



Asset Management Governance

Town of New Tecumseth

10 Wellington Street East, Alliston, ON



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Glossary

ELT	Executive Leadership Team
SMT	Senior Management Team
AMT	Asset Management Team
CAM	Corporate Asset Management
SME	Subject Matter Expert
SAMP	Strategic Asset Management Policy
SC	Steering Committee

Introduction

The Asset Management governance framework considers a holistic nature of asset management using multi-disciplinary and integrated activities. The framework for the town includes:

- a statement purpose for asset management
- activities involved in asset management
- identification of stakeholders in the context of the scale, scope and activities associated with asset management. The AM Governance identifies the “why, what and who” of asset management for the town.

Purpose

The purpose of an Asset Management Governance framework is to establish a foundation on which any activity associated with asset management in the town can relate to a common set of operating principles to achieve the town’s strategic plan. The stakeholders should review and assess their role and mandate as stakeholders and in the context of the framework, recognize how they contribute to the overall objective of the community.

Ontario Regulation 588/17 requires the Strategic Asset Management Policy (SAMP) to indicate the individual who provides strategic advice and direction on how to guide the asset management plan. The regulation also emphasizes that there should be an integrated approach to asset management where stakeholders from all departments have a stake in asset management goals, including their integration with the larger community. The acknowledgement and endorsement of the framework is an important step in integrating the collective efforts of all the departments to address the common strategic objectives. The Table 1.1 describes a snapshot of the AM governance for the Town of New Tecumseth.

Goal

The objective of the Asset Management Governance Framework is to enable the stakeholders of the town to understand their roles in improving and enhancing the services of the town by promoting better asset management techniques.

Asset Management is a coordinated activity of an organization to realize value from assets. It involves the balancing of costs, opportunities and risks against desired performance of the assets to achieve the organizational objectives.

Asset Management is an integrated business approach involving finance, engineering, operations, planning and management to effectively manage existing and new infrastructure to balance costs, opportunities and risks to provide satisfactory levels of service to the community. As there is emphasis on integrated approach, the Town of New Tecumseth has involved major service areas to be part of the Asset Management governance that will enable the town to make evidence-based decisions that will benefit the community. The stakeholders for the town can be divided into (1) Internal and (2) External stakeholders.

Internal Stakeholders

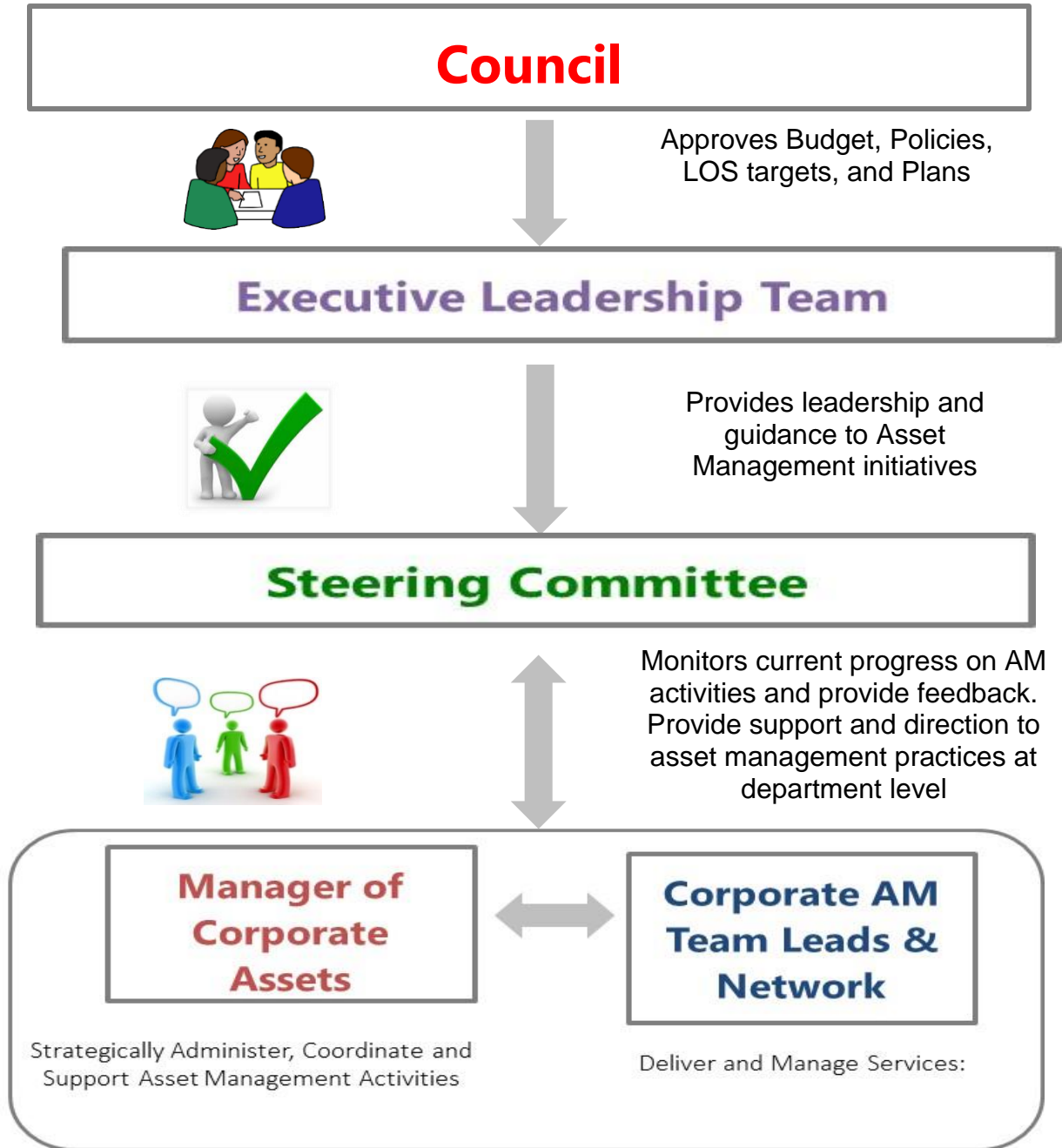
The internal stakeholders are the council, management and service areas who are involved in developing asset management policies, plans and maintenance. The service areas that have assets are involved in accountability of the asset inventory, asset condition, asset maintenance and meeting the levels of service for their service areas.

