

Policy:	<b>AD-010</b>
Coverage:	<b>Town of Stellarton</b>
Council Approval:	June 11, 2018
Effective Date:	June 11, 2018



## Asset Management

### Intent

The Town of Stellarton provides a wide range of services to the community that require the ownership and responsible operation, maintenance and rehabilitation of physical assets including but not limited to engineered assets, land and natural features, buildings, equipment, transportation, drainage, sewer and water infrastructure. Asset Management (AM) is an integrated approach, involving all Town of Stellarton departments, delivering value to the community through the effective management of existing and new infrastructure assets. The intent is to maximize benefits, reduce risk and provide satisfactory levels of service to the community in a sustainable manner. Good asset management practices are fundamental to achieving sustainable and resilient communities. This policy outlines the fundamental asset management principles to be implemented across the Town of Stellarton.

### Scope

The Town owns a wide range of asset types that deliver services to the people of Stellarton. Each year the town may receive or construct new assets. In addition, the Town of Stellarton may rely on natural assets or other assets that it does not own, in order to deliver services. This asset management policy applies to the assets owned by the town. Where service provision is supported by other assets not owned by the town, we will work collaboratively with those asset owners and promote the principles outlined in this policy. The Town of Stellarton recognizes the importance of natural assets and will include these in its inventories and asset management practices. Examples include water bodies, wetlands. Table 1 (on the following page) summarizes the services that the Town of Stellarton provides, and gives examples of the asset groups and asset types owned by the Town that support the delivery of those services.

Table 1

Service provided to the Community (not an exhaustive list)	Example of Asset Group (not an exhaustive list)	Examples of Asset Types (not an exhaustive list)
Fire Protection	Building, Vehicle, Equipment	Trucks, House, Suits, Hoses, Radios...
Police Protection	Building, Vehicle, Equipment	Station, Cars, Radios
Traffic Authority	Building, Vehicle, Equipment	Station, Cars, Radios
Engineering	Building, Equipment	Printer, Survey equip, computers
Public Works	Building, Vehicle, Equipment	Barns, Trucks, Backhoe, Snow Plow
Potable Water	Water infrastructure, Buildings, Equipment	Lift stations, water lines, catch basins, water plant
Waste water collection + treatment	Waste Water infrastructure, Buildings, Equipment	Sanitary lines, ERIC
Recreation	Building, Vehicle, Equipment, Rec Infrastructure	Parks, Trails, Fields, Trucks, Rink, Zamboni, Equipment, River, splash park
Planning Services	Equipment	Computer
Development Services	Equipment	Computer
By-law enforcement	Equipment	Computer
Building inspection	Equipment	Computer
Fire inspection	Equipment	Computer
Transportation	Transportation infrastructure	Roads, bridges, sidewalk, street lights, cross walks
Town Land	Land	Buildings, natural amenities

## **Principals**

### **Principal 1 – Service Delivery to Residents / Customers**

The municipality will clearly define level of service objectives that balance community expectations and regulatory requirements with risk, affordability and available resources, and will do the following:

- Manage assets appropriately in order to efficiently and effectively deliver the defined levels of service.
- Monitor and periodically review level of service objectives to ensure that they meet or support community and council expectations and other strategic objectives.

The municipality will ensure transparency and accountability to the community on service delivery. This will include regular communications to council to share information on service performance as well as technical information such as asset condition. The municipality will comply with all relevant legislative, regulatory and statutory requirements. The municipality will implement an AM system that incorporates risk-based and information driven decision-making frameworks that appropriately consider the potential impacts of asset failure on ongoing service delivery. The municipality will ensure that decisions regarding the need for new assets are made with appropriate due diligence; and that these needs are evaluated with a focus on service delivery to the community, and supported with a valid business case that articulates costs and benefits. The municipality will prioritize and direct resources and expenditure in order to deliver levels of service and other community benefits at an acceptable level of risk.

### **Principal 2 – Long term Sustainability and Resilience**

The municipality's asset management decision-making will consider the needs of both current and future generations and the potential challenges associated with changing community demographics and expectations related to service delivery, as well as potential modifications to legislative requirements. The municipality's asset management decision-making will consider the potential effects of climate change and other environmental changes, and how the increased severity and frequency of climatic events may directly affect levels of service. Where appropriate, the municipality will adopt a proactive approach to mitigating the potential impacts of climate change. The municipality will consider sociocultural, environmental and economic factors and implications when making and implementing asset management decisions.

### **Principle 3 – Big Picture Approach**

To support asset management decision making, the municipality will take steps to connect the appropriate departments, functions and support activities in order to build effective working relationships and encourage information-sharing. These departments and functions include planning, engineering, operations, maintenance, finance and other strategic planning functions such as sustainability. Asset management decision-making will drive optimum value for the community by focusing on the "big picture." The municipality will therefore ensure that decisions are made collaboratively and consider all life-cycle stages and the interrelationships between asset performance, operational performance and overall service

performance. Decision-making will also recognize the interconnected nature of asset systems and how decisions about one set of assets may potentially interact with or affect assets controlled by other departments or functions.

#### **Principal 4 – Fiscal Responsibility and Asset Management Decision Making**

The municipality will develop and maintain appropriate plans for infrastructure renewal, for the purchase or construction of new infrastructure and for the decommissioning of redundant infrastructure. This includes:

- Developing long-term projections of investment needs.
- Applying rigorous analysis, including consideration of risk, to identify short term investment needs.
- Implementing processes to ensure that proposed investment plans address needs efficiently and effectively.
- Implementing processes to address the operational budget implications of capital investments.
- Exploring efficiency opportunities where appropriate, including new technologies.
- Analyzing investment plans and associated funding requirements and putting in place mechanisms to ensure long-term financial sustainability. The municipality will evaluate relevant asset investment decisions based on consideration of the whole-life costs associated with managing those assets through their entire life cycle. The municipality will develop prioritized capital investment plans that reflect community and stakeholder expectations with regard to level of service and other strategic objectives. The municipality will evaluate the magnitude, nature and overall balance of investment plans considering the aggregate value derived for the community, affordability, willingness to pay and intergenerational equity.

#### **Principal 5 – Innovation and Continual Improvement**

The municipality views continual improvement as a key part of our asset management approach and will focus on driving innovation in the development of tools, techniques and solutions. The municipality will monitor and periodically review the effectiveness of asset management processes and the wider asset management system in supporting the delivery of strategic objectives, and will make adjustments as required. The municipality will assess the asset management competencies required to implement the AM system and provide the necessary support, education and training to AM staff. The municipality will review the asset management policy in conjunction with its review of the asset management strategy, every four to five years.

**Responsibilities**

**Council's role and responsibilities:**

- Approve asset management policy
- Articulate community values and define priorities
- Approve funding and resources to implement the AM policy and associated requirements
- Approve asset funding through multi-year and long-range financial plans. The Town Clerk is responsible for leading the implementation of the AM policy across the municipality. Departmental managers are responsible for leading the adoption of the AM policy within their departments and for allocating appropriate resources to its implementation and associated requirements. All staff involved in the application of asset management are responsible for observing the requirements of the AM policy.

Town Clerk Annotation for Official Policy Book

Date of Notice to Council Members of Intent

To Consider (Minimum 7 Days): May28, 2018

Date of Passage of Current Policy: June 11, 2018

I certify that this Policy was adopted by Council as indicated above.



Town Clerk

July 18, 2018

Date