

CORPORATION OF THE TOWNSHIP OF RYERSON

Strategic Asset Management Policy

Purpose

The purpose of this policy is to provide guidance for capital asset management plans and other capital asset-related decisions for the Township. The adoption of a policy is one of the requirements of the Municipal Asset Management Planning Regulation under the *Infrastructure for Jobs and Prosperity Act, 2015*.

Policy Statement

The Township of Ryerson is committed to improving the long-term resilience and sustainability of its infrastructure. To accomplish this, the Township must have a policy to guide its asset management decisions which promotes best practices and links asset management planning to budgeting, operations, and other municipal planning activities.

Asset Management Principles

The following principles will guide asset management planning in the Township. These principles align with the principles in section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Forward Looking** – the Township shall take a long-term perspective while considering demographic and economic trends in the region.
2. **Budgeting and Planning** – the Township shall take into account any applicable budgets or fiscal plans such as budgets adopted under Part VII of the *Municipal Act, 2001*.
3. **Consistency** – the Township shall ensure the continued provision of core public services such as protection, transportation, and environmental services.
4. **Economic Development** – the Township shall promote economic competitiveness, productivity, job creation, and training opportunities.
5. **Prioritization** – the Township shall clearly identify infrastructure priorities that will drive investment decisions.
6. **Innovation** – the Township 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.

7. **Transparency** – the Township 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 Township 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.
8. **Environmental Consciousness** – the Township 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) endeavoring to make use of acceptable recycled aggregates.
9. **Health and Safety** – the Township shall ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.
10. **Community Focused** – the Township 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 the community, 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; and
 - c) promoting accessibility for persons with disabilities.
11. **Integration** – in planning and making decisions surrounding infrastructure, where relevant and appropriate, the Township shall be mindful and consider the principles and content of non-binding provincial or municipal plans and strategies established under an Act or otherwise.

Governance

The CAO/Clerk has overall responsibility for asset management planning for the Township. The CAO/Clerk is responsible for:

- Delegating asset management-related tasks to Township staff within their defined job descriptions or competencies, and for recruiting external assistance when the required expertise does not reside in-house. Staff involved might include the Treasurer, Deputy Clerk, Roads Supervisor, and Administrative Assistant.
- Arranging meetings among staff members to ensure timelines for strategic asset management policy review, asset management plan development and review, and provincial reporting requirements are adhered to.
- Ensuring municipal ratepayers and other interested parties are given opportunities to provide input into asset management planning.
- Approving the Asset Management Plan before being presented to Council for approval.

- By July 1, 2025, preparing an annual report relating to the Township's asset management progress for Council consideration. The report will address:
 - the Township's progress in implementing its *Asset Management Plan*;
 - any factors impeding the implementation of the *Asset Management Plan*; and
 - proposed strategies to address identified impediments.

As part of the annual budgeting process, The CAO/Clerk will review the asset management principles with Council, staff members, and the public, provide them with a summary of the asset management planning milestones to be achieved in the budget year, and report on the asset management planning progress made to date.

Council has a key role in ensuring the long-term sustainability and resilience of the Township's infrastructure. Following are some of Council's roles and responsibilities with respect to asset management planning in the Township:

- Reviewing and approving by resolution the Strategic Asset Management Policy and all subsequent revisions within their term of Council.
- Reviewing and approving by resolution revisions to the Asset Management Plan.
- Annually reviewing and approving the report on the Township's asset management progress prepared by the CAO/Clerk
- Adhering to the asset management planning guiding principles when making budget and other planning decisions.
- Ensuring tax rate and other revenue generating decisions move the Township towards sustainability and resilience.

Strategic Alignment

Official Plan, Economic Development Plan, and Related Policies

Well-maintained infrastructure is important to the growth and development of the Township as set out in the goals of the Township's *Official Plan*. The *Official Plan* encourages the improvement of infrastructure to better service the existing population, while noting that significant expansion of municipal infrastructure is not anticipated.

Maintenance and improvement of infrastructure, particularly in areas related to internet and serviced land development, is also deemed critical in the Township's *Regional Economic Development Strategic Plan*.

It is the intent of both the *Official Plan* and *Regional Economic Development Strategic Plan* to encourage development that is compatible with the character, role, and permitted uses of agricultural, rural, and Township site areas, as well as to promote the continued functioning of natural systems. It is the intent that the natural beauty and environmental resources, considered key factors in the growth of the tourism sector, are not damaged by future development.

