

	POLICY TITLE: Asset Management	POLICY NO: 2024-13
	AUTHORITY: Council for the Corporation of the City of Greenwood	CLASSIFICATION: Engineering and Municipal Operation
	EFFECTIVE DATE: October, 15 2024	MOTION: (204-24)
	SUPERSEDES: NA	

1. Purpose

The purpose of this policy is to document the City of Greenwood’s commitment to asset management and provide a set of principles that guide the City’s Asset Management system. This policy also demonstrates to the community that Council is being proactive in exercising good stewardship, and is committed to delivering affordable services, while maintaining the City’s sustainability.

This policy does not intend to commit to any specific funding level; only to illustrate that asset management is supported at all levels of the organization, and the City works continually towards improving its asset management practices.

2. Scope

The six strategic priorities identified in the City’s 2024 Strategic Plan include recognition of the need for asset management for:

- a. Fire Protection
- b. Water System
- c. Sewage Treatment
- d. Building Infrastructure

The City recognizes the need for, and are committed to establishing, a long term, financially responsible, infrastructure renewal plan for all City of Greenwood assets. This is further supported as a detailed objective under “Building Infrastructure that the City will, *“Implement a “live” asset management system to establish corporate memory, long-term planning and associated costs”*. The City’s overarching commitment is to develop an asset management policy to establish the organization’s commitment to asset management with stable, long-term funding for the operation, maintenance, renewal, replacement or decommissioning of municipal assets. Integral to the City’s Strategic Plan is the effective management and maintenance of City infrastructure assets. These assets include, but are not limited to, vehicle and maintenance fleets, a safe and reliable water distribution, drainage and sanitary sewage collection systems, and accessible parks, recreation, and municipal facilities.

The City’s asset management principles and practices will provide sustainable services to support the City’s residents and business needs. This Asset Management Policy directly aligns with the City’s 2024 Strategic Plan priorities and detailed objectives.

3. Definitions

“Asset” means a physical infrastructure owned by the City to enable service delivery including but not limited to buildings, appurtenances, underground utilities, roadworks, traffic signals, fleet, parks and parks facilities.

“Asset Management” means a systematic process to guide the planning, acquisition, operation and maintenance, rehabilitation, replacement, and disposal of assets. Its objective is to maximize asset service delivery potential, manage related risks, and minimize its life cycle cost, while delivering Council approved levels of service to the public in a sustainable manner.

“Asset Management Framework” means the corporate level system that sets out the principles and provides guidance for the implementation, operation, and maintenance of the Asset Management program.

“Asset Management Leadership Team” means an asset management committee, containing representation from all departments, intended to lead their departments through the asset management best practices and provide advice to Council.

“Council” mean the duly elected officials of the City, those being the Mayor and Councillors.

“Council Policy” means Policy statements that provide strategic direction on programs and services delivered by the City which impact or affect citizens or customers, and/or Policy statements that require Council’s approval because of legislative or regulatory requirements.

“City” means the City of Greenwood.

“Policy” means general statements or guidelines that are high-level in nature, as opposed to being operationally oriented, which direct a plan, course of action or decision, according to a standard or performance outcome.

4.0 Policy Framework

Asset management is a broad strategic framework that encompasses many disciplines and involves the entire organization. To guide the City, the following policy statements have been developed. Subject to available resources and approved budget, the City will:

- 1) Maintain and manage infrastructure assets at Council approved levels of service that support public safety, community well-being and community goals;
- 2) Integrate climate change into its asset management practices and decision-making.
- 3) Monitor, review and amend as required standards and service levels to ensure that they meet/support community and Council goals and objectives;
- 4) Plan for the appropriate level of asset maintenance to extend the useful life of assets;
- 5) Develop and maintain inventories of all asset infrastructure;
- 6) Adopt risk-based decision-making processes that consider the probability and consequences of asset failure;
- 7) Establish infrastructure replacement strategies through the use of full life-cycle costing principles;
- 8) Consider asset management holistically by considering the condition of other assets in the vicinity and where appropriate replace or repair multiple assets at once to avoid inefficiencies and minimize costs;
- 9) Develop plans for the provision of stable long-term asset management funding;
- 10) Incorporate asset management into planning and development decisions;
- 11) Consider and incorporate asset management in the City’s other corporate plans; and
- 12) Report to Council and citizens regularly on the status and performance of work related to the implementation of this asset management policy.