External Stakeholders

The external stakeholders include the provincial and federal governments, contractors, developers, legal, regulatory and policy makers, associations and professional bodies and the residents of the town.

Asset Management Governance

Figure 1.1 AM Governance at Town of New Tecumseth



Council

The Council for the Town of New Tecumseth is a ten-member council which comprises of Mayor, Deputy Mayor and 8 councilors. The Council is responsible for approving the asset management policy, levels of service, approve rates for infrastructure levy and overall fiscal framework.

Executive Leadership Team (ELT)

The executive leadership team is comprised of the Chief Administrative Officer (CAO), General Manager for Corporate Services and General Manager for Infrastructure and Development. The executive leadership approves asset management policies, strategies and plans. They are responsible for coordinating the Strategic Plan for the Town of New Tecumseth, as directed by Council. The Strategic Asset Management Policy must align with the Strategic Plan of the town. The General Manager for Corporate Services is the executive lead for Asset Management.

Steering Committee (SC)

The steering committee consists of senior leadership from all the major service which have significant asset portfolios; roads, parks, recreation, water and wastewater, fire, fleet and corporate services. The steering committee at the Town of New Tecumseth is comprised of:

- General Manager of Corporate Services
- Director of Public Works
- Director of Parks and Recreation
- Director of Engineering
- Manager of IT Services
- Manager of Corporate Assets

The steering committee monitors the current progress on asset management activities and provides status reports to the Executive leadership team and feedback to the Asset Management Network. The steering committee can bring in Subject Matter Experts

(SMEs), for questions requiring particular areas of expertise. Areas of focus for the Steering Committee include:

- Assessment of the Towns Maturity
- Hierarchy structure
- Asset Management Policy
- Technology evaluation and selection
- Asset Management Plan Approval
- Discussions on Levels of Service and Risks
- Asset Management Strategies

Asset Management Team (AMT)

The Asset Management Team will include the Manager of Corporate Assets and Team leads, who will represent the service areas. Team leads will be knowledgeable of and have experience with the various category of assets. They will be relied upon to provide knowledge to support the quality development of ongoing asset management plans and maintenance for their various service areas. In collaboration with the Manager of Corporate Assets and department they will develop levels of service and risks for different service areas. The asset management processes include operational activities and capacity building activities. The operational activities in asset management include condition assessments, developing levels of service, risk frameworks and strategies that meets the Town's strategic plan. The capacity building activities in asset management include developing asset management maturity within the organizations through training, knowledge transfer, developing skills, research and development tools, data management and also using funding programs that build asset management capacity within the Town.

The asset management team will be actively involved in the service area lifecycle activities like acquisition, operations and maintenance, renewals and replacing, refurbishing, and disposal or decommissioning. The team will also include Manager of Information Technology who will provide technical and IT support to the asset

management activities by promoting the integration of technical resources across the town.

Manager of Corporate Assets

The Manager of Corporate Assets is responsible to strategically administer, coordinate and support asset management activities. He leads the asset management department by developing policy that is in consistent with the town's strategic plan and develop strategies to meet the asset management objectives.

