



Policy Title: Asset Management Policy

Policy Number: A09-POLICY-0038

Policy Type: Council Policy
Policy Owner (Department, Contact): Financial Services, Manager of Data and Asset Management
Approval Authority: Council

Administration			
Effective Date:	2019-06-03	Last Review Date:	2025-02-19
Related Policy(ies):	N/A		
Related By-Law(s):	By-Law Number 25-021 (Being A By-law To Adopt A Strategic Asset Management Policy For The City of Quinte West)		
Procedural Document:	A09-PROCEDURE-0038		

1. Policy Statement

An Asset Management Policy articulates Council's commitment to asset management and provides policy statements to guide staff in carrying out the City's business strategies, plans, and activities leading to the development and implementation of a formal Asset Management Plan. It is a commitment by the City to adopt and apply Asset Management practices.

2. Purpose

An Asset Management Policy is important as it sets the framework for the development and implementation of the City's Asset Management plans. It is a high-level document that provides direction and guidance about the elected Council's commitment to best practices in Asset Management. This Policy document:

- Establishes the framework that guides the City in managing its physical assets
- Communicates expectations and goals
- Drives long-term thinking and planning
- Supports financial stability
- Supports evidence-based business cases for budgets and long-term forecasts

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The municipality will evaluate relevant asset investment decisions based on consideration of the whole-life costs associated with managing those assets through their entire life cycle.

The municipality will develop prioritized capital investment plans that reflect community and stakeholder expectations regarding service levels and other strategic objectives. The municipality will evaluate the magnitude, nature, and overall balance of investment plans, considering the aggregate value derived for the community, such as affordability, willingness to pay, and intergenerational equity.

3. Scope

This Asset Management Policy is drafted to cover the standardized requirements as defined in [Ontario Regulation 588/17](#).

3.1. Asset Type

3.1.1. The Policy applies to all physical assets, including but not limited to infrastructure asset types categorized as follows:

- Facilities,
- Vehicles & Equipment,
- Playgrounds, Sportsfields & Trails,
- Water, Wastewater & Stormwater linear infrastructure,
- Stormwater Ponds,
- Roads,
- Parking Lots,
- Bridges & Culverts.

3.2. Capital Thresholds

3.2.1. Capital thresholds used in the City's AMPs shall be of the same values used in the City's Tangible Capital Asset Policy ([A09-POLICY-0034](#)), where applicable.

4. Definitions

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

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Asset Management (AM): A business practice that delivers value to the community through the effective management of existing and new infrastructure assets. The intent is to maximize benefits, reduce risk, and provide satisfactory levels of service to the community in a sustainable manner.

Asset Management Plan (AMP): A long-term plan developed for the management of physical assets that at a minimum complies with the requirements of [Ontario Regulation 588/17](#). This plan must detail 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 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 Act and the Regulation.

Asset Management System: The complete set of interrelated and interacting elements, including the Asset Management Policy, the Asset Management strategy, processes, tools, data, and other resources required to achieve asset management goals.

By-law: Primary Legislative rule or law established by the City and enacted and passed by a City Council vote.

Chair: The individual appointed by a Board and/or Committee to act as Chair of any given Board and/or Committee meeting.

City: The Corporation of the City of Quinte West.

Council: The City Council of the Corporation of the City of Quinte West.

Designate: A person identified by the City as able to complete duties on behalf of someone else.

Greenhouse Gas Emissions (GGE): Gases that trap heat in the atmosphere.

Goal: A goal is a general statement about a desired outcome with one or more specific objectives that define in precise terms what is to be accomplished within a designated time frame. A goal may be performance-related, developmental, a special project, or some combination.

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

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

Manager: The appointed head of each department/division or their designate.

Senior Management Team: The leadership team is inclusive of the Chief Administrative Officer, Directors, and Senior Management Officers as required.

Staff: Any full or part-time employee(s) in a Permanent, Temporary, Contract, Seasonal or Student role, who are employed by the City of Quinte West.

Website: The City of Quinte West's collection of web pages exists under one domain name, containing related content to the City. Access is available through www.quintewest.ca

Working Group: A working group is a group of people who work together to achieve specified goals. Such groups are specific and focus on discussion or activity around a specific subject area.

5. The Policy

The City of Quinte West provides a wide range of services to the community that require the responsible operation, maintenance, rehabilitation, and construction of physical infrastructure. The City utilizes billions of dollars worth of assets to deliver these services, including roads, bridges, water pipes, wastewater treatment plants, stormwater ponds, vehicles, and many more.

