



City of Greater Sudbury Enterprise Asset Management Policy

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Table of Contents

- Enterprise Asset Management Policy2
 - 1. Introduction.....2
 - 2. Policy Statement3
 - 3. Scope and Application3
 - 3.1 Strategic Alignment.....4
 - 3.2 Policy Intent4
- 4. Terms and Definitions5
 - 5. Guiding Principles6
 - 5.1 Strategic Objectives7
 - 6. Roles and Responsibilities8
 - 7. Review Period 10
 - 8. Reporting and Compliance 10

Enterprise Asset Management Policy

1. Introduction

Asset management planning is a systematic and coordinated approach to managing infrastructure assets throughout their lifecycle. It enables evidence-based decision-making related to the acquisition, operation, maintenance, renewal, replacement, and disposal of assets. Asset management planning is widely recognized as the best practice for supporting sustainable service delivery and long-term financial sustainability.

The purpose of this Policy is to establish an enterprise-wide framework for the coordinated, consistent, and financially sustainable management of the City of Greater Sudbury’s infrastructure assets.

The objective of the City of Greater Sudbury’s Enterprise Asset Management Policy is to support the long-term financial sustainability of municipal infrastructure through a coordinated and consistent asset management framework applied across all asset classes, in accordance with the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

The City of Greater Sudbury (the “City”) provides a broad range of municipally funded services that depend on infrastructure assets. The City’s infrastructure portfolio includes ten asset classes, categorized as either core or non-core. Core asset classes include roads, bridges and culverts; stormwater; water; and wastewater systems. Non-core asset classes include fleet and equipment; municipal parking; solid waste; buildings and facilities; and parks and recreation assets.



These infrastructure assets are fundamental to the delivery of municipal services at established levels of service that meet the needs of residents and businesses. All asset classes require coordinated lifecycle management activities to ensure that municipal services are delivered in a dependable, sustainable, and cost-effective manner.

Over time, the City has developed and implemented asset management practices to support effective lifecycle management. These practices include maintaining asset inventories, conducting condition assessments, evaluating risks to service delivery, and reporting on the state of municipal infrastructure. Together, they support informed decision-making and long-term capital and financial planning.

The Enterprise Asset Management Program supports the objectives of Ontario Regulation 588/17 by integrating levels of service, lifecycle cost analysis, risk management, and financial planning into infrastructure decision-making. This Policy establishes the foundation for consistent asset management practices across the organization and supports the ongoing development, implementation, and continuous improvement of the Asset Management Plans required under the Regulation.

2. Policy Statement

The City of Greater Sudbury will ensure that Asset Management Plans and financing decisions support the effective delivery of municipal services and appropriately consider lifecycle costs. The City is committed to managing its infrastructure assets in a manner that promotes sustainable service delivery, long-term financial sustainability, and community well-being.

Through coordinated and consistent asset management practices, the City will plan, acquire, operate, maintain, renew, rehabilitate, and dispose of infrastructure assets in a manner that:

- supports Council-approved levels of service.
- manages risks to service delivery and public safety.
- optimizes lifecycle costs; and
- aligns with Council-approved strategic priorities and the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

3. Scope and Application

This Policy applies to the lifecycle management of physical assets owned and operated by the City of Greater Sudbury. It establishes the City's commitments and expectations with respect to asset management decision-making and related activities.

This Policy provides direction across the organization and for all municipal services, with the objective of minimizing the risk of service interruption, unmanaged risk, and increased costs arising from asset failure, while supporting the consistent delivery of defined levels of service.

Specifically, this Policy:

- provides direction for the efficient and effective management of the City's infrastructure to guide Council and staff in conducting the City's strategic priorities, business plans, and activities.
- affirms the City's commitment to meeting the requirements of Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure; and
- establishes the City's guiding principles, objectives, and governance expectations for asset management.

This Policy applies to all employees and elected officials who are directly or indirectly involved in the planning, management, or stewardship of existing and future assets owned and/or managed by the City.

3.1 Strategic Alignment

Asset management at the City of Greater Sudbury is supported by and aligned with a range of strategic, financial, planning, and legislative documents, including but not limited to:

- the Planning Act, including policy statements issued under subsection 3(1).
- the City of Greater Sudbury Official Plan.
- the City's Strategic Plan and supporting master plans, including the Climate Change Action Plan.
- the Business Plan and annual budget.
- the Long-Range Financial Plan and
- the Development Charges Background Study.

Together, these documents support integrated, evidence-based decision-making and help guide infrastructure investment, lifecycle management, and long-term financial planning.

