



TOWN OF GANANOQUE

STRATEGIC ASSET MANAGEMENT POLICY

2025

Adopted – September 2nd , 2025



Strategic Asset Management Policy

1. Background

The Town of Gananoque provides a range of services to the public. The provision of these services requires ownership and responsible management of physical assets. It is imperative that the Town has a plan to manage these assets in order to meet desired service levels, manage risks, and to provide long-term financial sustainability.

A Strategic Asset Management Policy is a document that details the policies and principles that together form a framework for the Town's asset management process. This framework is intended to enable the Town to make consistent and sound decisions, plan for future needs, and build public confidence in municipal infrastructure. This Strategic Asset Management Policy complies with the requirements of Ontario Regulation 588/17.

2. Terms and Definitions

For the purpose of this document, the following definitions apply and reflect industry accepted practices, including ISO 55000 – International Standard for Asset Management.

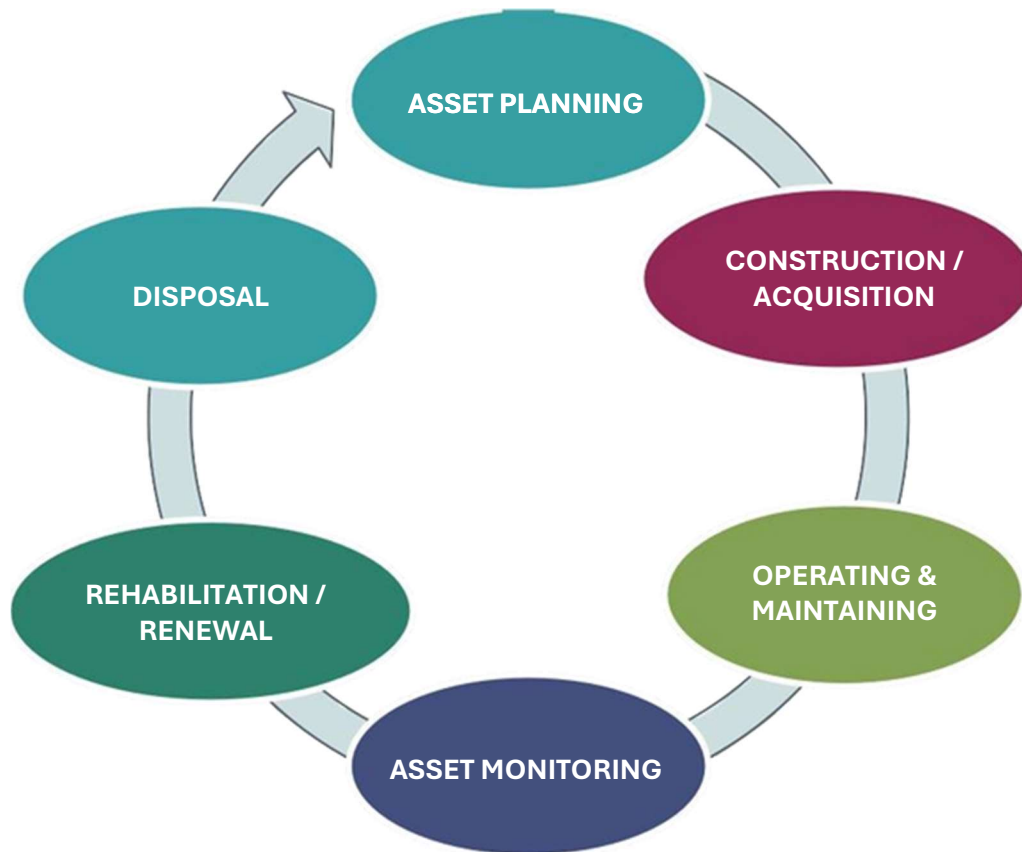
Asset: An item, thing or entity that has potential or actual value to an organization.

Asset Management: coordinated activity of an organization to realize value from assets.

Asset Management Plan: documented information that specifies how the Town will achieve the goals articulated in this Strategic Asset Management Policy. At a minimum, the Asset Management Plan needs to comply with the requirements of O. Reg. 588/17.

Lifecycle: Stages involved in the management of an asset.

Level of Service: Parameters or a combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers.



3. Scope

The Strategic Asset Management Policy applies to all physical assets that enable the Town to provide services and require management and long-term planning by the Town. These may include natural assets such as street trees and ponds. The Town will coordinate asset management planning with other municipalities or provincial bodies when or if their assets connect or are interrelated with the Town's assets.

The service focus of the Town's asset management planning may require assets to be defined differently from how they are defined in the Town's Tangible Capital Assets Policy (e.g., assets that do not meet the minimum capitalization thresholds set out in the Tangible Capital Assets Policy may be included in asset management planning).

The determination of scope of costs to be included as 'assets' within the Town's asset management process will be consistent with the Town's Tangible Capital Assets Policy, with consideration for additional items where material to the asset management strategy.



4. Asset Management Goals and Objectives

The Town's asset management goals and objectives are defined in terms of levels of service provided to Town's constituents and stakeholders. The Town will establish and document realistic, financially viable level of service targets for its assets. The Town will ensure that the level of service targets are achieved through development of effective asset management practices. The asset management plan and its implementation will be evaluated based on the Town's ability to meet these goals and objectives.

5. Principles

The Town commits to following the principles set out in this section when making asset management decisions. These principles are designed to encompass those contained in section 3 of the *Infrastructure for Jobs and Prosperity Act*, 2015.