Asset Management decision-making will drive optimum value for the community by focusing on the "big picture". The municipality will therefore ensure that decisions are made collaboratively and consider life-cycle stages and the inter-relationships between asset performance, operational performance, and overall service performance. Decision-making will also recognize the interconnected nature of asset systems and how decisions about one set of assets may potentially interact with or affect assets controlled by other departments or functions.

5.1. Goals

- 5.1.1. The City is committed to incorporating asset management principles into the decisions and actions taken by members of the organization. This is a significant change to the historical ways of thinking and operating for many municipalities including the City of Quinte West. It is our goal to integrate Asset Management practices in the operations and decisions of the City in order to best understand the needs and wants of community stakeholders and determine the actions necessary to deliver said services in the most efficient, sustainable and economical manner.

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5.1.2. The goals of the City include:

- a) Continuously update the Asset Management Plans to include all assets and the most up-to-date data available.
- b) Inform and educate the public, City Council, and staff about the benefits of Asset Management practices and how it can integrate into City operations.
- c) Formalize data collection to improve completeness and accuracy of the asset register, leading to optimized asset lifecycle costs and the desired levels of service.
- d) Centralize the City's Asset Management software, asset tracking systems, and computerized maintenance management software.
- e) Link infrastructure investment decisions to service outcomes.

5.2. Key Principles

5.2.1. In order to achieve the goals and benefits of Asset Management, the City will endeavour to apply the principles prescribed in the [Infrastructure for Jobs and Prosperity Act, 2015](#) which include:

- 5.2.1.1. **Forward-Looking** – The City shall take a long-term view while considering demographic and economic trends in the region.
- 5.2.1.2. **Budgeting and Planning** – The City shall take into account any applicable budgets or fiscal plans, such as fiscal plans released under the following:
 - [Fiscal Transparency and Accountability Act, 2004](#)
 - Budgets adopted under Part VII of the [Municipal Act, 2001](#)
 - Financial plans related to Water and Wastewater under the [Safe Drinking Water Act, 2002](#)
- 5.2.1.3. **Prioritizing** – The City shall clearly identify infrastructure priorities which will drive investment decisions.
- 5.2.1.4. **Economic Development** – The City shall promote economic competitiveness, productivity, job creation, and training opportunities.
- 5.2.1.5. **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:
 - a) Make decisions with respect to infrastructure based on information that is publicly available or made available to the public, and
 - b) Share information with implications on infrastructure and investment decisions with the Government and broader public sector entities.

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- 5.2.1.6. **Consistency** – The City shall ensure the continued provision of core public services, such as health care and education.
- 5.2.1.7. **Environmentally Conscious** – The City shall minimize the impact of infrastructure on the environment by:
 - a) Respecting and helping maintain ecological and biological diversity;
 - b) Augmenting resilience to the effects of climate change; and
 - c) Endeavouring to make use of acceptable recycled aggregates.
- 5.2.1.8. **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.
- 5.2.1.9. **Innovation** – The City shall create opportunities to make use of innovative technologies, services, and practices, particularly where doing so would utilize technology, techniques, and practices developed in Ontario.
- 5.2.1.10. **Community Focused** – The City shall promote community benefits, being the supplementary social and economic benefit arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as:
 - a) Local job creation and training opportunities (including for apprentices, within the meaning of Section 9 of the [Infrastructure for Jobs and Prosperity Act, 2015](#));
 - b) Improvement of public space within the community;
 - c) Promoting accessibility for persons with disabilities.
- 5.2.1.11. **Integration** – The City shall, where relevant and appropriate, be mindful and consider 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.

6. Responsibilities and Authorities

The development and continuous support of the Municipality's Asset Management planning requires a wide range of duties and responsibilities. The following passages outline the persons and responsibilities for these tasks.

6.1. Council

- 6.1.1. Approve the direction of the AM program and adopt the policy by resolution.

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- 6.1.2. Maintain adequate organizational capacity to support the core practices of the AM program.
- 6.1.3. Articulate community values and define priorities.
- 6.1.4. Approve funding and resources to implement the AM Policy and associated requirements through multi-year and long-range financial plans.
- 6.1.5. Establish and monitor levels of service.
- 6.1.6. City Council shall conduct an annual review of its Asset Management progress as part of its annual budget process each year. This annual review shall address:
 - a) the City's progress in implementing its AMPs;
 - b) any factors impeding the City's ability to implement its AMPs; and
 - c) a strategy to address the factors described in clause (b).

