

Policy Statement

1. Council's goal for the community is to provide a safe, enjoyable, sustainable and economically vibrant community, supported by well-managed infrastructure assets, such as efficient transportation networks, economical and safe water distribution networks, reliable sewage collection systems, effective stormwater management, dependable information technology systems, reliable fleet and equipment, and accessible parks, recreational, cultural and administrative facilities.
2. Through sound asset management practices, staff, Council, and the community can be assured that these assets are maintained to meet desired service levels in the most cost-effective and efficient manner. The City strives to strike the appropriate balance between levels of service, risks and costs.

Purpose

3. The purpose of this policy is to:
 - a. provide a framework for implementing asset management to enable a consistent and strategic approach at all levels of the organization;
 - b. provide guidance to staff responsible for asset management;
 - c. communicate to stakeholders the management principles and approach endorsed by the City;
 - d. provide transparency and demonstrate to stakeholders the legitimacy of decision-making processes which combine strategic plans, budgets, service levels and risks; and
 - e. commit the City to support the implementation of asset management methods that are consistent with the organization and meet Council's strategic priorities.
4. Further principles for asset management at the City are outlined in Appendix 'A' to this policy.

Scope

5. This policy applies to all physical and natural assets owned, leased, controlled and/or managed by the City, which support the provision of services; as well as all assets which are being planned for the future provision of services, which can include but are not limited to buildings, equipment, vehicles, playgrounds, road networks, bridge networks, water networks, wastewater networks, stormwater networks, etc.

Definitions

6. For the purposes of this policy,
 - “asset management” means the systematic process of acquiring, operating, maintaining, upgrading and disposing of assets cost-effectively;
 - “City” means the City of Owen Sound and a reference to the City is a reference to the geographical area or to The Corporation of the City of Owen Sound as the context requires;
 - “lifecycle activities” means 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;
 - “natural asset” means an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, natural channels, permeable surfaces and green roofs;
 - “operating costs” means the aggregate of costs, including energy costs, of operating a municipal infrastructure asset over its service life; and
 - “service life” means the total period during which a municipal infrastructure asset is in use or is available to be used.

Policy

Strategic alignment

7. To fulfill its mission of strengthening the community through sound leadership, the City must align its many initiatives. This alignment ensures that the services delivered through existing and planned assets are coordinated and supportive of the City’s mission.
8. Asset management planning will not replace existing Strategic and Master Plans, Financial Plans or policies. Instead, asset management planning will

complement and align with these initiatives in order to provide a service-centric point of view that supports the City's strategies, objectives and plans.

Capitalization thresholds

9. The service rendered by an asset will determine whether it is included in the asset management plan. This method of determination:
 - a. will apply to all assets whose role in service delivery requires deliberate management by the City; and
 - b. is unlike the quantitative and dollar value-based methodology prescribed in the City's Tangible Capital Asset Policy.

Responsibilities

10. Council is responsible for:
 - a. overseeing the management of City assets. Council will approve the asset management planning documents and required updates by resolution every five years, as well as review implementation of the plan as part of the annual budget and capital planning process. The review will address:
 - 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 factors described in subsection 10.a.ii.
 - b. supporting efforts to improve the plan and ensuring the plan includes changes necessitated by updates to other City strategic documents.
11. The Manager of Corporate Services is responsible for:
 - a. providing guidance to and overseeing the work of the Capital Asset and Risk Management Coordinator and Asset Management Working Group;
 - b. leading asset management planning across the City; and
 - c. maintaining compliance with regulations.
12. The Capital Asset and Risk Management Coordinator is responsible for:
 - a. acting as the City's lead support person for asset management activities, including the coordination of the Asset Management Working Group; and
 - b. supporting the implementation and ongoing activities associated with the City's asset management program.
13. Division Managers are responsible for:

- a. serving as members of the Asset Management Working Group;
- b. implementing and supporting asset management planning activities that fall within their service area; and
- c. supporting others engaged in asset management planning in other service areas.

Continuous improvement

- 14. The City is committed to continuous improvement in asset management through the regular review and refinement of policies, practices and performance. This process includes monitoring asset performance, enhancing data quality and incorporating feedback from staff, stakeholders and the community.
- 15. A cyclical approach of planning, implementation, measurement and adjustment will be applied to ensure adaptability to evolving needs, fiscal constraints and regulatory requirements.
- 16. Continuous improvement is embedded within the asset management plan to support evidence-based decision-making, proactive risk management and the sustainable delivery of services over the long-term.

