Service Plan for Asset & Risk Management

2016 – 2019

Capital Regional District

Date submitted: ~~September 30, 2015~~September 30, 2015

Date updated: September 29, 2017 ~~September 29, 2016~~

CRD

Making a difference...together

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1 Overview

1.1 Division & Service Summary

The ~~Risk and~~ Asset and Risk ~~Management Division serves the entire organization in each service area and utilizes its resources in an optimal and efficient manner. Our core services are risk and insurance, climate, grant and asset management and we provide leadership and direction within the Capital Regional District. The service areas vary in size and complexity by which this division scales theirs services to meet the service areas requirements.~~ ~~coordinates the Risk management and Insurance functions for the organization, departments upon request~~
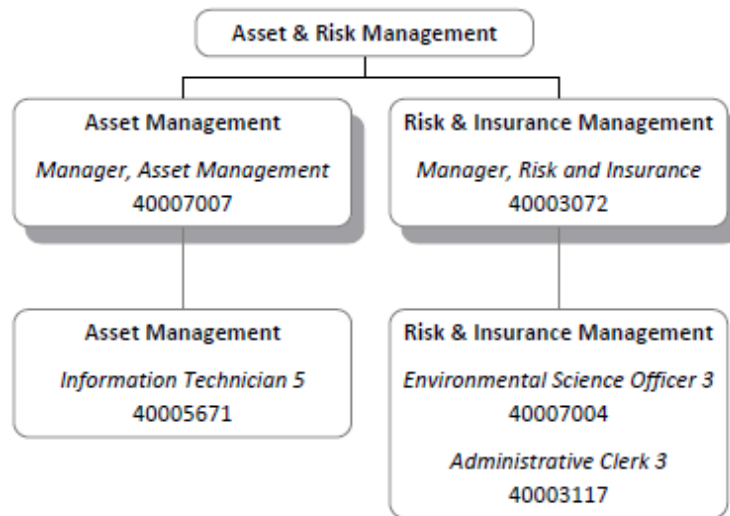
Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Risk Management (RM) • Loss Control (Property and Liability) • Claims Management (Property, Liability, and 3rd party claims) • Enterprise Risk Management (Risk Register) • Development of a Business Continuity Management program (BCMP) to ensure that critical services are delivered during a disruption • Work with internal stakeholders to document critical business processes; assess risks; and create business continuity plans • • Consulting Services	All Departments	Requisition, Insurance Reserves, allocations, internal recoveries, Insurers	Finance Committee
Insurance Management (IM) • Insurance Procurement • Coordinate acquisition of Construction Insurance (coc & wrap up) • Contract Review (insurance and indemnity wordings) • Fleet Insurance	All Departments	Internal Allocations and Recoveries, Requisition	Finance Committee

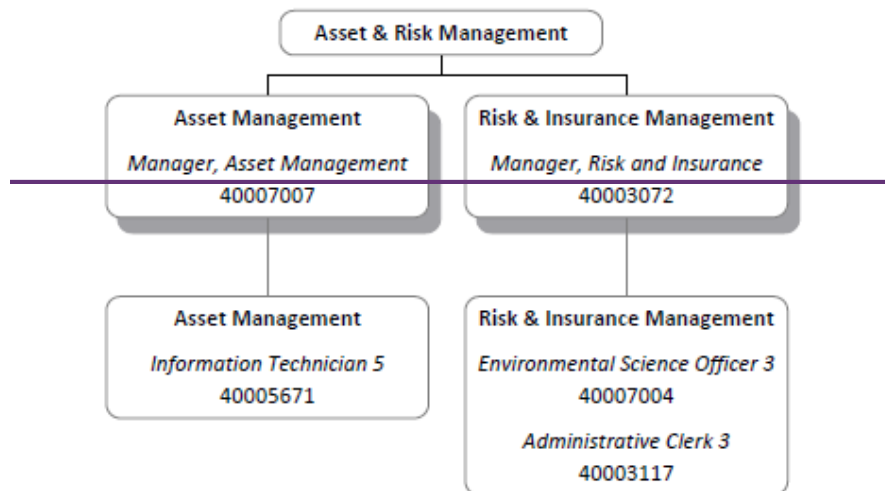| Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
• Property Valuations (replacement costs) • Certificate of Insurance Management			
Corporate Climate Action • Implement Corporate Climate Action Strategy • Coordinate and manage provincial CARIP reporting requirements • Accelerate corporate mitigation and adaptation activities • Implement climate lens for CRD decision-making • Oversee CRD's commitment to 33% reduction in operational GHG emissions by 2020.	All Departments	CARIP and Internal Allocations	Finance Committee
Asset Management (AM) Establishment of a Corporate Asset Management • Framework • Policy • Strategy • Corporate Plan Establishment of a Corporate Enterprise Asset Management System Establishment of a Capital Asset Program Manual for Capital Planning and Implementation. Development of networks and relationships with relevant organizations and association as it relates to Asset Management.	All Departments	Internal Allocation	Finance Committee

