Asset Management Governance – Terms of Reference

Objective

To engage a committed team of municipal leaders, managers, and experts to work with Council, the public and businesses to collaborate on a Corporate Asset Management Program[1] to develop, implement and maintain a Corporate Asset Management System[2] that meets the service and asset management objectives of the municipality and requirements of the community.
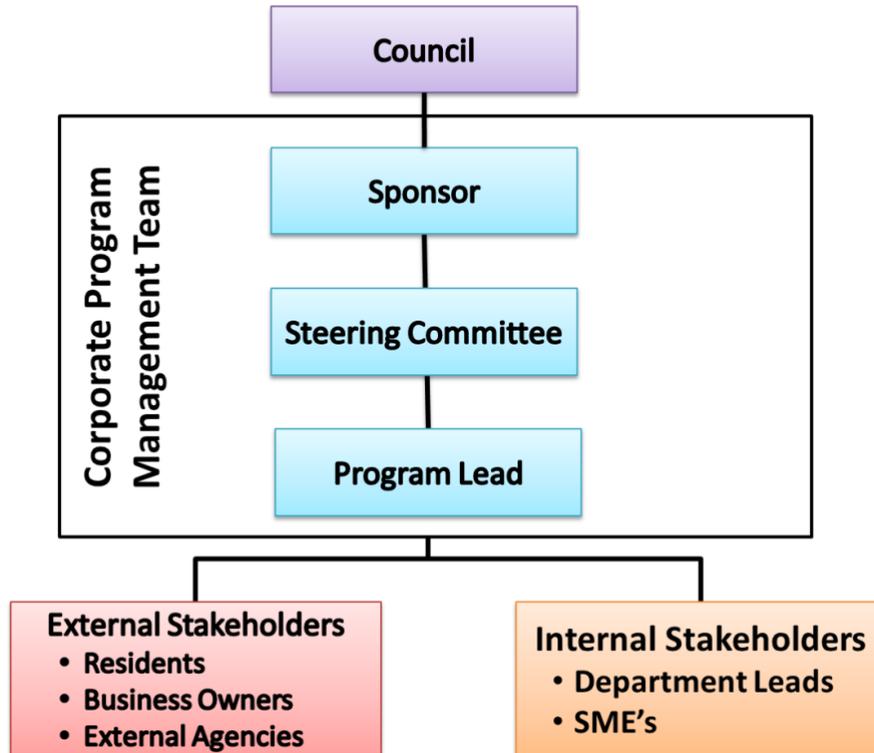
Definitions:

1. *Corporate Asset Management Program* – The process of collecting data and information, developing policies, practices, processes, levels of service and acquiring technology to implement a Corporate Asset Management System
2. *Corporate Asset Management System* – The ongoing integration and coordination of policies, processes, practices, people and technology to realize value from the organization's assets. See Figure 1.

Figure 1 – Asset Management System

Source: Institute of Asset Management

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Asset Management Governance Structure

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                    │     Council     │
                    └─────────────────┘
┌──────────────────────────│──────────────────────────────┐
│  Corporate Program    ┌─────────────────┐               │
│  Management Team      │     Sponsor     │               │
│                       └─────────────────┘               │
│                              │                          │
│                       ┌─────────────────┐               │
│                       │Steering Committee│              │
│                       └─────────────────┘               │
│                              │                          │
│                       ┌─────────────────┐               │
│                       │  Program Lead   │               │
│                       └─────────────────┘               │
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External Stakeholders
- Residents
- Business Owners
- External Agencies

Internal Stakeholders
- Department Leads
- SME's

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Terms of Reference

Position	Roles & Responsibilities	Preferred Requisites
Council	The overall approval authority for the municipality's Corporate Asset Management Program and System including: • Approving adequate funding of resources to the extent possible to complete the Corporate Asset Management Program and to implement and maintain a Corporate Asset Management System • Fosters an asset management culture and maintains adequate organizational capacity to support the Corporate Asset Management Program and System. • Liaises with or acts as representatives for constituents on desired community service levels • Reviews the alignment of outcomes between the Corporate Asset Management Program and the Strategic Plan • Approves the municipality's Asset Management Policy, Strategy, Community and Asset (Technical) Levels of Service • Adopts the Asset Management Plan as a decision-making guide for identifying infrastructure investment priorities and budget planning.	An awareness of asset management and the benefits. Awareness of the Provincial asset management regulation (O. Reg 588/17). An awareness of the goals and objectives of the Corporate Asset Management Program Aware of their constituents' service needs, expectations, and areas of concern in terms of infrastructure, services, and affordability. Aware of the service objectives in the Strategic Plan. Aware of the municipality's human and financial resource capacity

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Corporate Program Management Team		
Position	**Roles & Responsibilities**	**Candidates & Preferred Requisites**
Corporate Asset Management Sponsor	Ensures organization-wide accountability for reviewing, achieving, and maintaining corporate asset management goals and objectives including: • Endorses and champions the Corporate Asset Management Program and System • Directs the necessary changes to adopt systematic asset management practices and processes • Ensures adequate resources to support the Corporate Asset Management Program and maintain the Corporate Asset Management System	Executive Leader, e.g., CAO, CFO or Public Works Head Understands the strategic value of asset management for the organization. Awareness of the Provincial asset management regulation (O. Reg. 588/17).

