii) Maintain adequate organizational capacity to support the core practices of the AM program.
- iv) Prioritize effective stewardship of assets in the adoption of policy.
- v) Establish levels of service and monitor performance.

Leadership Team

- i) Development of policy and policy updates to maintain compliance with regulations and legislations.
 - ii) Provide corporate oversight to goals and directions and ensure the AM program aligns with the Municipality's strategic plan.
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- iii) Ensure that adequate resources are available to implement and maintain core AM practices.
- iv) Provide departmental staff coordination.
- v) Monitor levels of service and report on AM program progress and results.
- vi) Consult external resources as needed to improve data reliability (condition ratings, lifecycle calculations, risk analysis, and cost estimates).

Municipal Staff

- i) Utilize new business processes and tools developed as part of the AM Program.
- ii) Implement operational procedures that align with desired levels of service.
- iii) Provide support and direction for AM practices within their department.
- iv) Track and analyze AM program progress and results.

Public

- i) Engage and voice level of service expectations and concerns to Council and Leadership Team through surveys and public engagement opportunities;
- ii) Understand dynamic relationship between performance, cost, and risk of assets to deliver desired services;
- iii) Engage in discussions to set strategic priorities and target levels of service

8. Guiding Principles

The Municipality 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:



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- 8.1. Infrastructure planning and investment should take a long-term view, and decision makers should take into account the needs of citizens by being mindful of, among other things, demographic and economic trends.
 - 8.2. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans, such as fiscal plans released under the Fiscal Transparency and Accountability Act, 2004 and budgets adopted under Part VII of the Municipal Act, 2001
 - 8.3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
 - 8.4. Infrastructure planning and investment should ensure the continued provision of core public services, such as health care and education.
 - 8.5. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
 - 8.6. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
 - 8.7. 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.
 - 8.8. 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.
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- i) Investment decisions respecting infrastructure should be made based on information that is either publicly available or is made available to the public, and
 - ii) Implications for infrastructure planning should be shared between the Municipality and broader public sector entities and should factor into investment decisions respecting infrastructure.
- 8.9. 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 Municipality, as the case may be, the Municipality 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. Examples of plans and strategies to which this paragraph may apply include,
- i) Policy statements issued under section 3 of the *Planning Act*, and provincial plans as defined by that *Act*,
 - ii) Municipal water sustainability plans submitted under the *Water Opportunities Act, 2010*
- 8.10. Infrastructure planning and investment should promote accessibility for persons with disabilities.
- 8.11. 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.
- 8.12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
- 8.13. 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
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creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.

9. Policy Implementation

To successfully implement this policy, the following action summary has been included:

- 9.1. Structure future iterations of the AMP so that they continue to serve as a practical reference guide in the annual budgeting process;
- 9.2. Structure future iterations of the AMP so that their implementation can be measured and continuously improved;
- 9.3. Engage with stakeholders about asset management planning using local methods;
- 9.4. Monitor and report progress on the asset management plan through annual updates to Council.

10. Capitalization Thresholds

This Asset Management Policy applies to all assets whose role in service delivery requires deliberate management by the Municipality. The service-focused intent of this policy differentiates its requirements for identifying assets from the capitalization thresholds included in the Township's TCA Policy (see Appendix A), which are developed for the purposes of financial reporting. For this reason, the role of assets that do not meet the capitalization threshold will also be assessed, and if warranted, the inspection, maintenance and rehabilitation of the asset will be managed using a forward looking view. The cost of owning the asset over its service life shall be the basis for short and long-term financial planning.



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APPENDIX A: TANGIBLE CAPITAL ASSET THRESHOLDS

Area	Classification	Sub Classification	Threshold	EUL
All	Land	Land	All	Indefinite
All	Site Improvements	Park Landscaping	20,000	25
		Playground Equip.	5,000	15
		Ball Diamonds	5,000	40
		Gazebos	5,000	25
		Fencing/Gates	5,000	30
		Parking Lots	5,000	50
All	Buildings	Structures	25,000	50
		Roofs	5,000	25
		HVAC	5,000	20
		Standpipe	25,000	75
Vehicles	Planning/By Law	Cars/Trucks	5,000	10
	Fire Dept.	Cars/Trucks	5,000	10
		Pumper Truck	5,000	20
		Tanker Truck	5,000	20
		Rescue Vehicles	5,000	20
	Roads Dept.	Cars/Trucks	5,000	10
		Dump Trucks	5,000	15
		Sander/Plow	5,000	15
		Loader Tractor	5,000	15
		Backhoe	5,000	15
		Grader	5,000	15
		Excavator	5,000	15
		Tractor	5,000	25
		Trail Tractors	5,000	7
	Water & Sewer	Vans/Trucks	5,000	10



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**APPENDIX B: ALIGNMENT WITH INTERNAL POLICIES & PROVINCIAL
REQUIREMENTS FOR STRATEGIC ASSET MANAGEMENT POLICY**

The following policies will be considered for the AMP in order to assist in defining current and future needs.

Official Plan (OP): Tay Township has created and adopted an Official Plan in compliance with the Places to Grow Act, the Planning Act and the 2014 Provincial Policy Statement. The Official Plan reflects how our diverse Township is projected to change going forward relative to County and Provincial projections.

Drinking Water Quality Management System (DWQMS) O. Reg. 170/03: The Safe Drinking Water Act requires that a DWQMS is implemented and managed to ensure that stakeholders on Municipal drinking water systems can rely on a safe water supply for years to come.

Emergency Response Plan (ERP) O. Reg. 378/18: The ERP is established to ensure the Township is prepared for various unplanned emergency events and acts of god.

Asset Retirement Obligation Policy: to ensure compliance with the new standard PSAB PS 3280.

Road Needs Study: Establishes priorities and conditions of the Roads within the Township. This plan is updated every 5 years as required by Minimum Maintenance Standard (MMS).

Bridge Assessment Plans: Establishes priorities and conditions of the Bridges/Major Culverts within the Township. This plan is updated every 2 years as required by Minimum Maintenance Standard (MMS).





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Environmental Stewardship – Severn Sound Sustainability Plan: Tay Township has engaged with Severn Sound Environmental Agency/Sustainable Severn Sound. The Sustainability Plan includes goals, strategies, and actions to ensure the environmental integrity, economic prosperity, and community well-being of the communities in the watershed.

