



<b>NUMBER:</b>	
<b>SUBJECT:</b>	<b>Asset Management Policy</b>
<b>AUTHORITY:</b>	<b>O.Reg. 588/2017 - Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act, 2015.</b>
<b>BY-LAW:</b>	
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## **1. PURPOSE**

The purpose of this policy is to guide the Township of Wainfleet's infrastructure asset management planning in alignment with O. Reg. 588/17, the Infrastructure for Jobs and Prosperity Act, and the Township's strategic priorities. This policy establishes a framework to maintain assets at desired service levels while promoting fiscal responsibility, climate resilience, and continuous improvement. It also fosters transparency and community engagement to ensure sustainable infrastructure management for current and future generations.

## **2. POLICY STATEMENT**

The Township of Wainfleet is committed to an integrated, enterprise-wide approach to asset management that supports sustainable service delivery in a fiscally responsible and transparent manner. Asset management principles will be embedded into all relevant financial, operational, and strategic decision-making processes. The Township will continuously improve its asset management practices through data-driven analysis, cross-departmental collaboration, and alignment with provincial regulations and community expectations.

## **3. OBJECTIVES**

This Asset Management Policy aims to ensure sustainable management of municipal infrastructure by focusing on:

- Optimizing lifecycle costs to maximize value and minimize total expenditure
- Maintaining desired and evolving levels of service that meet community needs
- Supporting transparent, evidence-based decision-making and reporting
- Enhancing risk management to proactively address asset vulnerabilities
- Promoting fiscal responsibility and intergenerational equity
- Integrating climate resilience and sustainability principles into asset planning
- Progress against these objectives will be monitored regularly to guide continuous improvement and ensure long-term infrastructure viability.



#### 4. DEFINITIONS

**Asset** - A physical item of significant economic value used to provide programs or services.

**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, 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.

**Asset Management Plan** (the "Plan") - Documented information that specifies the activities, resources, and timelines required for an individual asset, or a grouping of assets, to achieve the organization's asset management objectives.

**Asset Management System (AMS)**: A combination of software tools, data structures, and processes used to collect, analyze, store, and report on asset inventory, condition, performance, and financial forecasts.

**Capitalization Threshold** - The minimum dollar value of a municipal infrastructure asset, defined in the Township's Tangible Capital Asset Policy, that determines whether it is capitalized and included in the Asset Management Plan.

**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 necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.

**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.

**Municipally Owned Infrastructure** - an infrastructure asset directly owned by a Township or included on the consolidated financial statements of the Township.

**Public** - refers to Wainfleet taxpayers, residents and businesses.

**Subject Matter Expert (SME)** - A staff member or consultant with specialized expertise in a specific area relevant to asset management, such as infrastructure, finance, engineering, or GIS.

**Sustainable** - A balance between performance, cost, and risk over the lifecycle of an asset, ensuring long-term viability without compromising future needs.



## 5. SCOPE

This policy applies to all identifiable Municipally-Owned Infrastructure assets such as roads, bridges, buildings, vehicles, equipment, parks, and other capital assets recorded in the Township's Tangible Capital Asset Policy.

## 6. PROCEDURE/GUIDELINES

1. The Township's Asset Management program promotes continuous improvement across departments by maintaining assets at appropriate levels of service through timely and effective interventions.
2. The Asset Management Plan is to be the starting and end point of financial, engineering, and administrative activities regarding municipal infrastructure assets needs and allocations. This includes, but is not limited to the development and maintenance of: master plans, strategic plans, long-term financial plans, policies, capital and operational budgets, and multi-year forecasts. Schedule 1 provides a schematic of the relationship between the documents.
3. The Asset Management Plan development process is to be built on top of the existing organizational processes. This will minimize the necessary time and effort to full asset management implementation within the Township. Schedule 2 provides the Operational Process of Asset Management Framework.
4. The Township will utilize information from the Asset Management program to promote evidence based decision making within its capital budgets and future longer term infrastructure planning.
5. All Township staff contribute to Asset Management (AM) to varying degrees. Leadership and accountability roles are assigned as follows (inspired by the RACI model):
  - a. Treasurer - Accountable for maintaining and reporting on the Asset Management Policy, Plan, and related systems.
  - b. Manager of Operations - Responsible for ensuring asset condition assessments (e.g., Roads Needs Studies, OSIM reports) are incorporated into the AM system.
  - c. CAO/Clerk - Consulted on strategic integration, policy review cycles, and public engagement planning.
  - d. Departmental Managers - Responsible for updating asset data (location, condition, estimated life) and service level input.
  - e. Council - Informed of progress, receives required reports, and provides oversight and final approvals.
6. The Township's finance staff will be involved in the Asset Management planning process to coordinate the information from the departments in the preparation of the budget submission.



