City of Brockville
Strategic Asset Management Policy

October 2025

Policy Statement

The City of Brockville is responsible for providing a range of public services to the community, including Art, Culture, Heritage, Building Services, Emergency Services, Solid Waste, Composting, Library, Parks and Arenas, Roads, Transit, Water and Sewer.

To provide services, the City owns and manages a diverse municipal infrastructure and asset portfolio. It is important that these assets continue to meet acceptable levels of performance and support the delivery of services in a sustainable manner. The scale and criticality of the City's asset portfolio requires a systematic approach to total lifecycle asset management that allows the organization to make informed decisions, maintain vital services and realize maximum value from its infrastructure assets.

Purpose

The purpose of this policy is to provide a framework for the development and implementation of the City of Brockville's Asset Management Plan. It is intended to promote a consistent and integrated approach to asset management across the organization, to facilitate logical and evidence-based decision-making for the management of municipal infrastructure and to support the uninterrupted delivery of sustainable community services now and in the future.

Scope

This policy applies to the lifecycle management activities of municipal infrastructure assets that are owned and/or controlled by the City of Brockville for the provision of services. Some of these City-owned assets maybe managed solely by the City, or by an agency, board, commission or committee of the City, or a combination of the above. This policy may also be used for third-party assets that the City has a significant interest in.

This policy also recognizes the importance of green infrastructure assets, including natural heritage features, parklands, urban forests, stormwater systems, and permeable surfaces, where applicable. These assets will be considered in asset management planning where they contribute to service delivery.

This policy applies to all tangible assets, including but not limited to asset classes categorized as follows:

- Facilities
- Water
- Wastewater
- Stormwater
- Roads and Sidewalks
- Bridges and Culverts
- Transit
- Vehicles and Equipment
- Solid Waste
- Land

Definitions

Act - a bill (also called a statute) that is enacted or becomes an Act (i.e., law) when it is passed by the Legislative Assembly of Ontario after its third reading and receives Royal Assent.

Asset - Tangible assets that are purchased, constructed, developed or otherwise acquired for use in the delivery of services.

Asset management – 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 (AMP) – A long-term plan developed for the management of physical assets that at a minimum complies with the requirements of the Infrastructure for Jobs and Prosperity Act, 2015 and the Ontario Regulation 588/17, and details the characteristics and conditions of the assets, the levels of service expected from the assets, financing and other strategies, and planned actions over the asset lifecycle to ensure assets provide a specified level of service in the most cost-effective manner.

Asset Management Policy – High-level statement of the principles and mandated requirements for undertaking asset management across the organization in an integrated, systematic and coordinated manner that complies with the requirements of the Infrastructure for Jobs and Prosperity Act, 2015 and the Ontario Regulation 588/17.

Capitalization Threshold – The value of a municipal infrastructure asset at or above which the City will capitalize the value of the asset and below which it will expense the value of it.

City – includes:

- Corporation of the City of Brockville
- Agencies, Commissions, Boards and Committees of the Corporation of the City of Brockville such as the Police Services Board, Library Board, Committee of Adjustment, Airport Commission, Heritage Brockville and the Downtown Business Improvement Association (DBIA).
- Any other Board, Agency, Commission, and Committees that the Corporation of the City of Brockville may add from time to time.
- Where the City is providing financial support through any funding mechanism (debt, grants, donations…) and/or assets being purchased, assembled or constructed that will become the responsibility of the City.

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 – The time interval that commences with the identification of the need for an asset and terminates with the disposal of the asset.

Lifecycle Cost – The total cost of an asset throughout its useful life, including capital costs, operating and maintenance costs, rehabilitation, renewal and disposal costs.

Lifecycle Activities – Actions taken throughout an asset's life, including construction, operation, maintenance, renewal, decommissioning, and related engineering work.

1. Procedures

Guiding Principles

The Infrastructure for Jobs and Prosperity Act, 2015 sets out principles to guide asset management planning in municipalities in Ontario. The City will strive to incorporate the following principles when making decisions regarding asset management.