3.2 Policy Intent

This Policy is intended to:

- establish clear expectations for Council, the public, and other stakeholders regarding infrastructure management and investment decisions.
- demonstrate organizational leadership and commitment to sound asset management practices.
- establish a clear and accountable governance framework for asset management activities.
- document the City's commitment to the continuous improvement of asset management practices.

- promote transparency by integrating strategic plans, budgets, service levels, risk considerations, and financial constraints into infrastructure decision-making; and
- define guiding principles that formally link asset management to the City’s strategic objectives and long-term plans.

4. Terms and Definitions

Asset

A tangible capital asset that:

- a) is held for use in the production or supply of goods and services; for rental to others; for administrative purposes; or for the development, construction, maintenance, or repair of other tangible capital assets;
- b) has a useful economic life extending beyond one accounting period;
- c) is used on a continuing basis; and
- d) is not held for resale in the ordinary course of operations.

Asset Level of Service (ALoS)

Asset-specific performance and condition expectations required to support the delivery of defined Levels of Service.

Asset Management

The coordinated activities of the City to realize value from infrastructure assets by balancing cost, risk, and performance, to support sustainable service delivery through effective lifecycle management.

Asset Management Plan (AMP)

A long-term document that outlines the asset management activities, strategies, and resources applied to one or more asset categories to deliver defined Levels of Service in the most cost-effective and sustainable manner.

Enterprise Asset Management Program

The organization-wide application of asset management principles, practices, and systems to ensure a consistent, coordinated, cost-effective, and sustainable approach to managing infrastructure assets across all City departments.

Fiscal Stewardship

The responsible planning, care, oversight, and management of the City’s financial resources to support long-term sustainability and service delivery.

Lifecycle (Lifecycle Management)

The management of an asset from the identification of need through planning, design,

construction, commissioning, operation, maintenance, rehabilitation, renewal, and eventual decommissioning and disposal.

Lifecycle Costs

The total cost of an asset throughout its lifecycle, including planning, design, construction, acquisition, operation, maintenance, rehabilitation, renewal, and disposal costs.

Levels of Service (LoS)

The outputs or outcomes that the City intends to deliver to customers using infrastructure assets, reflecting service quality, quantity, reliability, and affordability.

Risk Management

The coordinated activities used to direct and control the City about risk, including the identification, assessment, mitigation, and monitoring of risks that may impact service delivery, asset performance, safety, or financial sustainability.

Strategic Plan

A long-term plan that establishes the City's priorities, goals, and strategies and guides decision-making related to service delivery, infrastructure investment, and resource allocation.

5. Guiding Principles

This Policy establishes a framework and guiding principles for asset management strategies. To achieve the objectives of the Asset Management System, the City of Greater Sudbury will apply the following guiding principles across all asset classes:

Community-Focused

The City will manage infrastructure assets in a manner that supports service delivery and reflects community needs, expectations, and values.

Resiliency and Sustainability

Asset management decisions will proactively consider the impacts of climate change, demographic trends, and social, political, economic, and environmental factors. Adaptive measures will be incorporated, where appropriate, to strengthen long-term infrastructure resilience and support sustainable service delivery.

Continuous Improvement and Innovation

The City will monitor, evaluate, and continuously improve asset management practices, tools, processes, and data maturity to support increasingly informed and effective decision-making over time.

Safety

The City will prioritize the health and safety of employees, the public, and service users in all asset management activities and decisions.

Transparency and Accountability

Infrastructure-related decisions will be communicated in a clear and transparent manner, including the rationale, trade-offs, and risks considered in decision-making.

Optimization and Alignment

Asset management decisions will align with Council-approved strategic priorities, service requirements, and financial constraints. Capitalization thresholds and related corporate practices will be applied consistently across the organization.

Collaboration

Asset management will be coordinated across departments and, where appropriate, with external partners to support consistent methodologies, shared accountability, and informed decision-making.

5.1 Strategic Objectives

To implement this Policy, the City will pursue the following strategic objectives:

- maintain a comprehensive, accurate, and up-to-date asset inventory.
- develop, implement, and maintain Asset Management Plans for all applicable asset classes.
- establish, monitor, and report on levels of service.
- apply a consistent enterprise-wide risk management framework to support infrastructure decision-making.
- identify, communicate, and periodically update lifecycle funding requirements and funding gaps.
- integrate asset management with business planning, budgeting, and the Long-Range Financial Plan.
- align infrastructure planning with Ontario's land use planning framework and related municipal planning documents.
- build organizational capacity and strengthen asset management knowledge and competency; and
- increase awareness and understanding of asset management among internal and external stakeholders.

