



TOWN OF POUCH COVE

ASSET MANAGEMENT POLICY

1. BACKGROUND

The Town of Pouch Cove, hereafter referred to as “the Town”, provides a wide range of services to the community that require the ownership, responsible operation, maintenance, and rehabilitation of physical assets including but not limited to land, buildings, equipment, transportation, drainage, sewer, and water infrastructure. 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. The Town of Pouch Cove recognizes the importance of natural and human assets and will include these in its inventories and asset management practices.

2. OBJECTIVE/PURPOSE

To establish a policy for the Town outlining the strategic framework of the approach the Town will take to planning and decision making to effectively manage and sustain the Town’s infrastructure, natural, human, and other assets in order to best meet the level of service benchmarks determined by the Town, in the most inclusive and cost-effective manner possible, ensuring steady contribution to the overall well-being of the community as a whole.

3. DEFINITIONS

- 3.1 Asset** shall refer to an item, thing, or entity that has potential or actual value to an organization. The value can be tangible or intangible and financial or non-financial.
- 3.2 Community Asset** shall refer to any asset owned, managed, or stewarded by the Town on behalf of the community to deliver, or support deliver of, essential services. This definition includes traditional assets (roads and utilities), cultural assets (monuments), and natural resources that are used in or impacted by the delivery of services (trees, parks, land, water).
- 3.3 Asset Management** shall refer to the coordinated activity of an organization to realize value from its assets over its life cycle. Asset management enables an organization to examine the need for, and performance of, assets and asset systems at different levels and in conjunction with non-asset solutions. It enables the application of analytical approaches towards managing assets over the different stages of their life cycle. Asset management translates organizational objectives into asset-related decisions, plans, and activities while adequately managing risk.
- 3.4 Asset Management Strategy** shall refer to the key asset management processes, tools, and documented information that specifies how organizational objectives are converting into asset management objectives, the scope and role of the asset management system in supporting achievement of the asset management objectives, and the approach for developing asset management plans.
- 3.5 Asset Management Plan** shall refer to a plan developed for the management of assets that combines multidisciplinary management strategies over the lifecycle of the asset in the most cost-efficient manner to deliver a specified level of service. It specifies the activities, resources, and timescales required for individual assets (or asset groups) to achieve the Town’s Asset Management objectives.
- 3.6 Employee or Employees** refers to any individual under an employment contract with the Town of Pouch Cove including all members of staff, volunteers, contractors, fire department, and all members of Council.

- 3.7 Level of Service** shall refer to the accepted parameters of a service that the Town delivers. The parameters are defined by expectation and satisfaction and can include safety, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.
- 3.8 Lifecycle Cost** shall refer to the total cost of ownership (the sum of all recurring and non-recurring costs) over the life of an asset including capital costs, operational costs, maintenance costs, renewal costs, replacement costs, and disposal costs of an asset.
- 3.9 Risk** shall refer to the analysis of the likelihood, and the consequences, of a given event that affect an asset. Establishing the risk associated for assets due to levels of service or postponement of maintenance, or replacement will identify operational and service provision vulnerabilities and assist in prioritizing work, funding, and asset allocation.
- 3.10 Risk Management** shall refer to the application of a formal process to assess organizational risks in order to determine the resultant range of outcomes, their probability of occurrence, and what actions may be taken to reduce the Town assets' overall risk exposure.
- 3.11 Triple Bottom Line** shall refer to the Town's financial bottom line and include its commitment to economic, socio-cultural, and environmental factors in all decision making.

4. APPLICATION

This policy shall apply to all assets owned, managed, or stewarded by the Town of Pouch Cove. Where service provision is supported by other assets not owned by the Town, the Town will work collaboratively with those asset owners and promote the principles outlined in this policy.