- **Forward looking**: The City shall take a long-term view and consider the needs of citizens while being mindful of, among other things, demographic and economic trends in the region.
- **Budgeting and planning**: The City shall consider any applicable budgets or fiscal plans, such as plans released under the following:
  - *Fiscal Transparency and Accountability Act, 2004*
  - Budgets adopted under Part VII of the *Municipal Act, 2001*
- **Prioritizing**: The City shall clearly identify infrastructure priorities which will drive investment decisions.
- **Economic development**: The City shall promote economic competitiveness, productivity, job creation, and training opportunities.
- **Transparency**: The City shall be evidence-based and transparent. Additionally, subject to any prohibitions under an Act or otherwise by law on the collection, use, or disclosure of information, the City shall:
  - Make decisions with respect to infrastructure based on information that is either publicly available or is made available to the public, and
  - Share information with implications on infrastructure and investment decisions with the Government and broader public sector entities.
- **Consistency**: The City shall ensure the continued provision of core public services.
- **Environmental conscious**: The City shall 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 as much as practical, and endeavour to make use of acceptable recycled aggregates.
- **Health and safety**: The City shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

- **Community focused**: The City shall 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. The City shall promote accessibility for persons with disabilities.
- **Innovation**: The City shall 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.
- **Service focused**: The City shall consider all the assets in a service context and consider their interrelationships as opposed to optimizing individual assets in isolation.
- **Customer focused**: The City shall have clearly defined levels of service and will apply asset management practices to maintain the required levels of service to customers for City assets.
- **Risk-based**: The City shall manage the asset risk associated with attaining the agreed levels of service by focusing resources, expenditures, and priorities based upon risk assessments and the corresponding cost/benefit, recognizing that public safety is a priority.
- **Value-based affordability**: The City shall choose practices, interventions and operations that aim at reducing the lifecycle cost of asset ownership, while satisfying agreed levels of services. Decisions are based on balancing service levels, risks and costs.
- **Climate change**: The City shall consider climate change as part of our risk management approach embedded in local asset management planning methods. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities. Balance will be struck in the levels of service delivered through operations, maintenance schedules, emergency response plans, contingency funding, and capital investments. The City shall attempt to reduce their contribution to climate change through greenhouse gas emissions.
- **Integration**: 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 City, as the case may be, the City shall nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extend that they are relevant and appropriate.

2. Roles and Responsibilities (Governance)

The development and continuous support of the City's Asset Management Plan requires a collaborative and integrated approach across the City. The asset management roles and responsibilities are summarized below:

Council

Council is entrusted with the responsibility of overseeing, on behalf of citizens, a large range of services provided through a diverse portfolio of assets. Council is the final decision making body on all matters related to asset management planning in the City. Council is responsible for:

- Approving the Strategic Asset Management Policy by resolution.
- Understanding and utilizing the Asset Management Plan to aid in decision making, including setting priorities and approving the annual Budget.
- Reviewing and approving the Asset Management Plan by resolution every 5 years.
- Establishing priorities and articulate strategic directions for the asset management to the City's Administration.

Executive Lead (City Manager)

The City's executive lead of the asset management process is the City Manager. This emphasizes a corporate approach to asset management planning. The Executive Lead is responsible for:

- Endorsing the Asset Management Policy and Asset Management Plan.
- Providing organization-wide leadership in asset management practices and concepts, including implementation of the Asset Management Policy.
- Communicating the vision and goals of asset management at a corporate level and provide the guidance necessary to ensure alignment and integration across the organization.
- Promoting and raising awareness of asset management to Council, staff and other stakeholders.
- Ensuring organization-wide accountability mechanisms for achieving asset management goals and priorities.
- Maintaining the necessary capacity (including, but not limited to, resourcing, financial support, staff competencies, business processes, data and integrated information systems) to support the implementation and best practices of asset management.
- Tracking, analyzing and reporting on a City wide basis asset management implementation and continuous improvement progress.
- Directing/facilitating the review and update of the Asset Management Policy and Asset Management Plan.