6.2. Senior Management Team

- 6.2.1. The Chief Administrative Officer (CAO) is responsible for leading the endorsement and implementation of the AM Policy across the municipality.
- 6.2.2. Department managers are responsible for leading the adoption of the AM Policy within their departments and allocating appropriate resources to implement it and meet associated requirements.
- 6.2.3. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Municipality's Strategic Plan.
- 6.2.4. Ensure that adequate resources are available to implement and maintain core AM practices.
- 6.2.5. Track, analyze, and report on AM programs, processes and results.

6.3. Manager of Data and Asset Management - Executive Lead

- 6.3.1. Provide organizational-wide leadership in AM practices and concepts.
- 6.3.2. Provide developmental staff coordination.

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6.4. Asset Management Working Group

- 6.4.1. Guide staff on the corporate objectives for AM.
- 6.4.2. Provide resources and approvals for annual AM improvements.
- 6.4.3. Members Include:
 - a) Chair of Active Transportation & Traffic Safety Advisory Committee;
 - b) Chair of Parks & Recreation Advisory Committee;
 - c) Chair of Environmental Stewardship Advisory Committee;
 - d) Chair of Audit & Risk Advisory Committee;
 - e) Director of Finance/City Treasurer;
 - f) Director of Public Works & Environmental Services;
 - g) Manager of Engineering Services;
 - h) Manager of Data and Asset Management;
 - i) Manager of Water/Wastewater Services;
 - j) Asset Management Analyst.

6.5. Department Staff

- 6.5.1. All staff involved in the application of asset management are responsible for observing the requirements of the AM Policy.
- 6.5.2. Utilize the new business processes and technology tools developed as part of the AM program.
- 6.5.3. Participate in implementation task teams to carry out AM activities.
- 6.5.4. Provide support and direction for AM practices within their department.
- 6.5.5. Staff Include:
 - a) CAO;
 - b) Director of Finance/City Treasurer;
 - c) Director of Public Works & Environmental Services;
 - d) Manager of Finance/Deputy Treasurer;
 - e) Manager of Data and Asset Management;
 - f) Manager of Engineering Services;
 - g) Manager of Water and Wastewater Services;
 - h) Manager of Buildings and Facilities;

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- i) Manager of Outdoor Operations;
- j) Asset Management Analyst;
- k) Supervisor of Parks and Open Space;
- l) Supervisor of Fleet Services.

Level	Function	Who	What
Strategic (Long-term)	Set the City's goals, policies, and plans that are supported by the AMP	City Council, Director of Public Works, Director of Finance, Chief Administration Officer	Strategic Plans, Financial Policy, Plan Funding Priorities
Tactical (Medium-term)	Continuous improvement of the AMP through policy research and stakeholder engagement	Manager of Engineering, Manager of Finance, Manager of Data and Asset Management, Asset Management Working Group	Goals, Strategies, Actions, Service Levels (LOS), Community Engagement, Plans and Trends
Operational (Short-term)	Respond and record to operational demands of maintenance both reactive and preventative	Public Works Supervisors, Operations Staff	Daily reactive work and preventative maintenance

7. Communications and Training

The City of Quinte West recognizes the importance of consulting with stakeholders affected by our decisions. Productive stakeholder engagement can improve project success by gaining insights from stakeholder points of view in order to deliver the best approach. These engagements are an opportunity to discuss alternative solutions, risks, opportunities, environmental impacts/considerations, evaluation criteria, design options, etc.

7.1. Coordination with Neighboring Municipalities

- 7.1.1. We are committed to engaging with our neighbours as early as possible to coordinate planning for Asset Management where municipal infrastructure assets connect or are interrelated with those of our neighbouring municipalities.

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Neighbours include:

- Astra (CFB Trenton);
- City of Belleville;
- Municipality of Brighton;
- Prince Edward County;
- Northumberland County;
- Hastings County;
- Municipality of Stirling-Rawdon.

7.2. Resident participation and input

- 7.2.1. Asset Management shall involve public engagement to help envision what the City will look like in the future and the infrastructure needed to support it. The City's current strategic Asset Management Policy and AMPs shall be posted on the City's website and available to the public. A copy of the policy and plans shall be provided to any person who requests it.
- 7.2.2. A Communications strategy shall be adopted that will guide the processes used to engage stakeholders including resident input. Communication channels shall include:
- a) A project website.
 - b) A public input session held at the yearly special council meeting when the long-term capital plan is presented to start the budget process.
 - c) Resident surveys, as necessary.
 - d) Town halls or information sessions, as necessary for specific capital projects or individual plans.