4.1 Principles and Guidelines

To achieve the goals of this Policy, the City will incorporate asset management best practices by progressively working towards:

- 1) Utilizing a corporate (i.e., City-wide/interdepartmental) approach to asset management;
- 2) Identifying and implementing strategies to eliminate asset information/condition gaps;
- 3) Utilizing total life cycle costs of assets and risk-based assessment in decision-making processes;
- 4) Identifying critical assets and the risks associated with their failure, assessing risks periodically and monitoring and addressing these risks within available resources;
- 5) Taking the necessary steps towards becoming more resilient to climate change when an asset is due to be renewed (*type of fire truck purchased to address both municipal and wildland fire-fighting conditions*);
- 6) Establishing organizational responsibility for asset inventory, condition, use, performance and replacement;

- 7) Defining and articulating service, maintenance and replacement levels and outcomes;
- 8) Building financial plans on Council approved levels of services and acceptable risk exposure levels;
- 9) Considering the criticality of services and minimizing the risks of disruption;
- 10) Managing assets sustainably while considering the City’s environmental, social and economic responsibilities and the life cycle costs of assets;
- 11) Maintaining a long-term financial plan which demonstrates that the full life cycle costs of an asset are intended to be borne equitably by current and future residents;
- 12) Considering the effects of climate change in the design, renewal and replacement of assets;
- 13) Considering asset management holistically by taking into consideration the condition of other assets in the vicinity and where appropriate replacing or repairing multiple assets at once to avoid inefficiencies and minimize costs;
- 14) Reviewing and prioritizing annual asset management and capital investment plans;
- 15) Integrating corporate, financial, business, technical and budgetary planning for assets; and
- 16) Consulting with stakeholders where appropriate.

4.2 Implementation

This policy shall be implemented by staff using accepted asset management best practices and guidelines. The City shall comply with required capital asset reporting requirements and integrate the asset management program into operational practices throughout the City.

4.3 Context and Integration

Council and staff will consider this policy and integrate it in the development of corporate documents such as:

- a. Official Community Plan;
- b. City of Greenwood Strategic Plan;
- c. City of Greenwood Financial Plan; and
- d. City of Greenwood Operational Plan.

Existing plans, policies, bylaws and procedures are to be updated to include asset management considerations when revised. All new plans, policies, bylaws and procedures are to include asset management best practices.

4.4 Key Roles and Responsibilities

Asset management must be practiced at all levels of an organization, although the responsibility for asset management varies by role. The following is a list of asset management responsibilities for key roles within the City:

Actions	Responsibilities
Adopt Asset Management Policy	Council
Implement Asset Management Policy and review at set intervals	Staff and CAO
Develop and maintain asset inventories and assess infrastructure conditions and current service levels	Staff
Establish minimum acceptable levels of service	Staff and Council
Policies and budgets to incorporate Asset Management Program findings	Staff and Council
Develop and maintain infrastructure strategies including, guidelines, practices and service plans	Staff and CAO

Actions	Responsibilities
Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets	Staff and Council
Report to citizens on status of the community's infrastructure assets and Asset Management Program. The channels may include annual citizen reports, business plans, etc.	Staff and CAO
Develop and maintain: <ul style="list-style-type: none"> • Plans and budgets of asset acquisition and maintenance; • Plans for the maintenance, rehabilitation, extension, decommissioning, and replacement of assets; • Infrastructure strategies including development and service plans, using full life-cycle costing principles • Infrastructure condition assessments and service levels • Asset registry 	All Departments
Coordinate maintenance of assets	All Departments
Establish and manage Asset Management Leadership Team (AMLT) to: <ul style="list-style-type: none"> • Lead the development of corporate asset management strategy, tools and practices and oversee their application across the organization; • Establish levels of service; • Advise/assist Council in matters related to asset management; and • Report to citizens and Council on status of the community's infrastructure assets and Asset Management Program. 	CAO and Staff

4.5 Implementation, Review and Reporting

The implementation, review, and reporting regarding this policy shall be integrated within the organization. Due to the importance of this policy and asset management in general, the organization's Asset Management program, including this policy, shall be reported annually to Council and the community.