Corporate Team Lead – Asset Management & Network

The Team leads for Asset Management are staff with expertise in infrastructure who can work with the service areas in developing risk frameworks and assisting the service areas in asset management activities like lifecycle costing and developing Key Performance Indicators (KPI) for performance measurement. The team leads will coordinate asset management activities between the manager of corporate assets and the service areas performing tasks such as gathering data, updating system information, evaluating conditions, understanding costing, identifying new risks, evaluating various maintenance programs, etc. Team leads are identified in the Asset Management Road Map in connection with the establishment of the Asset Management Plans.

Manager of Information Technology

The Manager of Information Technology will provide expertise on identifying and implementing technical solutions or applications that can support asset management activities. He will be responsible for leveraging the existing Geographical Interface Solution (GIS) data into any new applications as well as promoting a standard approach among the various service areas.

Communication with Governance Team

The following is the proposed meeting of asset management governance team for the year 2018 and 2019. As the maturity in asset management improves, the meeting will

AM Governance

be more on a quarterly basis with the Steering team and semi-annual with the executive leadership team.

Year	AM Governance	Scheduled Meetings
2018		
	Steering Team Meetings	Monthly
	Executive Leadership Team	Quarterly
2019		Quarterly
Jan-Jun	Steering Team Meetings	Quarterly
	Executive Leadership Team	Quarterly
Jul-Dec	Steering Team Meetings	Quarterly
	Executive Leadership Team	Semi-Annual

Table 1.1 Asset Management Governance at Town of New Tecumseth

Executive Leadership Team	Blaine Parkin, Lori Bedford, Bruce Hoppe
Steering Management Team	Lori Bedford, Chad Horan, Dan Burton, Rick Vatri, David Boyle, Arun Chulliyil
Asset Management Team	Arun Chulliyil, Jodie Churilla

Table 1.2 AM Governance- Detailed Roles and Responsibilities

Role	Responsibilities
Council	<ul style="list-style-type: none"> • Approve LOS Targets • Approve capital & operational programs and budgets • Approve rates (including the overall fiscal framework – allocation of charges across user groups, infrastructure levy, cost allocation over generations) • Approve project selection criteria and weightings
Executive Leadership Team	<ul style="list-style-type: none"> • Makes budgetary and property tax/rate and Infrastructure levy setting recommendations to the Council • Recommends project selection criteria and weightings to Council • Endorses the Strategic Asset Management Policy & Continuous Improvement Strategy • Provide Executive leadership in imbedding asset management practices across the organization • Provides overall guidance and direction for development and application of Corporate Asset Management initiatives • Ensures that adequate resources are available for development and implementation of these initiatives • Monitors and reviews the overall schedule for the Asset Management Program
Steering Mangement Team	<ul style="list-style-type: none"> • Manage the decisions as it relates to the Corporate Asset Management Project Charter based on Senior Management Team's strategic direction • Review and approve project charter • Review and sign off on all closeout reports • Ensure resources are deployed in a manner that benefits the projects and the corporation • Play an active role in the key decision-making, stakeholder management, risk management and issue resolution, removing obstacles and providing direction pertaining to the Corporate where necessary • Take any action necessary to ensure the smooth integration of tactics and strategies within and between projects • Be active and visible, building the change coalition with management and communicating to employees throughout the project • Provide support and direction for asset management practices at the department level • Provides strategic direction on the implementation of technologies and competencies needed to support the management of the City's assets • Monitors progress and performance of asset management practices • Ensures consistency of asset management approaches across the City's service areas

<p>Manager of Corporate Assets and Team Leads</p>	<ul style="list-style-type: none"> • Develop Strategic Asset Management Policy & Strategy • Asset Management Program Benefits tracking • Asset Management Plans development • Provide skills development to employees in specific asset management disciplines • Create & implement the risk management process • Create & implement the Investment Planning Process • Participate in implementation task teams as part of the asset management development process • Provide skills development to employees in specific asset management disciplines
<p>Service Area Managers</p>	<ul style="list-style-type: none"> • Provide Service Area sponsorship for asset management practices and concepts • Provide adequate resources to support asset management goals at the service area level • Provide leadership and support to Service Area Asset Management Coordinators
<p>Town's Staff</p>	<ul style="list-style-type: none"> • Embrace the new business processes and technology tools necessary to be effective at asset management • Adopt a team based approach to service delivery and customer satisfaction • Capture quality data as part of daily operations • Make best use of available data to track performance and drive decision making • Seek to be innovative with respect to service delivery and adopt a culture of continuous improvement • Participate in implementation task teams as part of the Corporate Asset Management process