Senior Management Team

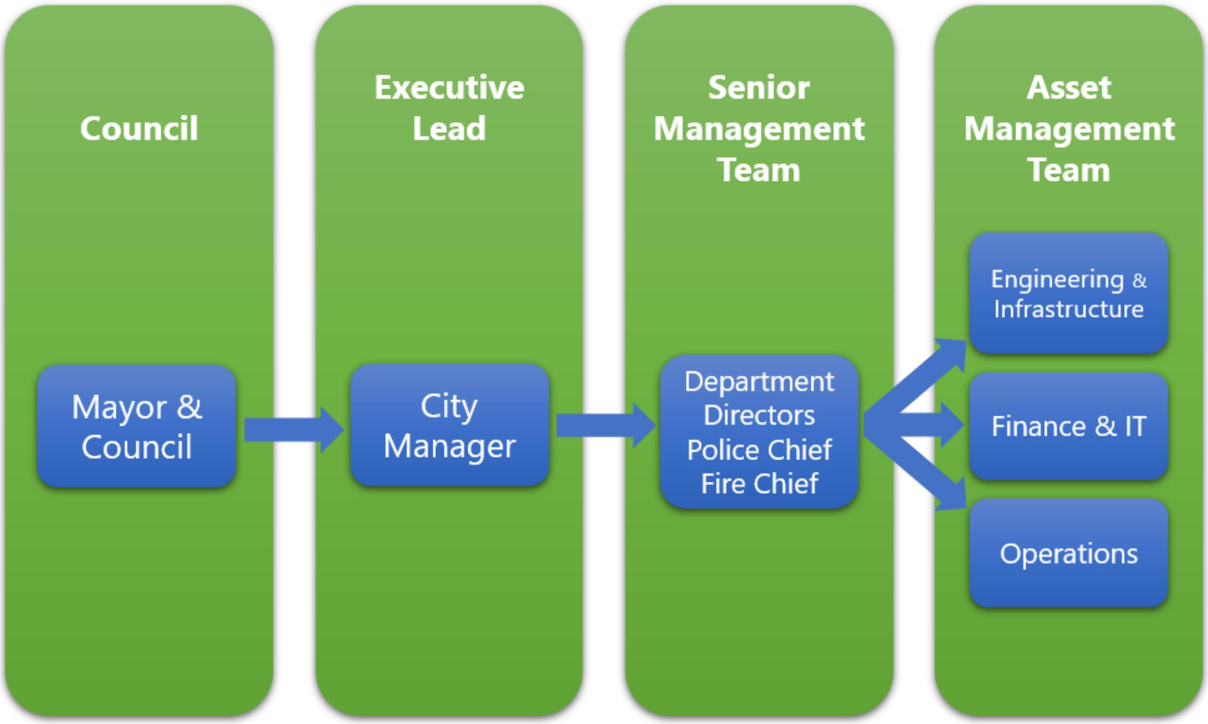
The Senior Management Team, representing the City Manager and Managing Directors Group, are responsible for:

- Overseeing asset management planning activities that fall within their service area.
- Providing support for asset management and ensuring alignment of the Asset Management Plan with City objectives, strategies and plans.
- Providing input and direction to asset management activities and working to ensure consistency with other corporate initiatives.
- Tracking, analyzing and reporting on asset management implementation and continuous improvement progress for assets within each department.
- Championing asset management practices and collaboration across the organization.

City Staff Asset Management Team

- Utilize new business processes and technology tools developed as part of the asset management program.
- Participate in implementation task teams to carry-out asset management activities.
- Implement and maintain levels of service.
- Provide support and direction for asset management practices within their department.
- Track, analyze and report on asset management implementation and continuous improvement progress for assets within the department.

City of Brockville Asset Management Governance Structure



3. Requirements

Asset Planning and Strategic Alignment

The City will take an evidence-based approach to infrastructure investment decisions, which will be in alignment with maintaining the desired levels of service, including acquisition, renewal, maintenance and disposal, by considering the total lifecycle costs of assets and ensuring an appropriate balance between the acquisitions of new assets and lifecycle activities of maintaining the existing asset base.

