

1. Introduction and Background

In the fall of 2012, the Province of Ontario introduced a strategy requiring municipalities that request provincial infrastructure funding to demonstrate how their proposed projects fit within a comprehensive Asset Management Plan. As part of the launch of the strategy, the government released Building Together: Guide for Municipal Asset Management Plans, which sets out the information and analysis that asset management plans should include, at a minimum;

1. Executive Summary
2. Introduction
3. State of the Local Infrastructure
4. Expected Levels of Services
5. Asset Management Strategy and,
6. Financing Strategy

To qualify for future infrastructure grants, an Asset Management Plan had to be developed and approved by a municipal council by December 31, 2013.

In April 2013, the Province announced that it had created a \$100 million infrastructure fund for small, rural and northern municipalities (SRNMIF). Subsequently, in August 2014, the province introduced the Ontario Community Infrastructure Fund (OCIF) and the Building Canada Fund – Small Communities Fund (BCF-SCF). The OCIF formula funding could be used for asset management planning and the OCIF application funding could be used for critical roads, bridge, water and wastewater projects identified under asset management plans. Building on previous conditions, an Asset Management Plan approved by Council, or a commitment to develop an Asset Management Plan by December 31, 2015, was required as part of the submission for funding.

The *Infrastructure for Jobs and Prosperity Act*, passed by the legislature in spring 2015, makes asset management planning mandatory for broader public sector organizations such as municipal governments. This legislation is a natural expansion from the program implemented in 2013, as well as a reaction to the federal condition included in the most recent Federal-Provincial Gas Tax Agreement. In order to be eligible for funding under the new Gas Tax agreement, municipalities must develop and implement an Asset Management Plan with financing strategies by December 31, 2016. The plan must cover all 17 eligible Gas Tax infrastructure categories (Table 1.1) and will be required to demonstrate how Asset Management Plans are being used to identify and fund priority projects. Municipalities are expected to continue working on the improvement of their asset management plan even if they are not able to incorporate all eligible tangible capital assets by Dec 31, 2016. A percentage of Asset Management Plans will be reviewed for comprehensiveness.

In September 2011, the Town of Bradford West Gwillimbury (the Town) awarded the work to assist the Town in improving its Asset Management capabilities by preparing an Asset Management Strategy and Asset Replacement Plans to GHD Inc., specialists in Asset Management. This strategy outlined asset management best practices, documented observations/findings and conclusions regarding the current status of the Town's asset management practice, and recommended a prioritized improvement plan (AM Roadmap) to help the Town build its asset management capacity. The Replacement Plan attempted to quantify the level of investment required by the Town to sustain (and replace) its assets in

the long term. The asset inventory and asset values were collected primarily from the Town’s existing PSAB information. The Asset Management study was adopted in June 2012.

The Town’s current Asset Management Strategy, 2012 does not meet the minimum requirements listed in the Province’s Building Together guide, therefore, this Plan was developed following the Building Together guidelines and to satisfy the Gas Tax Agreement requirements.

Principal data sources for the development of the Asset Management Plan are as follows;

- 2012 Asset Management Strategy and Plan Project, GHD Inc.
- 2012 Road Needs Study, C.C. Tatham & Associates Ltd.
- 2010 Municipal Bridge Inspection, R.J. Burnside & Associates Limited
- 2015 & 2016 Budget & Business Plan, Town of Bradford West Gwillimbury
- Tangible Capital Asset reports & spreadsheets
- ESRI GIS databases – asset features and attributes, Town of Bradford West Gwillimbury
- 2015 DWQMS Operational Plan, Town of Bradford West Gwillimbury

Table 1.1: Eligible Gas Tax Fund Project Categories

Productivity & Economic Growth	Clean Environment	Strong Cities & Communities
Local Roads and Bridges	Community Energy Systems	Capacity Building
Public Transit	Drinking Water	Disaster Mitigation
Local and Regional Airports	Wastewater	Recreation
Broadband Connectivity	Solid Waste	Culture
Short-Sea Shipping	Brownfield Development	Tourism
Short-Line Rail		Sport

1.1. Integration with Other Business Processes

The Town will need to take a more holistic approach to asset management in order to continue to improve the effectiveness of and optimize the life of its assets. Typically, the needs of the roads have driven capital project schedules, with some consideration to other surrounding assets. By comparing, for instance, watermain or sewer needs with road needs, relationships may become evident where an integrated approach would be beneficial and more cost effective for all assets.

This holistic approach also applies to Asset Management (AM) planning in relation to other activities in the organization. AM Planning should include the review of other studies and documents such as;

- Master Plans for all assets
- The Official Plan
- Development Charge studies
- Rates studies
- Design Guidelines
- Standard Operating Procedures
- Current and Long-Term Budget Documents
- Policies and Processes

1.2. Asset Management Planning Process

An asset management plan is a dynamic and evolving document. Recommendations are based on the information that is currently available. Asset data is constantly changing, therefore, the Asset Management Plan should continue to be updated on a regular basis, preferably annually.

2. Corporate Asset Management Policy

The Province currently requires Asset Management Plans for all applicable Gas Tax eligible categories (Table 1.1). This Plan reports on those areas for which the Town has assets in and responsibility for – local roads and bridges, public transit, drinking water, wastewater, stormwater, stormwater management facilities, recreational infrastructure and cultural infrastructure. The Town has recognized that asset management plans for all asset groups, for which it has responsibility for, will continue to be further defined and developed, and that complete AMPs for these asset groups is the ultimate goal. The individual asset group plans should be written in a consistent manner, to the greatest extent possible.

Appendix A of the Asset Management Plan includes the Corporate Asset Management Policy. The policy broadly outlines the guiding principles and requirements to assist with decision making and the development of Asset Management Plans for other asset groups. The subject areas of the policy include:

- Scope
- Asset Data Storage
- Asset Verification and Condition Rating
- Condition Assessment Cycle
- Levels of Service
- Asset Management Strategy
- Financial Strategy
- Funding Sources
- Plan Maintenance Continuity and Currency
- Innovation
- Public Notification