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Strategic adviser to the Executive Leadership Team relating to Asset Management. Development of Asset Management tools as they relate to the Asset's lifecycle. Asset Management adviser to the organization's service areas			
Grant Portfolio Management (GPM) Coordinate CRD participation in **External Grant** Programs (EGP – which refers to grant funding accessible from and dispersed by external agencies) Administer processes related to **Internal Grant Programs** (IGP – which refers to grant funding the CRD disperses to CRD Services and/or Third Parties. These programs include Grants-In-Aid and Federal Gas Tax Community Works Fund) Strategic adviser on grant application to organization service areas and the Executive Leadership Team Monitor and research local, provincial and national grant programs Develop reports, dashboards, and analytics on grant activities within the organization Collaborate with Project Leads of grant-funded initiatives to ensure compliance with grant program requirements at all stages of the grant life-cycle	All Departments	Internal Allocation	Finance Committee

1.2 Organization Chart

Asset & Risk Management

Asset & Risk Management

- Asset Management
  - Manager, Asset Management
  - 40007007
    - Asset Management
      - Information Technician 5
      - 40005671
- Risk & Insurance Management
  - Manager, Risk and Insurance
  - 40003072
    - Risk & Insurance Management
      - Environmental Science Officer 3
      - 40007004
      - Administrative Clerk 3
      - 40003117

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1.3 Key Trends, Issues & Risks – Service Specific

Increased corporate focus on climate change mitigation and adaptation activities and corporate climate policy development: CRD has set a target to reduce corporate GHG emissions 33% below 2007 levels by 2020 and in 2016 committed to accelerate corporate mitigation and adaptation activities. In November

2016, the CRD Board endorsed the Corporate Climate Action Strategy which identified policy, goals and actions to meet Board-endorsed targets, and identified additional resources required for implementation.

CRD has also committed to developing and implementing organizational policies and incorporating climate change in new risk registers to elevate consideration of climate change as part of decision-making. Coordination, project management, project implementation and corporate support towards meeting these objectives will be delivered by the division.

Corporate focus on developing a Business Continuity Management Program (BCMP) and implementing a framework, policy, strategy and plans for building organizational resilience.

Trending to an increased focus on asset management long term planning.

Build on our risk management processes as it relates to the activities within the asset's lifecycle.

Improve the ability to report on the condition, replacement value and risks with our assets.

Standardizing asset management processes to align with industry best practices (i.e. Asset Management BC, NAMS) requiring CRD to adapt to these standards.

Increased demand for information from the public on the impact of the investment historically and current as it relates to capital assets and internal grant distribution.

Build on the current processes on CRD's natural asset management and increase transparency through enhanced reporting in the public forum.

Development and implementation of industry best practices on asset management practices and tools to establish a robust decision-making methodology that includes a quantitative and qualitative process.

Due to the increase demand for funding capital projects, the grant program activity has increased therefore requiring greater demand on reporting, forecasting, coordination, and research.

Gather data (staff time, observations, feedback from grant agencies) to help develop principles and guidelines for participation in grant programs such that the return on investment in the grant application phase of the grant life-cycle is maximized.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CLIMATE CHANGE
- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop and implement a climate strategy and framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

CORPORATE DEVELOPMENT
- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery

- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- Support continued investments in workforce education, training and development

REGIONAL INFRASTRUCTURE
- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

HOUSING
- Establish an overarching Housing body, complete the Long Term Financial and Asset Management Plan and the Regional Housing Affordability Strategy Update.

DRINKING WATER
- Invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

EDUCATION, OUTREACH & INFORMATION
- Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information.