Asset management planning will not occur in isolation from other City goals, plans, and policies. An integrated approach will be followed to develop an Asset Management Plan that fosters alignment with City documents such as:

i. Strategic Plan
ii. Official Plan
iii. Emergency Response Plan
iv. Multi-Year Accessibility Plan
v. Community Improvement Plan
vi. Long Term Financial Plan

Asset management will be an integral element of Council's planning, budgeting and reporting framework. The City will integrate information from the Asset Management Plan into its financial planning and budgeting strategies and processes.

The City will ensure that all asset management planning is aligned with financial plans related to wastewater assets, and water assets including any financial plans prepared under the Safe Drinking Water Act, 2002.

The City 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 the City's Official Plan.

The City 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.

The City will coordinate planning for asset management, where municipal infrastructure assets connect or are interrelated with those of its neighbouring municipalities or jointly-owned municipal bodies wherever viable and beneficial.

Where applicable, the City will coordinate asset management planning with joint municipal water boards or other shared service entities to ensure alignment and efficiency.

The City will develop processes and provide opportunity for residents and other interested parties to offer input into asset management planning wherever and whenever possible.

Asset Management Plan Development

The Asset Management Plan will be developed for all infrastructure assets owned and/or controlled by the City. The Asset Management Plan will be developed in accordance with the Act and the Regulation.

The Asset Management Plan will be consistent with the City's Official Plan and will reflect how and where the City is growing.

The Asset Management Plan will incorporate all assets that meet the capitalization threshold as defined in the City's Tangible Capital Asset Policy. A comparison of these thresholds and their rationale will be documented to ensure consistency with O. Reg. 588/17.

The Asset Management Plan will be updated in accordance with the dates outlined in the Regulation, and at least every five years thereafter.

Stakeholder Engagement

The City recognizes the various stakeholders in municipal service delivery. The City will foster informed dialogue and engagement with relevant stakeholders throughout the asset management planning process, as follows:

Local Residents, Businesses, Institutions

- Through Council (representation);
- Council meetings & Public meetings;
- Master plans – Public input;
- City Customer Service communication records – Public opinion; and
- Budget process – Public open houses and budget meeting delegations.

The United Counties of Leeds and Grenville & Neighbouring Municipalities

- Budget and long-term planning coordination; and
- Regular ongoing communication.

Utilities (Hydro, Gas, Telecommunications, etc.)

- Budget and long-term planning coordination; and
- Regular ongoing communication.

School Boards

- Budget and long-term planning coordination; and
- Regular ongoing communication.

Province of Ontario and Government of Canada (i.e. Grants)

- Program funding applications and progress reports; and
- Regular ongoing communication.

Continuous Improvement and Reporting Requirement

The City will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:

i. Comprehensive and Accurate Asset Data
ii. Condition Assessment Standards and Protocols
iii. Risk and Criticality Models
iv. Lifecycle Management
v. Financial Strategy Development
vi. Service Levels and Performance

The City will develop and maintain performance measures for core infrastructure assets (roads, bridges, water, wastewater, stormwater) as required under Sections 5 and 6 of O. Reg. 588/17. These measures will include both qualitative descriptions and technical metrics and will be reviewed and updated regularly in order to:

- Transparently communicate the current state of asset management to Council and the community.
- Access the progress made on the Asset Management Plan for annual consideration in the City's budget process.

The review of asset management planning progress must be reported to Council on or before July 1 in each year. The annual review must address at a minimum:

i. The City's progress in implementing its asset management plan;
ii. Any factors impeding the City's ability to implement its asset management plan; and
iii. A strategy to address the identified factors.

References and Related Policies

- Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure
- Infrastructure for Jobs and Prosperity Act, 2015

Review Cycle

This Policy will be reviewed and updated in alignment with the dates outlined in the Regulation for the preparation of Asset Management Plan and every five years thereafter.

This policy shall be made publicly available on the City of Brockville's official website and in any other manner deemed appropriate to ensure transparency and accessibility, in accordance with Section 3(5) of O. Reg. 588/17.