

SECTION:	General	APPROVED BY:	County Council
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ASSET MANAGEMENT CO-GOVERNANCE STRATEGY

OVERVIEW

A corporate co-governance strategy documents and clarifies the roles and responsibilities of corporate stakeholders involved in the management of assets.

Why is this governance strategy important?

Individuals need to understand what their roles and responsibilities are in order to ensure the success of the County's asset management program. This governance strategy defines asset management roles and responsibilities and enables participants to manage assets in an informed manner using reliable and consistent practices. Proper governance of the asset management program ensures efficiency in asset management practices across the County.

PURPOSE

In order to implement a successful asset management program, the County needs to maintain an appropriate co-governance strategy. The co-governance strategy includes systems, position roles and accountabilities built upon a strategic/operational framework, which together will support evidence based decision making.

The asset management co-governance strategy takes into account both the short term project delivery and the longer term program sustainability. The key objectives are described as follows:

- Provide an organizational design to ensure successful implementation of all phases of the County's asset management program
- Provide an organizational design that operationalizes integrated and comprehensive asset management practices across the County
- Provide clear roles and responsibilities for staff to enable changes needed to effectively and efficiently sustain the program
- Ensure consistency in asset management concepts and practices at a corporate level but also provide the flexibility for implementation and management at the tactical and operations levels
- Allow for strategic planning and understanding of future challenges and business drivers that may require changes to existing asset management concepts and practices to ensure effectiveness and sustainability.

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APPROACH

A centralized asset management division and decentralized asset management network is intended to provide both guidance and support to all divisions, through providing common standards (including tools and templates), consistency in delivery and reporting and ongoing support to division staff enabling the County's asset management concepts and practices to be operationalized and instilled in the County's culture at all levels.

County Council is responsible for sponsoring the overall asset management program, approving changes to key principles/documents and ensuring that adequate resources are being made available. The Capital Planning Division, with the direct support of various other internal County departments, has the responsibility for leading the development and implementation of asset management initiatives and embedding asset management practices and concepts in the County's culture, and works closely with staff to operationalize asset management practices and concepts.

This co-governance model ensures consistency in asset management practices across the County through policies, frameworks, templates and standard tools (e.g. Level of Service, Asset Management Plan frameworks and Risk Management Tools). The model also allows departments the necessary autonomy and flexibility to interpret and implement asset management practices at the asset level. The Capital Planning Division will assist in monitoring the program to ensure the principles are adhered to and that common formats are in use across the County.

Council and the Senior Management Team are committed to providing the support necessary to drive the County's asset management program as outlined under Key Roles and Responsibilities.

The Capital Planning Division is involved directly and indirectly (through the budget process) with all aspects of asset management across the asset life cycle.

A successful asset management program will require a number of roles. Capital Planning Division will have the lead on the roles outlined below, drawing on expertise from various internal staff or external resources as required:

- **Asset Strategy** – responsible for leading the Asset Management Policy & Strategy development, guidance and support on Level of Service development, as well as other supporting policies and strategies.
- **Asset Planning** – provides overall direction and guidance on decision making models, and how to continuously improve and create value from asset management data.

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- **Capital Planning and Coordination** – provides overall guidance and direction for enabling the capital investment prioritization process across the organization.
- **Asset Management Performance Management** – provides direction and guidance for developing, documenting, managing and reporting for the various asset classes across the organization.
- **Information Management** – develops the Asset Management Plan, and external report support as necessary (e.g. PSAB).

KEY ROLES AND RESPONSIBILITIES

The co-governance strategy ensures the appropriate decisions are made and actions carried out for a successful asset management program. The key roles and responsibilities are set out as follows:

Role	Responsibilities
Council	<ul style="list-style-type: none"> • Approve the Strategic Asset Management Policy and Asset Management Plan • Approve Levels of Service targets and acceptable risk levels • Approve capital & operational programs and budgets, including resource requests, for successful long-term implementation of the asset management program • Serve as representatives of stakeholder and community needs
Senior Management Team	<ul style="list-style-type: none"> • Propose budget recommendations to Council based on capital project selection criteria and prudent financial planning • Communicate vision and provide leadership in incorporating asset management into every-day decisions • Provide overall guidance and direction for development, application, review, approval and improvement of the Strategic Asset Management Policy, Asset Management Plan and other related documents and practices, to aid in alignment with organizational strategies and objectives • Play an active role in key decisions, stakeholder management, risk management and issue resolution • Ensure adequate resources are available for development and implementation of the Policy and Plan • Encourage information sharing and collaboration across all departments

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Role	Responsibilities
Capital Planning Division	<ul style="list-style-type: none"> • Ensure consistency in the application of asset management practices • Leads the development and maintenance of the Strategic Asset Management Policy, Asset Management Plan and other related policies and strategies • Assist in the development of capital and operational budgets to ensure alignment with asset management practices • Conduct training and presentations to facilitate skills development • Facilitate the development of complete and accurate asset inventories, condition assessments, risk assessments and related asset management initiatives in line with industry best practices • Provide support for asset management practices at the division level • Provide direction on the implementation of technologies and competencies needed to support asset management at the County • Participate in asset management research projects • Prepares reports and presentations for Council as directed
Managers	<ul style="list-style-type: none"> • Provide sponsorship for incorporating asset management into every-day decisions • Provide adequate resources to support the implementation of the Policy and Plan at the division level • Champion the asset management processes within respective divisions • Collaborate and provide technical advice to the Capital Planning Division staff on the development and implementation of the County's asset management program and strategy
All Staff	<ul style="list-style-type: none"> • Embrace the processes and tools necessary to be effective in gathering, recording, monitoring and reporting asset management data • Assist in maintaining a complete and accurate asset inventory, including condition and risk ratings, by capturing asset data as part of daily operations • Provide input on needs of department, current status of assets and current levels of service • Make best use of asset data in order to make evidence-based decisions • Seek to be innovative with respect to service delivery • Adopt a culture of continuous improvement

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Role	Responsibilities
	<ul style="list-style-type: none"> Provide support in the development / update of asset management processes and documents
Residents, Stakeholders and Customers	<ul style="list-style-type: none"> Participate in public information sessions, and stakeholder engagement initiatives Provide feedback related to levels of service expectations