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Risk Management (RM)	Complete 10 ~~of the FM~~loss control ~~Global r~~recommendations Property Inspection(s) 1 day / month Respond to third party notices Investigate incidents and claims Coordinate CRD responses and actions Liaise with CRD staff and legal counsel and	Implement ERM Maintain Risk Register	~~Review and Assess~~Enhance processes to include evaluation of projects and initiatives through an Enterprise Risk Management framework	Adjust to meet service delivery needs, as required~~Adjust to meet service delivery needs, as required.~~	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
	participate in legal process ~~es~~ Provide ~~monthly~~ <u>quarterly legal status updates</u> ~~reports to ELT~~ Provide quarterly reports to Insurers Develop ERM <u>policy and</u> framework Develop Risk Register <u>templates</u> ~~Develop reporting process~~ Initial response to staff queries within 1 working day (consulting services)				
<u>RM: Business Continuity Management System</u>				<u>Develop a corporate Business Continuity Management (BCM) Program</u> <u>Develop BCM framework and policy</u> <u>Develop BC plans, test and implement, Monitor and review</u>	<u>Develop BCM plans, test and implement, Monitor and review</u>
Insurance Management	For the 8 insurance programs, prepare applications; negotiate terms, and complete renewals Update policy terms for new activities as required	Develop CRD COI form for third parties to complete.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Coordinate full Replacement Value appraisal (every 5 years)

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	~~Review Dam insurance~~ Obtain Property <u>&</u> ~~and /~~ or Liability (COC & / or Wrap-up) policies for construction projects within 2 weeks of request				
	Respond to approx. 50 staff requests per year (contract review/waivers<u>/ind emnity clauses</u>)				
	Obtain auto insurance for approx. 35<u>7</u> ~~0~~ vehicles / year				
	Obtain property valuations (replacement cost) for new facilities acquired				
	Obtain update of replacement costs for approximately ~~286~~ <u>294</u> locations				
	Purchase policy for Third Party Users and collect premiums for 102 events held at CRD facilities				
	Obtain ~~/~~ issue approx. 50 Certificates of Insurance (COI's) for 3rd parties				
	Manage approx. 100 COI's required by CRD				

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Corporate Climate Action:	Corporate climate action was not part of the division for the base year.	Identify, develop and achieve Board endorsement of Corporate Climate Action Strategy. Implement climate lens for CRD decision-making Accelerate corporate mitigation and adaptation activities. Identify approach to meet 33% GHG reduction target in corporate operations.	Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.	Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.	Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.
Grants Portfolio Management (GPM): Research and communicate grant opportunities Co-ordinate CRD participation in EGP Administer processes related to IGP ~~Administration of grants, preparation of grant applications~~ ~~Coordinate accountability/ audit of delivered grant programs~~ ~~Prepare bylaws for~~	• Scan for new grant opportunities that could be available for CRD services and inform and assist staff with application. • Collaborate with Project Leads to support development of approximately 20 EGP applications per year • Process approx. 90 IGP applications per year • Co-ordinate approx. 40-50 EGP-funded projects through all stages of the grant life-cycle (i.e.: agreement /	Asset Management linkage	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
~~certain financial activities that require board approval~~	amendment execution, claims processing, progress reporting, final reporting, document and data management) • • Regular grant dashboard updates. • Process approx. 30 Third Party Agreements for IGP-funded projects • Continually maintain and optimize the SharePoint-based CRD Grants Library, inclusive of document and data management.				
Asset Management (AM)	• Develop and implement asset management planning framework • Build tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered	Draft development and consultation	Draft development and consultation	Establishment of a Corporate Asset Management • Framework • Policy • Strategy • Corporate Plan Establishment of a Corporate Enterprise Asset Management System Establishment of a Capital Asset Program Manual for Capital Planning and Implementation.	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
				Development of networks and relationships with relevant organizations and association as it relates to Asset Management. Strategic adviser to the Executive Leadership Team relating to Asset Management. Development of Asset Management tools as they relate to the Asset's lifecycle. Asset Management adviser to the organization's service areas	

2.2 Workforce Considerations

Workforce (FTEs)					
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Risk Management	2.5	3.5	3	4	4
Asset Management			2	2	2
Total	**2.5**	**3.5**	**5**	**6**	**6**

*   Increase from realignment of resources from Finance; see corresponding reduction in Financial Services Service Plan

*   2018 increase of 1 FTE in Risk Management for Business Continuity Management position