7. The responsibilities of staff will be aligned with existing job roles wherever possible to maximize efficiency and subject matter expertise. Staff will be evaluated and supported, including through training, to ensure successful delivery of their asset management related duties.
8. The Township is committed to continuous improvement in all aspects of its Asset Management Program. Continuous improvement will be achieved by identifying and addressing performance gaps, promoting innovation, and adopting best practices. The Township will focus improvement efforts in the following areas:
  - a. Data Quality Improvements through annual review of asset data including condition, quantity, cost, and age.
  - b. Communication Improvements through:
    - i. Education and training for staff and Council on asset management principles and practices
    - ii. Public education on how asset management informs infrastructure decisions
    - iii. Engagement with residents on proposed levels of service and investment priorities
  - c. Documentation and Asset Tracking Improvements through improving systems and processes used to record, update, analyze, and audit asset data to support transparency and operational efficiency.
  - d. Process and Information Synchronization through ensuring that outputs from technical studies such as Roads Needs Studies, OSIM Bridge Inspections, Building Condition Assessments are designed and formatted to integrate directly into the Asset Management System. Study scopes and data formats will be aligned with asset management needs.
9. The Asset Management Plan and progress made on the Plan will be considered annually in the development of the Township's capital and operating budgets.
10. As part of the annual departmental budget process, Township staff will reference the Asset Management Plan for their area in order to evaluate the forecasted spending needs identified in the plan, verify any progress made, identify any potential gaps and prioritize spending needs for the year.
11. The following principles will guide the Township's asset management planning practices:
  - a. Long-Term Performance and Expenditure Forecasting
    - i. Asset management planning will incorporate long term forecasts of both performance (levels of service) and corresponding expenditures for each



asset class. These projections will also be aggregated to provide a Township-wide perspective.

b. Level of Service (LOS) Performance Categories

- i. Performance measures will be categorized into two key areas to reflect both technical assessments and community expectations:

Condition-based: Evaluations performed by qualified experts (e.g., engineering inspections) and feedback from users on perceived physical state (e.g., road roughness, facility cleanliness).

Functional: Measures based on technical function or design adequacy (e.g., hydraulic capacity, safety features) and user-based evaluation of how well the asset meets community needs (e.g., accessibility, usability).

c. Level of Service Indicator Development

- i. Indicators and projections for asset performance will be developed using the following methods:

1. Application of reliability (risk) theory to financial, engineering, and administrative data
2. Use of asset inspection and condition data
3. Reference to industry benchmarks and standards
4. Consideration of asset age and remaining service life

d. Preferred Methodology for Performance Assessment

- i. The Township aims to progressively adopt risk-based reliability modelling as the standard approach for all asset classes, to enable proactive and data-driven decision-making.

e. Asset Management System Development

- i. A comprehensive Asset Management System (AMS) will be developed, implemented, and maintained to support effective planning. This system will integrate staff workflows with supporting technologies and applications.

f. Functions of the Asset Management System

- i. The AMS will be used to:
  1. Model lifecycle activities for all assets
  2. Forecast 25-year deterioration trends at the most detailed (granular) level of asset inventory
  3. Program multiple 25-year scenarios for asset renewal, rehabilitation, and replacement
  4. Generate multi-year capital and maintenance work plans