Good roads and bridges facilitate the movement of goods, the provision of services (notably emergency services), and the transport of people to work, school, recreation, and other facilities. Good roads are essential to attracting economic development in the transport of commodities to market and providing access to tourism and other amenities the Township has to offer.

The state of local infrastructure also reflects on the image of the Township to its residents and visitors. Poorly maintained infrastructure conjures a negative image and may detract from investment in the Township.

Consequently, the Township's *Asset Management Plan* facilitates the achievement of the vision outlined in the Township's *Official Plan* and *Regional Economic Development Strategic Plan* and supports the execution of the Township's *Emergency Management Response Plan*.

The Township's *Accessibility Plan* provides a mission to "provide quality programs and services that are accessible to all persons served by the Municipality". This aligns with the asset management principles that will guide asset management planning in the Township.

Annual Budgets

The *Asset Management Plan* will be considered annually in the Township's operating budgets, capital budgets, and long-range financial plans as well as in the development of tax levy rates and other related revenue generators. A review of the financing section of the *Asset Management Plan* will be included in the annual budget deliberations.

The *Asset Management Plan* will be referenced by the service area personnel, in conjunction with the Treasurer, in the preparation of their budgets to help them:

1. Identify all potential revenues and costs (including operating, maintenance, replacement, and decommissioning) associated with proposed infrastructure investments;
2. Evaluate the validity and need for proposed capital investments; and
3. Incorporate new revenue tools and alternative funding strategies where possible.

Stakeholder Engagement

The Township is committed to providing opportunities for municipal ratepayers and other interested parties to provide input into asset management planning. Stakeholders are encouraged to attend public budget meetings and comment on asset management-related decisions being considered by Council. They will also be encouraged to comment on any revisions to the Township's existing *Asset Management Plan* prior to adoption by Council.

The Township recognizes that neighboring municipalities, provincial agencies, and other infrastructure-asset-owning agencies such as regulated utilities are partners in the delivery of service for municipal ratepayers. Accordingly, the Township shall coordinate asset management planning with these external parties when appropriate.

Asset Management Plan

With the exception of land, all assets meeting the single asset capitalization thresholds detailed in the Township's *Tangible Capital Asset By-Law* will be included in the *Asset Management Plan*. This includes the Township's proportionate share of the assets of any shared or fully-controlled services. Pooled assets—assets that are capitalized under the Township's tangible capital asset by-law but do not meet the single asset capitalization threshold—will be excluded from the *Asset Management Plan*. The low capitalization thresholds established by the tangible capital asset by-

law ensures that all assets whose role in service delivery requires deliberate management by the Township are included in the *Asset Management Plan*.

On an ongoing basis, the planning department reviews all proposed development to ensure that it complies with the intent and direction of the *Official Plan* and *Zoning By-Law*. The planning department reviews Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the Planning Act, to ensure that provincial plans are incorporated into updates of the Township's *Official Plan* and *Zoning By-Law*. Prior to the adoption of any revisions to the *Asset Management Plan*, the planning department will review the plan to ensure that it is aligned with the *Official Plan* and, consequently, to Ontario's land use planning framework, policy statements, and plans.

The Township **commits** to consider in asset management planning:

- a) the actions that may be required to address the risks and vulnerabilities that may be caused by climate change to the Township's infrastructure assets (including changing operating procedures (e.g., revising maintenance schedules), raising/lowering levels of service and lifecycle management strategies) as well as the anticipated costs that could arise from these impacts, and adaptation opportunities that may be undertaken to manage the potential risks;
- b) mitigation approaches to climate change, such as greenhouse gas emission reduction; and
- c) disaster planning and any required contingency funding.

Continuous Improvement

As part of the annual budgeting process, the CAO/Clerk will provide Council, department managers, and the public with an update on asset management planning progress. This will include any factors affecting the ability of the Township to meet its commitments as set out in the *Asset Management Plan* and *Strategic Asset Management Policy*, a strategy to address those factors, and progress on ongoing efforts to implement the *Asset Management Plan*.

The *Asset Management Plan* will be subject to revision as the Township works within its constraints and identifies specific challenges and/or opportunities for improvement. A comprehensive review of the plan shall be undertaken every five years, as a minimum, or on an as-required basis. Review of the plan will include an update to the existing state and condition of infrastructure inventory through such activities as the regular OSIM (Ontario Structural Inspection Manual) reporting and road evaluations. It will also include an update of the proposed levels of service, the lifecycle management strategy required to maintain the proposed level of service, an updated financial strategy, and a discussion of how the Township intends to address any funding shortfalls.