6. Roles and Responsibilities

Decisions involving material changes to approved levels of service, significant unmanaged risk, or deviations from approved Asset Management Plans shall be escalated to Council for consideration.

Council is responsible for:

- establishing community-informed levels of service expectations.
- reviewing and approving enterprise-wide Asset Management Plans; and
- approving asset investment priorities and service delivery requirements for capital and operating programs through the annual budget process.

Executive Leadership is responsible for:

- designating the General Manager of Corporate Services as the executive lead for the Asset Management Program.
- endorsing asset management plans, strategies, and supporting frameworks.
- establishing and maintaining an effective asset management governance structure.
- developing administrative plans and processes to support Council-approved levels of service expectations.
- demonstrating visible leadership and promoting the consistent application of the Asset Management Principles across the organization.
- ensuring that asset management plans and strategies are aligned with corporate objectives, strategic priorities, and long-term financial planning; and
- recommending asset investment priorities and service delivery requirements for capital and operating programs through the annual budget process.

The Asset Management Coordinator is responsible for:

- establishing and maintaining corporate-wide asset management policies, standards, and practices to ensure consistency across the organization.
- facilitating information sharing and collaboration among departments to support integrated asset management.
- providing guidance, technical input, and support to departments in the development of divisional Asset Management Plans using standardized methodologies.
- supporting the development, review, and refinement of levels of service in alignment with Council direction.
- reviewing, developing, recommending, and supporting the implementation of asset management policies, guiding principles, plans, and strategies.

- monitoring and reporting on the performance of asset management plans and strategies and promoting continuous improvement.
- coordinating financial planning, strategic planning, and information technology requirements related to asset management.
- producing and maintaining asset data, analytics, and reporting to support decision-making.
- ensuring compliance with applicable provincial asset management legislation, regulations, and recognized standards.
- promoting accountability for the implementation of asset management goals, objectives, and initiatives; and
- leading and coordinating corporate asset management initiatives across the organization.

Divisional and Sectional Leaders are responsible for:

- ensuring that capital projects, operations, and maintenance activities are planned and delivered in alignment with enterprise asset management objectives.
- collaborating with internal and external stakeholders regarding asset management objectives and approved levels of service.
- providing leadership input, subject matter expertise, and direction for the development of divisional Asset Management Plans.
- leading the development, implementation, and execution of divisional and sectional asset management plans and strategies.
- coordinating and consolidating sectional asset management reporting to support corporate decision-making and performance monitoring.
- overseeing the development and maintenance of asset inventories, condition assessments, and risk assessments for applicable asset classes.
- establishing and implementing data collection standards and requirements necessary to meet asset management objectives and reporting needs; and
- leading and supporting the implementation of asset management initiatives within their respective divisions and sections.

Financial Services is responsible for:

- providing financial business partnership support to departments to inform planning, decision-making, and asset investment strategies.
- ensuring sound financial stewardship of the City's financial assets, including the integrity and accuracy of financial records; and

- delivering consistent, accurate, and relevant financial reporting to support asset management, budgeting, and long-term financial sustainability.

Asset Users and Operators are responsible for:

- providing subject matter input on current levels of service and asset performance in practice.
- supplying accurate and timely information on the current condition, functionality, and lifecycle stage of assets.
- identifying and communicating asset needs and gaps required to meet approved levels of service.
- participating in the development, implementation, and ongoing execution of divisional Asset Management Plans.
- regularly reviewing asset documentation, data collection requirements, system inputs and outputs, and asset measurement tools to ensure alignment with corporate policies, standards, and operational practices; and
- exercising care and stewardship over assets within their responsibility, including implementing preventive maintenance programs and operating assets in accordance with established operating limits, guidelines, and applicable regulatory requirements.

7. Review Period

In accordance with applicable legislative requirements, this Policy shall be reviewed at least once every five years.

This Policy may be reviewed more frequently to reflect legislative changes, organizational restructuring, or significant changes to asset management practices.

8. Reporting and Compliance

City staff will provide Council with an annual progress report on the implementation of the Asset Management Plan(s) on or before July 1 of each year. The report shall address:

- progress toward implementation objectives.
- significant changes in asset condition, risk, and levels of service.
- lifecycle funding gaps and impacts on long-term financial sustainability; and
- compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

Compliance with this Policy shall be monitored through asset management reporting, internal review processes, and periodic audits. Identified gaps or instances of non-compliance shall be addressed through corrective action plans, as appropriate.