



# TOWN OF TRENTON

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## Asset Management (Staff) Committee Terms of Reference

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### 1. Purpose

- 1.1. To monitor progress on our Town's Asset Management Roadmap / Work Plan, that includes but is not limited to:
  - a) Promoting awareness of the Town's commitment to Asset Management.
  - b) Promoting awareness of the Work Plan activities among departmental staff.
  - c) Recommending (or assigning) responsibilities and timelines for Work Plan activities.
  - d) Making recommendations on allocation of resources (e.g. staff and budget) to implement the Work Plan.
  - e) Monitoring and reporting progress on activities and timelines.
  - f) Recommending amendments to the Work Plan or additional activities to support integration to good Asset Management practices for the Town.
- 1.2. The Committee discharges its responsibilities via recommendations to Council, which independently considers the recommendation of the committee. Should Council approve a Committee recommendation, Town staff and resources can be allocated to support the Committee's mandate.
- 1.3. The Committee is expected to work toward the development of a long-term Asset Management Plan and thereafter to conduct an annual review of the Plan and recommend a related work plan to Council.

### 2. Committee Composition

- 2.1. The Committee Chair shall be the CAO or designate as necessary. Other Committee members from the Town of Trenton will include:
  - Town Engineer
  - Public Works Superintendent
  - Director of Water Works
  - One (1) member of Town Council

### 3. Roles and Responsibilities

An effective Asset Management Plan (AMP) is implemented through the coordination by a whole team, which is comprised of various personnel. The following table summarizes the specific roles and responsibilities for individuals and groups tasked with implementation and management of the AMP.

TITLE	RESPONSIBILITIES
<b>Mayor and Council</b>	<ul style="list-style-type: none"> <li>• Support and approve the recommendations made by the Asset Management (AM) committee.</li> <li>• Pass resolutions to support the AMP.</li> <li>• Commit to governing in adherence to the asset management policies and practices established by the AM committee.</li> <li>• Support decisions, financial planning and set priorities based on recommendations from the AM committee.</li> </ul>
<b>Asset Management Committee</b>	<ul style="list-style-type: none"> <li>• Monitor progress on Town’s Asset Management Roadmap / Work Plan, that includes but is not limited to:               <ul style="list-style-type: none"> <li>○ Promote awareness of the Town’s commitment to Asset Management.</li> <li>○ Promote awareness of the Work Plan activities among departmental staff.</li> <li>○ Recommend (or assign) responsibilities and timelines for Work Plan activities.</li> <li>○ Make recommendations on allocation of resources (e.g., staff and budget) to implement the Work Plan.</li> <li>○ Monitor and report progress on activities and timelines.</li> <li>○ Recommend amendments to the Work Plan or additional activities to support integration to good Asset Management practices for the Town.</li> </ul> </li> </ul>
<b>CAO</b>	<ul style="list-style-type: none"> <li>• Work with AM committee to develop preliminary budgets for future infrastructure work.</li> <li>• Work with AM committee to bring recommendations to Council</li> <li>• Supporting the work of the AM committee by explaining the recommendations to Council.</li> <li>• Work with AM committee to develop roles and responsibilities within the organization to ensure people have tasks identified related to AM.</li> <li>• Ensure annual decision making relies on recommendations (financial and priorities) from the AMP and AM Committee.</li> </ul>
<b>Town Engineer</b>	<ul style="list-style-type: none"> <li>• Work with Department Managers to organize and update asset data.</li> <li>• Be responsible for prime asset data files.</li> <li>• Update asset data annually to capture capital and renewal work.</li> <li>• Continue to improve quality of database</li> </ul>
<b>Finance Manager</b>	<ul style="list-style-type: none"> <li>• Work with CAO and Department Managers to understand what budgets are needed for upcoming infrastructure work in accordance with the AM Committee recommendations.</li> </ul>
<b>Department Managers</b>	<ul style="list-style-type: none"> <li>• Work with CAO, Town Engineer, and Finance Manager to update asset data and identify infrastructure improvement needs in accordance with the AM Committee recommendations.</li> </ul>
<b>Town Staff</b>	<ul style="list-style-type: none"> <li>• Assess, observe, and report on asset details, counts &amp; measure condition, etc.</li> </ul>