5. GUIDING PRINCIPLES

The Town manages the community assets with the goal of meeting a defined upon level of service at the lowest asset lifecycle costs and at acceptable levels of risk. As such, the development, implementation, and administration of an asset management policy within the Town is guided by the following principles across all aspects of the asset management system:

5.1 Strategic and Forward Looking

5.1.1 The Town will make decisions and provisions in alignment with the *Pouch Cove Municipal Plan 2020-2030* to meet its asset management goals while considering potential future challenges including, but not limited to, changing demographics and populations, resident expectations, legislative requirements, technological advancements, and changing environmental factors.

5.2 Customer Centric Service Delivery

5.2.1 The Town will clearly define its level of service objectives in order to balance the community expectations and regulatory requirements with risks, affordability, and availability of resources while managing the assets to be efficient and effective in delivering those levels of service.

5.2.2 The Town will implement an asset management system that incorporates risk-based and information-driven decision making that will prioritize service critical assets.

5.2.3 The asset management system will allow monitoring of levels of service objectives to ensure they meet community and council expectations and other strategic objectives of the Town.

5.3 Balanced Decision Making

5.3.1 Through the goal of aligning an asset management plan with a long-term financial plan the Town will make short-term and long-term decisions based on balancing service, risk, and full asset life costs and prioritized investment decisions in a way that maintains residents' confidence in how the Town manages assets on behalf of the community.

5.4 Holistic Approach

5.4.1 The Town will take a comprehensive approach that considers the combined impact of the entire asset life cycle, considering all assets in a service context and the interrelationships between different assets to avoid optimizing individual assets in isolation.

- 5.4.2 The Town will consider its assets in a larger service delivery context and not as an isolated asset by adopting a formal, consistent and repeatable approach to manage its assets while maintaining consideration of future growth and demand requirements of changing demography and future generations

5.5 Long Term Sustainability and Resilience

- 5.5.1 The Town will use triple bottom line criteria when considering investment decisions regarding its services and infrastructure assets, and in relation to development of resilience in order to become socio-culturally, environmentally, and economically sustainable over the long-term.
- 5.5.2 The Town will make appropriate long-term decisions and provisions by developing an asset management plan which is in alignment with the Town's long-term financial plan. This will assist the Town in developing asset management strategies with the goal of achieving triple bottom line outcomes over the long-term and considers the full life cycle of assets.

5.6 Financial Investment Considerations

- 5.6.1 The Town will develop and maintain appropriate plans for infrastructure renewal, for the purchase and construction of new infrastructure, and for the decommissioning of redundant infrastructure arising from past practices or legal obligations.
- 5.6.2 The Town will develop long-term financial projections of investment needs based on the costs associated with managing its service and infrastructure assets throughout their entire lifecycle.
- 5.6.3 The Town will recognize constantly changing financial constraints and challenges and that the asset management practices must be proactive and responsive to changing environments.
- 5.6.4 The Town will articulate and evaluate trade-offs and document the basis of decision based on the value derived for the community, affordability and willingness to pay.

5.7 Innovation and Improvement

- 5.7.1 The Town views continual improvement as a key part of its asset management approach and will focus on driving innovation in the development of tools, practices, and solutions.
- 5.7.2 The Town will measure the effectiveness of its asset management processes and procedures regularly and make the necessary adjustments as required.
- 5.7.3 The Town will determine the necessary education, training, and/or experience requirements of all asset management staff and recruit, train, and retain the appropriate staff in this regard to maintain the highest standards for the Town's asset management system.

5.8 Alignment

- 5.8.1 Asset management planning will be aligned with the *Pouch Cove Municipal Plan 2020-2030* and will reflect how the community is expected to grow and change and the related asset impacts.
- 5.8.2 The Town will reference the direction established in the Town Plan, as well as the methods, assumptions, and data used in its development in order to ensure that further development and redevelopment occur within the Town's means, through an understanding of current and future needs, and will align with provincial plans, regulations, and legislation.

5.9 Environmental and Climate Change

- 5.9.1 The Town commits to the development of tailored actions to mitigate and adapt to climate change by considering the impacts on assets and effects on levels of service, and systematically building resiliency characteristics into all assets, systems, and services.
- 5.9.2 The risk management approach will be imbedded in asset management planning processes, balancing the potential cost of vulnerabilities to climate change impacts with the cost of reducing these vulnerabilities. The balance strived for will be struck in the levels of service delivered through operations, maintenance schedules, disaster response plans, contingency funding, and capital investments.