Service delivery – service levels and performance targets will be established and form the basis for strategic asset management decision making. In addition to meeting asset specific requirements, service levels will be chosen that protect the health and safety of the public and provide economic benefits. The Town will manage risks associated with the defined service levels and performance targets by assessing the criticality of assets and giving priority to assets with a higher criticality rating. The Town will ensure that infrastructure planning and investment is focused on promoting community benefits by ensuring alignment with the Town's various strategic documents, as identified in section 6 of this policy. Furthermore, the Town will ensure that infrastructure planning and investment reflects the community's unique needs and circumstances and promotes accessibility for persons with disabilities.

Long-term sustainability – As part of its commitment to long-term sustainability, the Town will consider potential vulnerabilities that may be caused by climate change. These vulnerabilities will be considered in developing asset management strategies that outline the actions and associated costs that may be required to manage potential risks. The Town will review asset design standards, asset lifecycles, asset maintenance requirements, and level of service targets to determine if changes are needed in response to climate change. The Town will consider mitigation strategies, disaster planning, and contingency funding as part of its asset management planning. The Town will seek to minimize the environmental impacts of infrastructure and will endeavor to make use of acceptable recycled aggregates where appropriate.

Holistic approach – The Town will take a holistic approach to asset management that takes into consideration all aspects and stages of the asset lifecycle and the inter- relationships between



them. Within this approach, the Town will consider not only capital costs, but also significant capital planning costs, operating costs, and service performance impacts. In addition to capital planning, the Town will establish maintenance plans for its assets. The Town will approach asset management from a multi-disciplinary perspective, recognizing that there needs to be deliberate collaboration between various areas of the organization.

Fiscal responsibility – The Town will use an evidence-based approach to decision making that balances service levels, risks, and costs, in order to maximize value from assets and services. To improve affordability, the Town will seek out lowest lifecycle cost approaches to meeting identified service level targets. The Town will consider affordability, indebtedness, and availability of external funding when determining an appropriate level of funding for asset management. Once an appropriate level of funding for asset management is established, the Town will ensure that this funding is provided in a consistent manner, by appropriately reflecting this in tax rates and user fees.

Innovation and continual improvement – The Town views continuous improvement as an essential element of successful asset management. As required by the Infrastructure for Jobs and Prosperity Act 2015, the Town will review its asset management progress annually and will present the findings of these reviews to Council on or before July 1st each year. The annual review will address the Town's progress in implementing its asset management plan, factors impeding the Town's ability to implement its asset management plan, and strategies to address these impeding factors. The Town will actively incorporate improvements and best practices for asset management planning including **Condition Assessment Protocols, Risk and Criticality Models, Lifecycle Management, Financial Strategy Development and Level of Service Framework**. As part of this commitment to continual improvement, the Town will support staff professional development initiatives to ensure they have the competencies required to support all facets of asset management.

Public engagement – the Town will provide opportunities for residents and other interested parties to provide input to asset management planning, for example, through the annual budget process. Where possible, the Town will respond to issues raised by stakeholders through a review of its policies and procedures, not through one-off actions.





6. Strategic Alignment & Integration

The Town's asset management plan will be aligned with the following documents:

- Gananoque Strategic Plan
- Official Plan
- Age-Friendly Action Plan
- Marina Master Plan
- Joint Recreation Master Plan
- Fire Master Plan
- Water & Wastewater Rate Study and any associated financial plans, including financial plans prepared under the *Safe Drinking Water Act, 2002*.
- Development Charges Study
- Energy Management Plan
- Community Improvement Plan
- Community Safety and Well Being Plan

Following updates or material changes to any of the documents listed above, the Town will consider potential impacts on the Strategic Asset Management Policy and the Asset Management Plan to ensure continued alignment.

In addition to ensuring alignment between the Town's general asset management practices and the various strategic documents listed above, the Town will ensure that its asset management plan is considered when developing annual budgets and long-term financial plans. This will be achieved by annually presenting a summary of the Town's asset management process and its implications for annual budgets and long-term financial plans. Projects submitted for consideration in the capital budget will include an identification of how the project aligns with the Strategic Plan and Asset Management Plan.





7. Roles & Responsibilities

Stakeholder Group	Responsibilities
Council	<ul style="list-style-type: none"> ▪ Approve the Strategic Asset Management Policy and Asset Management Plan (as updated at least every 5 years) ▪ Receive annual reporting on the status and performance of the Town's Asset Management Plan ▪ Review and approve funding associated with Asset Management through the annual budget process ▪ Provide opportunities for the public to provide input into asset management planning – as identified in the Public Engagement principle under section 5 of this policy ▪ Provide resources for implementation of the Strategic Asset Management Policy and Asset Management Plan.
Executive Lead Treasurer	<ul style="list-style-type: none"> ▪ Identify resources required for implementation of the Strategic Asset Management Policy and Asset Management Plan. ▪ Coordinate annual reporting on the status and performance of the Town's assets. ▪ Periodic review of the Strategic Asset Management Policy and Asset Management Plan at least every 5 years
Asset Mgmt. Working Group Senior Management, Asset Mgmt. Coordinator	<ul style="list-style-type: none"> ▪ Define levels of service measures and metrics and suggest appropriate service levels targets. ▪ Incorporate lifecycle costing and levels of service considerations when evaluating competing asset investment needs and developing asset management strategies. ▪ Communicate the asset management vision at a corporate level, promote engagement, and provide guidance to ensure organization-wide alignment and integration. ▪ Review the Strategic Asset Management Policy and update the Asset Management Plan, at least every 5 years.
Residents & Stakeholders	<ul style="list-style-type: none"> ▪ Provide feedback related to levels of service, service experience and expectations. ▪ Notify the Town, via appropriate means, when service deficiencies or failures are observed.



8. Review Period

This policy will be reviewed by the CAO, in consultation with the Town's Asset Management Working Group, at least every five years (as required by Ontario Regulation 588/17) and following any changes in regulatory requirements.