

Policy Category	Name of Policy
Financial	Asset Management Policy

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Policy Owner	Corporate Services, Asset Management Office, Director, Asset Management
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	July 1, 2029

1. Policy

Niagara Region (the Region) shall manage its assets through a coordinated approach that ensures the delivery of a sustainable level of service that is affordable to customers. The Region's commitment to managing its assets aligns with objectives reflected in the Council Strategic Priorities, the Niagara Region Official Plan, master servicing plans, and the Region's budgets.

2. Purpose

The purpose of this policy is to guide the development and implementation of the Region's asset management framework, asset management plans and strategy in accordance with the requirements of Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) and Infrastructure for Jobs and Prosperity Act, 2015. The goal is to create and maintain consistent and integrated practices in asset management across the organization, facilitate logical and evidence-based decision-making for the management of infrastructure assets, and support the delivery of sustainable community services now and in the future. It expresses the commitment and intentions of the Region to strike the right balance of level of service, associated risk and costs.

3. Scope

This policy applies to lifecycle management activities on all infrastructure assets that are owned, leased, controlled or managed, in whole or in part, by the Region. This shall guide the decisions and actions of all departments, agencies, boards, and commissions (ABCs) within the Region (excluding NPCA), Regional employees who manage or influence Regional infrastructure assets, and Regional Council.

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3.1. Roles and Responsibilities

Regional Council approves, by resolution, the asset management policy and asset management plan every five years on or before July 1. Council reviews the Region's asset management program progress annually and approves asset funding through the annual budget process.

Chief Administrative Officer serves as the executive lead and is responsible for the Regions' asset management program.

Asset Management Office leads, coordinates, and implements the asset management policy, plan, strategy, and program.

3.2. Guiding Principles

The following key principles will guide asset management decisions at Niagara Region:

Service Focused: Plan and manage the performance of assets to meet the desired level of service consistently and sustainably to customers.

- Ensure continued provision of core public services for which the Region has taken on the responsibility to deliver, as well as services provided by the broader public sector, such as healthcare and education.
- Take a long-term view while considering demographic and economic trends in the region.
- Make evidence based and transparent investment decisions, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
 - Make infrastructure investment decisions based on information that is either publicly available or is made available to the public, and
 - Share information with implications for infrastructure planning between the Government and broader public sector entities and factor this information into investment decisions respecting infrastructure.
- 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 (Ontario) job creation and training opportunities (including for apprentices, within the meaning of section 9 of the Infrastructure for Jobs and Prosperity Act, 2015), improvement of public space within the community, and promoting accessibility for persons with disabilities.
- Consider, where relevant and appropriate, the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise, in planning and making decisions surrounding the infrastructure that supports them.

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Value-Based and Affordable: Identify the best combination of investments that deliver the greatest benefit while respecting funding, resource, and timing constraints including customers' willingness and ability to pay.

- Consider any applicable fiscal plans or budgets, such as those released under the Fiscal Transparency and Accountability Act, 2004 or adopted under Part VII of the Municipal Act, 2001.
- Promote economic competitiveness, productivity, job creation, and training opportunities.
- Create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.
- Continually improve asset management practices by supporting and implementing innovative technologies, tools, strategies, processes, and techniques.

Risk-Based: Make informed asset management decisions to address existing or potential risks to Regional objectives while understanding the likely outcomes and results of the actions.

- Identify infrastructure priorities while considering the potential risks to the community from asset failures and the resulting service interruptions to drive infrastructure investment decisions.
- Ensure that the identification, evaluation, and prioritization of the effects of uncertainty is collaborative, transparent, and understood by all stakeholders.
- Minimize the impact infrastructure planning and investment decisions have on the environment by respecting and helping maintain ecological and biological diversity, augmenting resilience to the effects of climate change, and endeavouring to make use of acceptable recycled aggregates.
 - Mitigation approaches to climate change, such as greenhouse reduction goals and targets, will be in accordance with the Region's targets, financial capacity, and stakeholder support.
- Where possible, invest in green technologies to improve economic and social impacts.
- Protect the health and safety of workers involved in the construction and maintenance of infrastructure assets.

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Holistic: Consider all assets in a service context and account for their interrelationships. The objective is to optimize the system as a whole and think broadly across all departments at the Region, local municipalities and Province when managing assets.

- Asset management financial analysis is completed by multi-disciplinary teams comprised of representative(s) from finance, corporate asset management office and concerned Regional departments or ABCs and documented in the financial strategy section of the asset management plan. It aligns with existing financial plans including plans developed under the Safe Water Drinking Act.
 - Findings from the asset management plans are integrated into the Region's long-term financial planning and budgeting processes.
- Regional strategic documents including the Regional Official Plan, development charge study, and master plans, such as Transportation, Transit and Water and Wastewater, are utilized to identify current and future infrastructure asset needs.
 - The Region aligns the Regional Official Plan with Ontario's land-use planning framework, including any relevant policy statements issued under subsection 3 (1) of the Planning Act and any provincial plans as defined in the Planning Act.
- Consideration of actions, anticipated costs and adaptation opportunities that may be required to address the vulnerabilities that may be caused by climate change on infrastructure assets, such as operations, maintenance schedule, level of service, lifecycle management, disaster planning and contingency funding.
- The Region commits to provide opportunities for municipal residents and other interested parties to provide input into the Region's asset management planning.

3.3. Capitalization Threshold

Capital assets whose role in service delivery require deliberate management by the Region, for example those that are deemed to provide benefits or pose substantial risks to the corporation, will be included in asset management plans. This may include assets that fall below the capitalization threshold as outlined in the Region's tangible capital asset policy. The scope of these assets will be determined based on their criticality to delivering services, and the professional judgment of senior staff.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

- Planning Act, R.S.O. 1990, c. P.13
- Development Charges Act, 1997
- Safe Water Drinking Act, 2002
- Infrastructure for Jobs and Prosperity Act, 2015

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- Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure, amended
- By-law 2017-63 – Budget Control By-law, as amended
- By-law 02-2016 – Procurement By-law, as amended
- Master Servicing Plans
- Niagara Official Plan
- Niagara Region Asset Management Plan

4.2. Related Policies

- C-F-003 Tangible Capital Asset Policy

5. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

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Schedule A: Definitions

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.

Asset Management Plan: A long-term plan developed for the management of physical assets that at a minimum complies with the requirements of the Act and the Regulation, 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 lifecycle of the assets to ensure assets are providing a specified level of service in the most cost-effective manner.

Asset Management Strategy: The high-level long-term approach to asset management, including asset management action plans and objectives for managing the assets.

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

Level of Service: The condition and performance standard for a particular asset against which service performance may be measured.

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

Lifecycle Activities: Activities undertaken with respect to an asset over its service life, including planning, constructing, operating, and maintaining, renewing, and decommissioning, and all engineering and design work associated with those activities.