#### 4. Asset Management Roadmap

CATEGORY	EXISTING STATE	SHORT TERM GOALS	TIMELINE
<b>Policy and Governance</b>	<ul style="list-style-type: none"> <li>The Asset Management (AM) Committee has a Terms of Reference that has been endorsed by Council.</li> <li>AM Committee meets every two months and includes CAO, Department Heads, Superintendent Public Works, Town Engineer, Engineer, Waterworks and member of Council.</li> <li>In 2024               <ul style="list-style-type: none"> <li>Will combine Roles and Responsibilities and Roadmap with the TORs and plan to review at committee level once a year.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expand Terms of Reference to include Roles and Responsibilities as well as Roadmap.</li> <li>AM Committee to review documents once a year.</li> </ul>	2024
<b>People and Leadership</b>	<ul style="list-style-type: none"> <li>Public Works manages roads, sanitary and storm, maintenance garage, salt shed.</li> <li>Recreation manages parks, rink, building/offices.</li> <li>Water Utility manages water infrastructure, treatment plant, booster station, well houses, reservoir.</li> <li>CAO manages town hall including space for fire department.</li> <li>Roles and Responsibilities have been identified.</li> <li>Town engineer is the keeper of the infrastructure data for linear works.</li> <li>Maintenance and planning for Building asset work is reactive.</li> <li>Town has an AM committee led by the Town Engineer</li> <li>Some staff have done formal courses on asset management.</li> <li>Town allots a budget for continuing education (courses, conferences) for staff.</li> <li>AM Committee relies on information provided by each department to identify needed capital work.</li> </ul>	<ul style="list-style-type: none"> <li>Add Asset management language to job descriptions.</li> <li>Building Assets - Management of asset data for buildings is not clear at this time. Many of the folks are new to their respective roles and are currently working to understand the state of the assets and needs. Plan to move to a more proactive AM system for Buildings similar to linear assets.</li> </ul>	2025-2026 2026-2028
<b>Data and Information</b>	<ul style="list-style-type: none"> <li>GIS is currently used to store asset data. The database is in development phase. Linear data for roads, sidewalks, curbs, water, sanitary and storm infrastructure have been added to the database.</li> <li>Some CAD data exists.</li> <li>State of infrastructure for linear assets has been completed with initial State of Infrastructure report (SOIR) cards produced.</li> <li>When new equipment is added, O&amp;M manual stored and recommended maintenance is completed as needed.</li> <li>When water SOIR report and database was done, staff were consulted to update the plans to review key asset attributes and update records as needed.</li> </ul>	<p>Continue to update the GIS database with new infrastructure and to fill in the gaps of missing infrastructure.</p> <p>Determine which database (CAD or GIS) is core database.</p> <p>Establish database framework for linear assets.</p> <p>Establish database framework for buildings.</p> <p>Consider adding requirement in tender for Contractors to provide as-builts, GIS/CAD.</p> <p>Establish performance targets beyond regulatory requirements.</p> <p>Raw water lines need to be located. There were installed ~1970s.</p> <p>Work with other senior staff to update the infrastructure plans with historic knowledge.</p>	Ongoing 2025 2025-2026 2026-2027 2025-2026 2027 2024-2025 Ongoing
<b>Planning and Decision Making</b>	<ul style="list-style-type: none"> <li>There is a system established with the AM Committee to review the asset data, identify the priorities, discuss amongst the department managers and develop a preliminary budget.</li> <li>Each department will discuss the budgets with CAO and Finance Manager.</li> <li>CAO and Finance Manager look at overall budget and how each project fits into the overall budget.</li> <li>Right now, this is done for upcoming year and for immediate needs.</li> <li>With recent SOIR reports, benchmarks were established.</li> <li>Purchase prices are stored in database.</li> <li>As residents inquire, the information from the AM plans is available and shared.</li> </ul>	<ul style="list-style-type: none"> <li>In next few months, Town will develop a 5 year capital plan.</li> <li>Plan to be more proactive going forward.</li> <li>With proactive approach, can look for funding opportunities and be ready for funding.</li> <li>Need to understand what is needed to get funding.</li> </ul>	2024 Ongoing 2024-2025 2024-2025

## 5. Meetings

The committee will meet quarterly, or more frequently if deemed necessary, with a minimum of two (2) meetings per year.

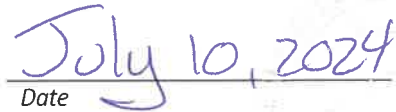
## 6. Authority and Reporting

Written minutes will be prepared at each meeting and circulated to all Committee Members and Town Council which will document progress to date on each activity in the Work Plan.

The Committee receives its authority from the Town CAO and will report to Town Council on progress every six (6) months.



Alanna Grover  
Chief Administrative Officer, Town of Trenton



Date