8. **Budget and Long-Term Financial Plans**

- 8.1. The City will integrate findings from the AMPs into its long-term financial planning and budgeting processes. Sound financial analysis will be encompassed in Asset Management planning in order for the AMPs to be a sought after guide to employees in budgeting and financial planning. The financial strategy included in the AMPs will be completed by a multi-disciplinary team.

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- 8.2. The AMPs will be referenced by the service area personnel in the preparation of their budget submission to help them:
- a) Identify all potential revenues and costs (including operating, maintenance, replacement, and decommission) associated with forthcoming infrastructure asset decisions;
 - b) Evaluate the validity and need of each significant new capital asset, including considering the impact of future operating costs; and
 - c) Incorporate new revenue tools and alternative funding strategies where possible.
- 8.3. Long term estimates for infrastructure spending tie in directly to the capital budgeting process on a yearly basis. The AMPs, on a higher level (10+ years), shall discuss future requirements for spending on each asset type, and on a more detailed level (1-2 years), shall define projects and prioritization of projects as outlined in the municipality's capital budget submissions.

9. Planning Principles

- 9.1. The City's Strategic Plan aids in the identification of strategic priorities for the City's future. It is a targeted, action-oriented practical plan that is necessary for Quinte West to position itself to effectively compete with other municipalities for jobs, growth, prosperity, and attention. The following five key strategic directions are identified in the Strategic Plan:
- **Healthy, Vibrant Community:** Create a community that encourages healthy, active living for people of all ages and abilities.
 - **Infrastructure:** Ensure that infrastructure assets meet the emerging needs of our growing community.
 - **Economic Prosperity:** Create an environment that fosters prosperity for local businesses.
 - **Environmental Stewardship:** Act as stewards of our natural environment through advocacy and proactive policies.
 - **Operation Excellence:** Ensure operational excellence through open communication and exceptional customer service.
- 9.2. The AMPs shall contribute towards achieving the City vision and many of the strategic plan directions.

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10. Commitment to Continuous Improvement

- 10.1. The municipality views continual improvement as a key part of our Asset Management approach and will focus on driving innovation in the development of tools, techniques, and solutions.

11. Climate Change

The City recognizes the challenges of managing the effects of climate change. The Asset Management Plan shall set the protocols to identify how climate change/variability will manifest itself, how those climate hazards will translate into impacts and risks for the community, and what needs to be done to mitigate or adapt to them. This approach will balance the potential cost of vulnerabilities to climate change impacts and other risks with the cost of reducing these vulnerabilities.

11.1. Vulnerabilities

- 11.1.1. Risk management is a key function of asset management. The Asset Management Plan shall include sections that establish the principles and framework to govern risk management and assess vulnerabilities due to climate change.

11.2. Operations and Maintenance Schedules

- 11.2.1. The Asset Management Plan shall review or establish operation and maintenance schedules with consideration to the hazards and risks created by climate change.

11.3. Levels of Service

- 11.3.1. The Asset Management Plan shall review the hazards and risks created by climate change and how this may impact the City's objective in meeting the defined levels of service.

11.4. Lifecycle Management

- 11.4.1. The Asset Management Plan shall review the hazards and risks created by climate change for its impact on an asset's lifecycle, and provide recommendations for the monitoring, review, and actions necessary to address.

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11.5. Disaster Planning and Contingency Funding

- 11.5.1. The City has an Emergency Plan in place to guide the community through a disaster and help support the community by delivering essential services in the event of an emergency in accordance with the [Emergency Management and Civil Protection Act, Section 3 \(1\)](#) and [Ontario Regulation 380/04](#).
- 11.5.2. The Asset Management Plan shall support the City's Emergency Plan. Various hazards, risks to public safety, and infrastructure risks identified in the Emergency Plan shall be included in the Asset Management Plan.

12. Land Use Planning

- 12.1. The AMPs shall promote efficient development and land use patterns which sustain the financial well-being of the City over the long term; and to ensure that the necessary infrastructure and public facilities are or will be available to meet current and projected needs; and to promote cost-effective development patterns and standards to minimize land consumption and servicing costs.

13. Related Documents

13.1. Strategic Plan

- 13.1.1. The AMPs shall align to the vision and initiatives set forth in the City's Strategic Plan.

13.2. Long Term Financial Plan

- 13.2.1. The AMP shall clearly define infrastructure spending required for each asset category. Additionally, it shall look at methods of financing in order to fund the maintenance, replacement, and rehabilitation of infrastructure at key times in a sustainable manner. These goals shall tie in directly to the municipality's overall long term financial plan. Over the medium term the capital budget forecast shall be adjusted to align with the AMPs as funding levels permit.

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13.3. Capital Budget

- 13.3.1. Long term estimates for infrastructure spending tie in directly to the capital budgeting process on a yearly basis. The AMP, on a higher level (10+ years), shall discuss future requirements for spending on each asset type, and on a more detailed level (1-3 years), shall define projects and prioritization of projects as outlined in the municipality's capital budget submissions.

13.4. By-laws, Standards and Policies

- 13.4.1. The AMP should influence policies and standards to maintain assets and required levels of service. Conversely, existing policies and standards outline the current level of service within the municipality.

13.5. Governmental Regulations and Requirements

- 13.5.1. The level of service for some assets and required capital spending are largely influenced by higher level government policies and regulation (e.g. [Safe Water Drinking Act, 2002, S.O. 2002, c.32](#), [Ontario Structure Inspection Manual](#), [Accessibility for Ontarians with Disabilities Act, 2005, A.O. 2005, c.11 - AODA](#)). Required level of service minimums, inspections, maintenance, rehabilitation programs and capital spending for some assets are driven by some of these policies and regulations and must meet these requirements.

13.6. Official Plan

- 13.6.1. The AMP shall support the Official Plan to promote efficient development and land use patterns which sustain the financial well-being of the City over the long term; and to ensure that the necessary infrastructure and public facilities are or will be available to meet current and projected needs; and to promote cost-effective development patterns and standards to minimize land consumption and servicing costs.

13.7. Energy Management Plan

- 13.7.1. The AMP shall consider the City's efforts to invest in environmentally-friendly projects that reduce the City's GHG emissions and overall impact on the environment.

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13.8. Tangible Capital Asset Policy

- 13.8.1. The AMP shall align to the requirements of the City's Tangible Capital Asset Policy ([A09-POLICY-0034](#)) as required by the Canadian Institute of Chartered Accountants Public Sector Accounting Standards Board Section (PSAB) 3150, Tangible Capital Assets.

14. Financial Plans Related to Water and Wastewater Assets

- 14.1. As part of the Water System Licensing requirement, Ontario municipalities must prepare and comply with a Drinking Water Quality Management System Operational Plan and prepare a Financial Plan that meets the requirements set out in [Ontario Regulation. 453/07](#).
- 14.2. The financial analysis used for the water and wastewater AMP will align with existing financial plans related to water and wastewater assets. The analysis completed in each tangible document will reference the most up-to-date information from the same datasets, will be based on common methods, and will improve upon one another.

15. Legislation and Other Resources

- 15.1. [Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9](#)
- 15.2. [Infrastructure for Jobs and Prosperity Act, 2015](#)
- 15.3. [Ontario Regulation 380/04](#)
- 15.4. [Ontario Regulation. 453/07](#)
- 15.5. [Ontario Regulation 588/17](#)
- 15.6. Where a conflict exists between the provisions of this Policy and any legislative or legal requirement, the legislative or legal requirement will prevail.
- 15.7. The Manager of Data and Asset Management is responsible for interpreting and administering this Policy, and such interpretations shall be final.

16. Review and Amendment Procedures and Guidelines

- 16.1. This Policy shall be reviewed by the Manager of Data and Asset Management every five (5) years.

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16.2. This Policy shall be amended at any time at the direction of Council.

17. Contact Information

For questions about this Policy, please contact the Data and Asset Management Department at:

- Attn: Data and Asset Management Department
City of Quinte West
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7 Creswell Drive,
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613-392-2841

Legislative History	
Date	Description
2019-05-08	Creation of Asset Management Policy presented to Corporate & Financial Services Committee - Staff Report 19-095CFS (Motion No. 19-83)
2019-06-03	Adopted by Council June 3, 2019 (By-law No. 19-076)
2025-02-19	Created A09-POLICY-0038 from previous Policy/Procedure Amended Policy presented to Council - Staff Report QW-2025-00015 Adopted by Council - Motion No. 25-047
2025-03-05	Adopted By-law No. 25-021