Corporate Steering Committee	Works with the Sponsor and Corporate Asset Management Coordinator to oversee the Corporate Asset Management Program including:
	• Ensure development and implementation of required policies, strategies, business processes and plans consistent with Council direction, best practices, and regulatory requirements.
	• Provides recommendations to Council and AM Sponsor on policies, strategies, processes and resources to support and implement the AM program including:
	   ➢ Community and Technical Levels of Service measures and targets
	   ➢ Asset risk tolerances and target
	   ➢ Data and information requirements and data management plans
	   ➢ Human and technology resource plans
	•
	• Expedites the necessary actions to assist the Corporate Asset
		Department Heads, Directors, Senior Managers responsible for managing or operating assets or asset information for the delivery of services. Possibly includes Council representation.
		
		Understands the strategic value of asset management for the organization
		
		Have clear understanding of the objectives of the Asset Management Vision and Program and the specific benefits to their areas.
		
		Understands the perspectives of the other business areas in the organization.

![AMONTario - Asset Management Ontario]

Corporate Program Management Team		
Position	**Roles & Responsibilities**	**Candidates & Preferred Requisites**
	Management Coordinator to overcome challenges • Recruits and allocates the necessary resources for asset management to the extent possible • Articulates the concepts and champions the benefits of asset management to the areas they represent • Leads and supports the necessary changes for the areas they represent • Ensures the Corporate Asset Management Program meets the needs of the organization and community services • Provides corporate oversight for achieving asset management goals and ensures the Corporate Asset Management Program aligns with the municipality's strategic plan. • Reviews and endorses all processes and practices developed as part of the Asset Management Strategy • Reviews and approves communications and Change Management Strategies • Reviews and recommends the target Levels of Service developed under the Program for the Sponsor and Council's consideration	Awareness of the Provincial asset management regulation (O. Reg 588/17). Provides leadership and decision-making on behalf of the areas they represent. Understands Change Management.
Corporate Asset Management Lead (Preferably a dedicated full-time position depending on the size of the municipality)	Works with the Sponsor, Steering Committee and Departmental Asset Management Leads to coordinate the achievement of corporate asset management goals including: • Engages the necessary stakeholders to collect and evaluate information and data to achieve asset management objectives • Educates stakeholders on concepts, principles, and benefits of asset	Project Manager, Manager, Supervisor, or technical expert. Experience and knowledge of asset management practices and principals. Knows the details of the Provincial asset

Corporate Program Management Team		
Position	**Roles & Responsibilities**	**Candidates & Preferred Requisites**
	management and how they relate to corporate asset management goals • Reports the Program's progress to the Sponsor and Steering Committee and identifies challenges encountered and the resources needed to develop, implement and maintain organizational-wide asset management • Maintains the AM Road Map • Coordinates communications and change management strategies • Coordinates updates to the Asset Management Policy • Coordinates development, implementation and maintenance of an organizational Asset Management Strategy and System including systematic asset management processes and practices for the planning and management of assets and data using best practices. • Responsible for developing and maintaining Asset Management Plans.	management regulation (O. Reg 588/17). Has some formal asset management training (e.g., Institute of Asset Management (IAM) Certification, participation in AM capacity building programs.) and/or Project Management qualification (e.g., PMP designation) Has sound knowledge and/or experience of the municipality's services, assets, organizational operations, and people. Understands Change Management.

Internal Stakeholders		
Position	**Roles & Responsibilities**	**Candidates & Preferred Requisites**
Finance Engineering Operations	Work with the Corporate Asset Management Lead, subject matter experts and colleagues throughout the organization to provide technical expertise, advice, best practices, analysis, reports and recommendations on matters related to:	Managers, Supervisors & technical experts Possesses specific knowledge and have delegated authority in their areas of operations

Internal Stakeholders		
Position	**Roles & Responsibilities**	**Candidates & Preferred Requisites**
Service Managers Infrastructure Planning Purchasing IT/Systems/ GIS Support Communications	• Data management requirements • Systems capabilities and requirements • Community service requirements, measures and targets • Asset condition, performance and functional requirements, measures and targets to meet community service needs • Typical asset and community service risks • Existing practices and processes and necessary improvements to practices and processes related to planning, purchasing design, construction, operations, maintenance and financing of assets • Annual Operating and Capital Budget planning processes and practices • Revenues and reserve planning processes • Communications requirements and strategies to support change	to provide analysis, guidance and technical recommendations related to processes, asset requirements and measures and systems requirements. Understands asset management. Understands the objectives of the Asset Management Program and the benefits to their areas.

External Stakeholders		
Position	**Roles & Responsibilities**	**Candidates**
Public and Businesses	Participate in public information sessions, stakeholder engagement initiatives and use direct communications to inform Council and municipal staff on: • General service and service experience expectations • Desired levels of community services • Concerns with infrastructure, services and affordability	Community and Business leaders. Members of the public or businesses.

External Stakeholders		
Position	**Roles & Responsibilities**	**Candidates**
	• When service deficiencies and/or failures are observed.	
External Agencies/ Municipalities	Informs the Corporate Asset Management Program with respect to: • Regulations for planning and operating assets and services, • Municipal financing requirements/regulations and financing opportunities (e.g. Infrastructure Funding Programs) • Climate change mitigation strategies and design requirements • Requirements for existing or possible service or infrastructure operating partnerships or contracts • Insurance regulations and requirements • Growth Plans and related infrastructure needs • Materials and construction practices	Contributors that may be consulted but not directly included in the asset management governance structure: • Provincial and Federal Governments • Upper/Lower Tier Municipal Partners • Conservation Authorities • Operating contractors (e.g. contracted operations and maintenance, such as OCWA) • Insurance agencies/organizations • Developers • Contractors and materials suppliers • Benchmarking and Industry organizations