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Approved By:	Council
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Policy Holder:	Director, Engineering Services

COUNCIL POLICY

Asset Management Policy

1.0 Purpose

This document captures Council's direction to staff about asset management practices and infrastructure renewal in the District. This policy defines the principles that drive expectations for both Council and staff, representing a leadership commitment and mandate to adopt asset management best practices and a professional approach to sustainable service delivery of the District's infrastructure.

2.0 Background

Council's strategic direction in 2015 resulted in a series of tasks or projects that have served as the foundation of an asset management program in the District. Some of these tasks have since been completed; they include the expansion of the storm/sanitary sewer televising program, delivery of a consultant's guidance for implementing an asset management plan, delivery of a municipal buildings condition assessment and needs analysis, and publicly disclosed updates to Council on the state of the District's infrastructure and asset management practices.

The fundamental aim of an asset management approach is to create a planning and execution framework that delivers **Sustainable Service Delivery**. The Asset Management for Sustainable Service Delivery guidebook, published by Asset Management BC, provides the definition that fully captures the approach recommended in Oak Bay:

"[Sustainable Service Delivery]...ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services. These services support our quality of life, protect our health and safety, and promote social, economic and environmental well-being. Failure to care for our infrastructure, manage our natural resources and protect the benefits provided by nature risks degrading, or even losing, the services communities enjoy, and that future generations may rely on. Sound asset management practices support Sustainable Service Delivery by considering community priorities, informed by an understanding of the trade-offs between the available resources and the desired services."

Asset Management as a practice is defined by Asset Management BC's guidebook as "... an integrated process, bringing together skills, expertise, and activities of **People**; with **Information** about a community's physical **Assets**; and **Finances**; so that informed decisions can be made, supporting Sustainable Service Delivery."

3.0 Guiding Principles

- This policy enables the District to achieve Council's strategic intent in two areas:
 - "...focus on being well managed and well governed to serve our residents" and
 - "...develop, maintain and protect our infrastructure."
- The broad concepts and practices described in Asset Management British Columbia's Framework for Sustainable Asset Management, are adopted and endorsed.
- The aim of the District's asset management program is to achieve Sustainable Service Delivery.
- Achieving Sustainable Service Delivery is likely to require innovative "made in Oak Bay" solutions. These solutions must leverage lessons learned in other communities but must also rely on continuous improvement of principles and practices, using ingenuity and sound decision making.
- The District will seek ways to adapt approaches used by larger, more resourced municipalities in ways that are appropriate and effective.
- Program and project management best practices will be used to plan and deliver on key asset management requirements, including organizational change, development of asset management plans and the creation of decision-making tools.
- A living document, called the Asset Management Strategy, serves as a program charter that captures the District's high level, long term approach to achieving its asset management aims. This includes how the District will achieve strategic goals, set asset management objectives, assign governance responsibilities, and outline the asset management system, structure and content.
- The final deliverables of the asset management program will be the full adoption of asset management practices as part of the District's standard ways of effectively achieving long-term strategic and financial objectives.
- A key deliverable of the asset management program will be decision-making tools, which will enable Council to manage infrastructure risk as a core part of capital planning in the budget development process.

4.0 Responsibilities & Accountabilities

- Council
 - adopt this policy;
 - serve as custodians of the District's assets;
 - own infrastructure/asset risk;
 - approve the asset management program and its components, as required;
 - allocate resources to the asset management program, as required;
 - approve asset management plans as delivered via the asset management program;
 - approve proposed levels of service, infrastructure risk levels and cost standards;
 - oversee governance of strategic and long-term financial aims.
- CAO & Senior Management Team
 - Provide strategic leadership and advice to Council regarding infrastructure asset management.
 - Deliver on the asset management program, including its component projects and deliverables.
 - Ensure asset management outcomes support Council's strategic aims.
 - Ensure community and stakeholder views are incorporated into development of levels of service and infrastructure risk management.