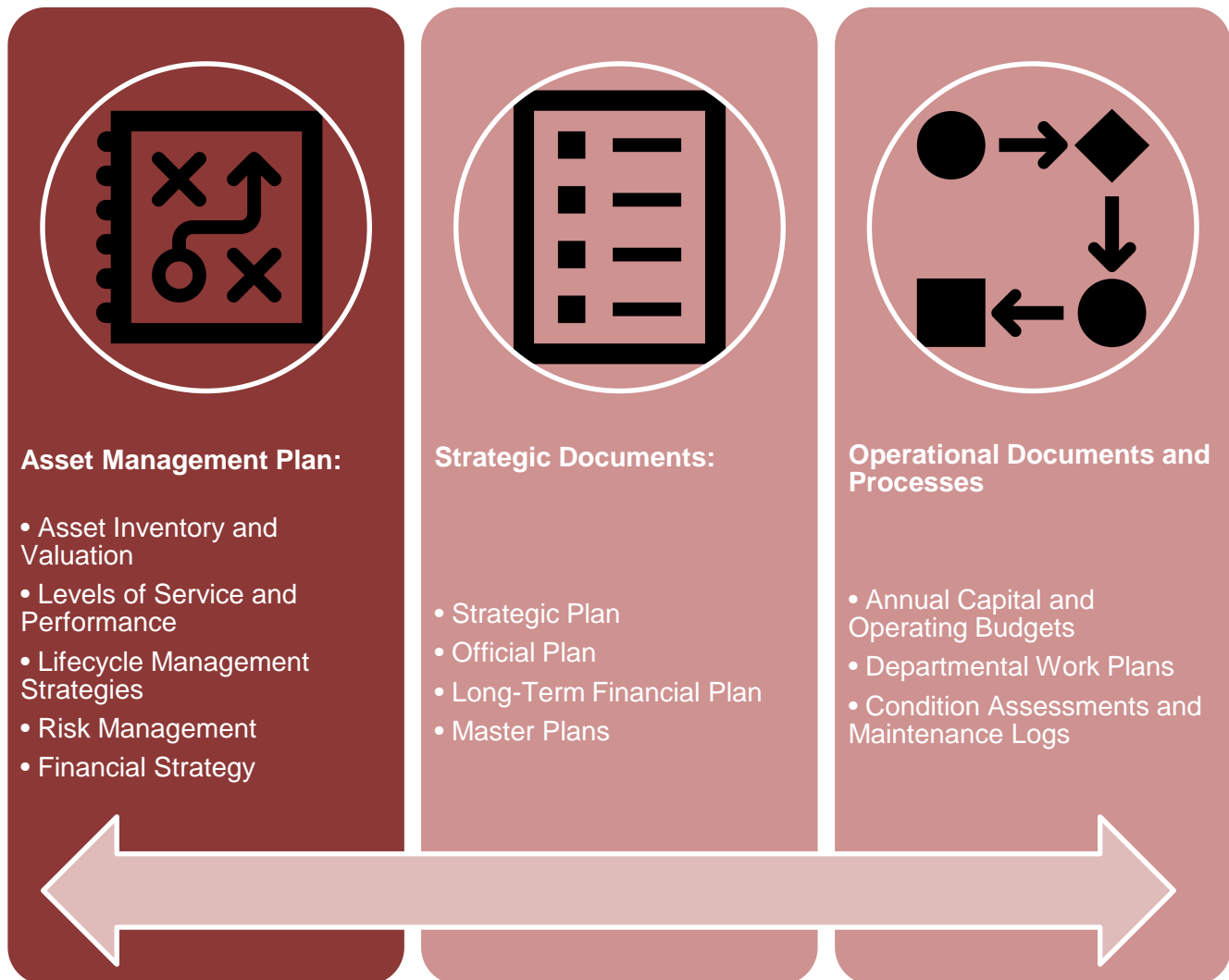
5. Produce project-level improvement activity sheets to support budget development and execution
- g. Alignment with Provincial Infrastructure Planning Principles
  - i. All asset management practices will be consistent with the infrastructure planning principles set out in the Infrastructure for Jobs and Prosperity Act, 2015, including long-term thinking, affordability, resilience, transparency, and alignment with land use planning.
12. Asset Management planning will consider climate change aspects as they relate to the management of infrastructure assets. This includes, but is not limited to:
  - a. Identifying vulnerable assets at the most detailed level of asset information inventory
  - b. Capturing climate change items (e.g. greenhouse gas emission scenarios) in 25 year programming of infrastructure improvement activities
13. The Township's Asset Management Plan will address Township relevant information provided in, but not limited to, any of the following:
  - a. Ontario's land-use planning framework,
  - b. Policy statements under subsection 3 (1) of the *Planning Act*,
  - c. Provincial plans as defined by the *Planning Act*, and
  - d. Township's official plan.
  - e. Water asset financial plans, including any prepared under the *Safe Drinking Water Act, 2002*,
  - f. Sanitary asset financial plans.
14. The Township will develop and maintain an Asset inventory of all municipal infrastructure assets. The inventory will include a unique asset ID, description, location information (where applicable), value, condition, estimated life, estimated cost to repair, rehabilitate or replace.
15. The Township will develop an Asset Management Plan that incorporates all Municipally Owned Infrastructure that meet the Capitalization Threshold outlined in the Township's Tangible Capital Asset Policy. The Asset Management Plan will be updated at least every five years in accordance with O. Reg. 588/17 requirements.
16. The Asset Management Plan will address infrastructure assets that are shared with or influenced by external parties. The Township will coordinate infrastructure planning with the Region of Niagara (upper-tier municipality), neighbouring municipalities, and joint municipal bodies to ensure consistency, efficiency, and mutually beneficial outcomes.



17. As elected officials, Council is entrusted with the responsibility of overseeing the management of the Township's Assets. Council's duties and responsibilities under the Township's Asset Management program include:
  - a. Approving the Township's Asset Management Policy and required updates every five years.
  - b. Reviewing management's implementation of the Asset Management Plan as part of the annual budget process.
  - c. Supporting efforts to improve the plan and ensure it includes any necessary changes resulting from updates to other Township strategic documents.
  - d. Approving the Township's Asset Management Plan.
18. The Township is committed to actively engaging the public in asset management planning. Public input will be sought through consultations, online platforms, and surveys, especially in the development of levels of service, prioritization of infrastructure investments, and long-term planning strategies.
19. All legislated Asset Management documents including the 2022 Core Asset Plan, the 2024 Comprehensive Plan, the 2025 Proposed Levels of Service report, and Policy updates will be published on the Township website. Printed or digital copies will be provided to any person upon request, in accordance with O. Reg. 588/17.

## Schedule 1 - Asset Management Framework

The Asset Management Framework illustrates how the Asset Management Plan aligns with key Township planning and decision-making tools:





## **Schedule 2 - Operational Process of Asset Management Framework**

This outlines the cyclical nature of asset management planning and implementation at the Township of Wainfleet:

