



## Corporate Asset Management Policy

---

Approved By: Council  
Approved On: May 9, 2024

---

### Policy Statement

York Region aims to establish consistent, coordinated, and sustainable asset management practices across all regional service areas to minimize risks and deliver the services necessary to meet customer expectations.

### Application

This policy applies to all Regional staff involved in asset life cycle management, which includes planning, design/construction/acquisition, operation and maintenance, rehabilitation, renewal/disposal, and monitoring/reporting of owned in whole or in part, leased or operated Regional assets.

### Purpose

The purpose of the Corporate Asset Management Policy is to meet Ontario Regulation 588/17 which states that every municipality shall prepare a strategic asset management policy. It serves as a guiding framework for asset management planning within the Region to facilitate informed decision-making, ensure compliance with legislation and promote responsible stewardship throughout the entire lifecycle of Regional assets.

### Definitions

**Asset<sup>1</sup>:** Item, thing or entity that has potential or actual value to an organization. Value can be tangible or intangible, financial or non-financial, and includes consideration of risks and liabilities.

---

<sup>1</sup> Adapted from ISO/IEC (2014) 55000 – Asset Management, International Organization for Standardization (ISO).

**Asset Management<sup>1</sup>:** Coordinated activity of an organization to realize value from assets [existing and future]. Realization of value will normally involve an appropriate balancing of costs, performance and risks, opportunities and performance benefits.

**Asset Management Framework:** Illustrates the integrated relationship between strategic, tactical, and operational levels. It represents the interconnected elements of an effective asset management system and emphasizes the critical role of information management, lifecycle management, risk management and financial management in the stewardship of Regional assets.

**Asset Management Plan<sup>1</sup> (AMP):** Documented information that specifies the activities, resources, and timescales required for an individual asset, or grouping of assets, to achieve the organization's asset management objectives.

**Asset Management Strategy:** A Strategy developed to help the Region achieve its strategic asset management policy objectives.

**Cost:** Monetary amount that is incurred or expended to acquire, maintain, operate, renew, and retire an asset.

**Customer:** Any person who uses an asset or service. Customers can be internal or external.

**Level of Service<sup>1</sup> (LOS):** Parameters or a combination of parameters, which reflect social, political, environmental and economic outcomes that an organization delivers from their assets.

**Customer LOS:** Customer service goals and outcomes currently being provided by the service area. Usually pertains to the quality, satisfaction, and overall customer service experience, as performed by service enabled assets.

**Technical LOS:** Internal technical metrics to deliver the customer LOS. Metrics usually pertain to performance, condition, and reliability of physical asset systems, subsystems, assets and equipment used to deliver the service.

**Lifecycle<sup>1</sup>:** Phases involved in the management of an asset.

**Lifecycle data:** Includes cost, performance and risk data collected and managed through business processes required to help make well informed, evidence-based decisions in all phases of an asset's life cycle.

**Risk<sup>1</sup>:** The effect of uncertainty on objectives. It can be positive, negative, or both, and can address, create, or result in opportunities and threats.

---

<sup>1</sup> Adapted from ISO/IEC (2014) 55000 – Asset Management, International Organization for Standardization (ISO).

**Service Area:** An organizational division responsible for providing specific services or executing defined functions. Service areas are responsible for managing specific categories or types of assets within the Corporate Asset Management Plan.

**Tangible Capital Asset<sup>2</sup> (TCA):** Per the Region's Tangible Capital Asset (TCA) Policy, TCAs are non-financial assets having physical substance that are acquired, constructed or developed including land, land improvements, roads, buildings, vehicles, equipment, water mains, sewer mains and capital assets acquired by capital lease or through donation.

**Value:** Worth, utility, or significance of an asset. The value of an asset is related to its performance, lifecycle cost, measured expectation and surrounding risk. Typically used in prioritization setting and not in financial record keeping.

## Description

The Region is responsible for providing diverse services to the community that depend on a large portfolio of assets. The Corporate Asset Management Policy offers guidance for the effective management of both existing and future Regional assets in accordance with regulations and industry best practices. This policy standardizes and ensures consistency in asset management practices and plans across the organization to ensure the long-term sustainability of its assets to meet the needs of our communities.

Further to the principles set out in Section 3 of the Infrastructure for Jobs and Prosperity Act, 2015, the Region will follow the policy principles below:

- **Leveraging Data and Innovation:** The Region will adopt industry-leading asset management practices, creating opportunities to make use of innovative technologies and approaches, in alignment with standards and legislation. The region will leverage asset data analysis to identify infrastructure priorities and inform decision-making.
- **Financially Sustainable Lifecycle Management:** The Region's asset management planning will be coordinated with the Regional Budget and Fiscal Strategy, so that assets provide suitable levels of service at a cost the community can afford, while managing risk.
- **Climate Change Mitigation and Adaptation:** The Region will proactively identify climate change adaptation and mitigation actions, and review emergency management and contingency funding opportunities. Infrastructure should minimize the impacts on the environment and designed to be resilient to the effects of climate change. The Region should minimize waste and conserve resources throughout an asset's lifecycle to advance the circular economy.
- **Customer Engagement for Accountability:** The Region will engage customers to enhance organizational accountability and transparency in asset management planning.

---

<sup>2</sup> Region's Tangible Capital Asset Guideline per Generally Accepted Accounting Practices (GAAP)

The Corporate Asset Management Policy is supported by the Asset Management Framework (Appendix 1).

- **The Asset Management Framework:** Supports the Region in meeting the policy principles by outlining the Region's organizational requirements and provides direction and guidance for decision-making to ensure the realization of value in the management of Regional assets.

## Responsibilities

### Council

- Serve as representative of customers' needs
- Approve asset funding to ensure required financial sustainability for asset management through the annual budget
- Conduct an annual review of the Region's asset management progress, including progress in implementing the Corporate Asset Management Plan, any challenges encountered and how to address them

### Executive Lead (co-sponsors of the program)

- Comprised of the Commissioners of Public Works and Finance
- Hold overall ownership for ensuring compliance with this policy and delegate to the Corporate Asset Management Coordinating Committee responsibility for implementation of service area asset management programs

### Corporate Asset Management Steering Committee

- Comprised of directors responsible for service area asset management programming
- Communicate the vision and goals of asset management at a corporate level, and provide the guidance necessary to ensure alignment and integration across the organization
- Hold overall ownership and accountability for ensuring compliance with this policy and delegates responsibility to the Corporate Asset Management Coordinating Committee the responsibility for the implementation of Departmental Asset Management Programs
- Deliver key objectives as stated in the Region's strategic and business plans in relation to asset management (Strategic Plan, Vision 2051, etc.) and allocate appropriate resources for the achievement of the policy objectives
- Provide a forum for senior level cross-departmental collaboration on initiatives or projects related to asset management

### Corporate Asset Management Unit (CAM)

- Coordinate asset management program deliverables and objectives, and provide project and deliverable updates to the CAM Steering Committee

- Review, implement and report on legislative requirements
- Update Corporate Asset Management Policy in line with regulatory requirements
- Update Corporate Asset Management Strategy and Plan
- Promote asset management knowledge across all stakeholders
- Work collaboratively with Service Areas and Chief Administrative Officer's (CAO's) office to gather customer-level needs and establish level of service targets
- Lead and support the CAM Coordinating Committee in their roles and responsibilities
- Advance opportunities to improve service delivery coordination across the Region, including data sharing, business process alignments, resource sharing, and data management systems consolidation
- Conduct asset maturity assessments in collaboration with service areas, providing guidance and tools to evaluate the current state and maturity level of assets, and identify areas for improvement
- Monitor for Corporate Asset Management Policy compliance

### **Corporate Asset Management Coordinating Committee & Service Area Leads**

- Comprised of managers responsible for service area asset management implementation
- Report to the CAM Steering Committee; responsible for the development, implementation, and continuous improvement of service area asset management programs and plans
- Integrate service area AMPs into Corporate Asset Management Plan
- Provide corporate collaboration with asset management best practices and expertise to guide service area AMPs and initiatives
- Champion corporate asset management policy objectives within the respective service areas and support groups
- Oversee the Region's assets in compliance with the Corporate Asset Management Policy and Strategy
- Liaise with Planning to ensure alignment with the Regional Official Plan and Ontario's land-use planning framework
- Liaise with Finance to ensure a sustainable financial strategy for LOS metrics
- Liaise with Controllershship Office and Risk Management to update requested TCA and risk registry information, and update service area AMPs accordingly
- Liaise with Emergency Management to identify critical infrastructure and ensure mitigation measures are in place
- Engage customers and stakeholders to obtain and incorporate feedback on LOS and asset management planning

### **Customers**

- Participate in stakeholder engagement initiatives, where possible
- Provide feedback related to LOS, service experience, and service expectations

## Compliance

Failure to adhere to this policy may result in non-compliance with regulatory requirements, potentially exposing the Region to the risk of penalties. Further, it may introduce additional risks in managing the Region's assets, potentially negatively impacting the Region's levels of service. Non-compliance with this policy may also lead to the loss of funding from other levels of government and agencies. Compliance with the Corporate Asset Management Policy will be monitored by the Corporate Asset Management Unit as required.

## Reference

### Legislative and other authorities

[Capital Financing and Debt Policy](#)

[Investment Policy](#)

[Tangible Capital Asset Guideline](#)

[Reserve and Reserve Fund Policy](#)

[Municipal Asset Management Planning Regulation](#)

[Planning Act](#)

[Infrastructure for Jobs and Prosperity Act, 2015](#)

[Places to Grow Act](#)

[Energy Conservation & Demand Management Plan](#)

[Climate Change Action Plan](#)

[Regional Fiscal Strategy](#)

[Development Charges Act, 1997](#)

### Appendices

- Corporate Asset Management Framework

## Contact

Manager, Corporate Asset Management

## Approval

(Remove the Council approval section for policies approved by CAO only)

Council Date: May 9, 2024	Committee Date: <input type="text"/>
Council Minute Item: <input type="text"/>	Committee Minute Item: <input type="text"/>

## Corporate Asset Management Policy

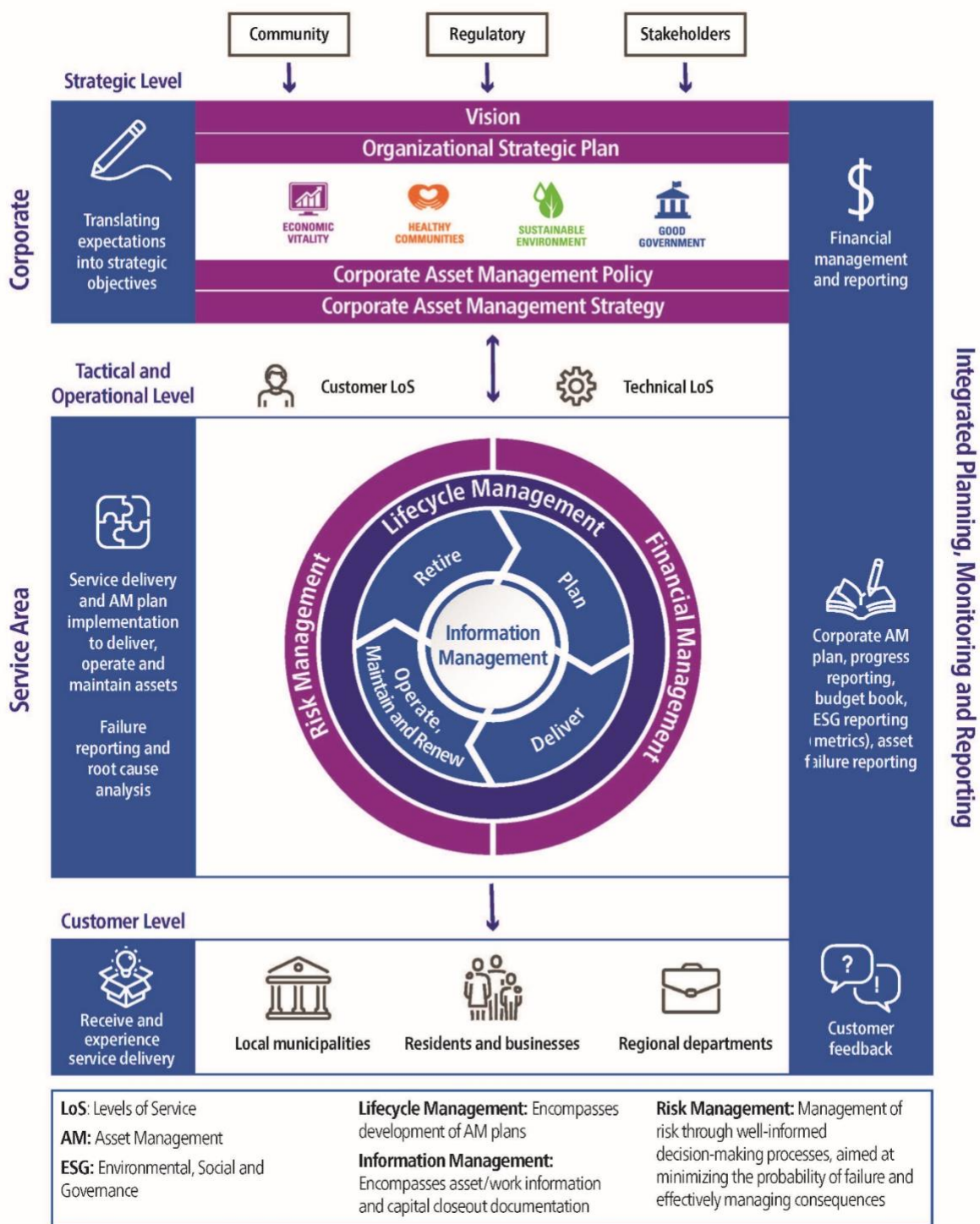
---

Insert eDOCS # (give "CS RC Policy Manual Team" full access to policy and attachments)

Accessible formats or communication supports are available upon request.

#15898855

Appendix 1: Corporate Asset Management Framework



A detailed framework description can be found in eDocs: #15961683