Budgeting

- 17. The City will:
 - a. consider the asset management plan in the development of the City's budget or any long-term financial plans of the City that consider municipal infrastructure assets;
 - b. ensure that asset management planning aligns with financial plans related to the City's water assets and wastewater assets by using common analytical methods and shared data sources;
 - c. ensure that service levels are reviewed annually for suitability based on the City's ability to afford the proposed levels of service; and
 - d. develop a 10-year lifecycle management and financial strategy for each asset category, outlining projected annual funding needs and explaining the options the City has considered to maximize available funding.

Community planning

- 18. The City will apply lifecycle analysis and financial stability principles in its design and decision-making when planning community development or redevelopment projects that involve new assets or enhancements to existing assets.

19. The departments responsible for managing services impacted by development or redevelopment will:
 - a. be consulted while the Official Plan is being prepared;
 - b. provide input to the analysis of future servicing costs; and
 - c. provide written comments about the financial viability of development as it pertains to the service they manage.
20. The methods, assumptions and data used to select development or redevelopment initiatives in the Official Plan will be available to support the preparation of asset management plans.

Climate change

21. The City commits to considering, as part of its asset management planning:
 - a. actions that may be required to address climate change-related vulnerabilities to the City's infrastructure assets, including impacts on:
 - i. operations (e.g., increased maintenance schedules);
 - ii. levels of service; and
 - iii. lifecycle management;
 - b. the anticipated costs that could arise from these vulnerabilities;
 - c. adaptation opportunities that may be undertaken to manage the vulnerabilities;
 - d. mitigation approaches to climate change; and
 - e. disaster planning and contingency funding.
22. The City will weigh the potential cost of climate change impacts and other risks against the costs of mitigating such risks, achieving balance through levels of service, maintenance schedules, disaster response plans, contingency funding and capital investments.

Stakeholder engagement

23. The City recognizes the need for and value of stakeholder input into the planning process. It will foster informed dialogue and engagement using the best available information.

Policy review

24. The Manager of Corporate Services will review this policy:
 - a. every five (5) years to ensure effectiveness and compliance with current business processes; or
 - a. sooner, if required, based on legislative changes.

25. The Manager of Corporate Services is authorized to make such administrative changes to this policy as appropriate to keep the policy current. Any revision to the policy's intent must be presented to Council for consideration.

Related Information and Resources

Internal

26. [Asset Management Plan](#)

External

27. [Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure](#)
28. [Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15](#)

Appendices

29. N/A

Revision History

Authority	Date	Approval	Description of Amendment
Council	2025-11-10	By-law No. 2025-123	New policy; formerly CrS-BL6
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Appendix 'A' to Policy No. AF019

Guiding Principles

The City adopts the following principles for managing its infrastructure assets:

1. Infrastructure and investment planning will take a long-term view while considering future challenges such as changing demographics and populations, customer expectations, economic trends, legislative requirements and climate change;
2. Infrastructure and investment planning will be aligned with 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*;
3. The City will clearly identify levels of service and infrastructure priorities which will drive investment decisions;
4. Infrastructure planning and investment will ensure the continued provision of core public services;
5. Infrastructure planning and investment will promote economic competitiveness, productivity, job creation and training opportunities;
6. The City will ensure it protects the health and safety of workers involved in the construction and maintenance of infrastructure assets;
7. The City will 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. Infrastructure planning and investment will be evidence-based, transparent and subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information. More specifically:
 - a. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public; and
 - b. information with implications for infrastructure planning should be shared between the City and broader public sector entities and should factor into investment decisions respecting infrastructure;
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 City, the City should nevertheless be mindful of those plans and strategies and make investment decisions regarding infrastructure that support them, to the extent that they are relevant;

10. Infrastructure planning and investment must promote accessibility for persons with disabilities;
11. The City will minimize the impact of infrastructure on the environment, respect and help maintain ecological and biological diversity and endeavor to make use of acceptable recycled aggregates. Additionally, infrastructure will be designed to be resilient to the effects of climate change;
12. Infrastructure planning and investment will promote community well-being, such as local job creation and training opportunities, improvement of public spaces or other relevant benefits identified by the City and community.