5.10 Transparency and Accessibility

- 5.10.1 The Town will encourage the sharing and alignment of asset information between departments to support the improvement of asset management efforts across Town services including articulation of service levels and outcomes, required levels of operations, maintenance, and replacements regarding all Town infrastructure.
- 5.10.2 The Town will establish a clear structure of organizational accountability and responsibility for service delivery, managing risk, and inventory, condition, capacity, function, and performance of all Town assets.
- 5.10.3 The Town will promote transparency by making non-sensitive asset data publicly available where appropriate, while ensuring continued adherence to all current Federal, Provincial, and Municipal legislation regarding Access to Information and Protection of Privacy.

6. ROLES AND RESPONSIBILITIES

The Town shall implement the following organizational structure for asset management governance:

6.1 Council – the Council shall be responsible for:

- 6.1.1 Adopting and supporting asset management policies
- 6.1.2 Maintaining the necessary corporate capacity including, but not limited to, resourcing, financial support, staff competencies, business processes, data and integrated information systems to support the elements and practices of the asset management system
- 6.1.3 Ensuring sufficient resources and funding are acquired for the asset management program and infrastructure operation, maintenance, and capital renewal funding according to the asset management plan and long-term financial plan

6.2 Chief Administrative Officer (CAO) – the CAO shall be responsible for:

- 6.2.1 Implementation of the asset management policy and support of the asset management system, including the provision of appropriate and timely advice regarding its effectiveness in supporting the achievement of the Town's strategic objectives
- 6.2.2 Establishing an asset management team and actively championing asset management within all departments of the organization
- 6.2.3 Facilitating open communication and cooperation between departments
- 6.2.4 Setting priorities for asset management, determining the Town's accepted levels of service, and articulating community values
- 6.2.5 Reporting to Council on the status and effectiveness of the asset management plan
- 6.2.6 Directing and facilitating the review of the asset management policy regularly

6.3 Asset Management Team – the asset management team shall be responsible for:

- 6.3.1 Developing and effectively implementing the asset management strategy, ensuring accurate data collection, analysis, and reporting
- 6.3.2 Tracking asset activities, costs, and associated budgets and continual maintenance of Town asset inventories and records
- 6.3.3 Establishing and maintaining a centralized asset data management system to ensure accurate, consistent, and up-to-date asset data collection and information storing
- 6.3.4 Developing and recommending financial plans, maintenance strategies, operating budgets, and improvement initiatives regarding the Town's assets and the asset management plan
- 6.3.5 Reporting on the state of and performance of assets within the Town including but not limited to asset condition, rehabilitation, levels of service, and asset tracking
- 6.3.6 Planning and undertaking operations, maintenance, and rehabilitation activities to realize value of the Town's assets including identification and coordination of infrastructure funding need assessments, rehabilitation needs, and strategies thereof

6.4 Town Employees – the Town employees shall be responsible for:

- 6.4.1 Ensuring cooperation and alignment with all asset management procedures, plans, and policies
- 6.4.2 Supporting and facilitating interdepartmental cooperation and communication to achieve asset management goals
- 6.4.3 Providing transparent and accessible data collection regarding Town assets while consistently adhering to the data collection standards laid out by the asset management team including all formats, frequency, and quality requirements

7. REVIEW

This policy is subject to review and modification as necessary to ensure it remains compliant with current legal standards and aligned with the overall mission of the Town of Pouch Cove. This policy will be reviewed and updated annually and may be amended as required at any time between scheduled reviews.

8. AMENDMENTS

9. EFFECTIVE DATE/RESOLUTION

This policy shall take immediate and full effect as of May 25, 2026.



Mayor
Brad Richards

May 25, 2026
Date



CAO
Rodney Hynes

May 25, 2026
Date