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 – 2019			
Realign resources and reorganize Risk, Insurance & Facility Management Division ~~To be c~~Completed in 2016	As identified in 2016 priorities, the division was realigned to include a Manager of Environmental Engineering and a Climate Action Analyst	Climate Change	Realignment of costs and funding sources from other departments
RM – Enterprise Risk Management (ERM) Development ~~Anticipated ERM will be o~~Ongoing	~~Working with ELT d~~Develop policy, framework and ~~and~~ process to embed ERM across the organization Develop and maintain Strategic Risk Register in conjunction with ELT	~~Climate Change~~ Corporate Development Climate Action	Core Budget and Department Budgets Impact on existing resources is unknown and will depend on service level expectations
RM – Enterprise Risk Management (ERM) Implementation and Management Ongoing	Educate Departments on ~~Operational Risk Contacts on~~ the ERM Program and assist in developing operational risk registers Coordinate reporting of operational risks to ELT to facilitate mitigation decision making.	~~Climate Action~~Corporate Development	Core Budget and Department Budgets ~~Impact on existing resources is unknown and will depend on ELT service level expectations~~
RM – Enterprise Business Continuity Management Program (BCMP)	In 2018 develop policy, framework for establishing a corporate Business Continuity Management Program	Corporate Development	Core Budget and Department budgets 1 FTE required
Corporate Climate Change Policy Development & Planning	Policies and climate lens review template will be implemented in 2017	Climate Action	Core Budget
Corporate Lens Review of Capital Projects 2018 Onward	In 2018, initiate, manage, monitor and report on all new and ongoing capital projects, additional resource expected.	Climate Action	Core Budget
Corporate Climate Adaptation Plan	In 2018, develop plan to prepare CRD owned assets, infrastructure and facilities for future climate change impacts.	Climate Action	$65,000, ~~plu~~ plus ~~s~~ grant monies.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Corporate Mitigation & Adaptation Projects Ongoing	Manage projects and provide support to staff to develop projects designed to accelerate mitigation and adaptation activities	Climate Action	$ 36,000, plus grant monies.
AM - Corporate asset management framework **2018**	Develop, consult and establish a corporate asset management framework in 2018	Regional Infrastructure Corporate Development	Realignment of existing staff resources. Some grant monies available.
AM - Long term asset management plans 2018 Onward	Develop a template that enable organization service areas to develop long term asset management plans in a systematic approach across the organization.	Regional Infrastructure Corporate Development Drinking Water Housing	Realignment of existing staff resources. Some grant monies available.
AM - Corporate asset management strategy 2018	Develop, consult and establish a corporate asset management strategy in 2018	Regional Infrastructure Corporate Development	Core Budget. Some grant monies available.
AM – Corporate capital planning and project management program manual. 2018	Develop, consult and establish a corporate capital planning and project management program manual that contains but not limited to; • Process maps • Work plans • Procedures • Business case report templates • Project thresholds indicator for work level effort.	Corporate Development	Core Budget. Some grant monies available.
AM – Enterprise asset management system 2018	Develop and establish an enterprise asset management system within the organization that is fully synchronized and automated with associated platforms across the organization.	Regional Infrastructure Corporate Development	Core Budget and Department Budgets
AM – A systematic risk management approach throughout each phase of the asset's lifecycle. 2018	Build an intuitive risk assessment tools that enable organization service areas to assess their asset risk in a systematic method across the organization.	Regional Infrastructure Corporate Development	Core Budget. Some grant monies available.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
AM & RM – Decision making tools 2018	Assemble decision making tools that incorporates both quantitative and qualitative analysis with the flexibility for the organization service area to adjust the tool to fit their purpose.	Regional Infrastructure Corporate Development	Core Budget
AM – Asset Management Workshops 2018 Onward	Execute asset management workshops to build on the organization's capacity in planning, decision-making, risk assessments and project management.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget
AM – SharePpoint intranet website.	Build of an intranet website to increase communication and awareness on asset management across the organization.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget
AM – Asset Management CRD Web presence	Produce a CRD asset management website to increase transparency in the CRD's infrastructure profile.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget
GPM –Internal Grant Programs – Web-based application process 2018	Develop a web-based application process for each IGP; this process will integrate with the CRD's financial accounting and reporting systems.	Corporate Development	Core Budget.
GPM – Optimize Data Management. 2018 onward	Data integration and analysis of historical and present data to enable insights, analytics on historical funding distribution.	Corporate Development	Core Budget
GPM – SharePpoint intranet website. **2018**	Continuation of the development of an intranet website to increase communication on the grant portfolio program such as roles/responsibility, tools, and grant opportunities.	Corporate Development	Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
GPM – Grant portfolio management CRD Web presence. 2018	Elevate the grant portfolio information in the public facing website to include historical grant information as it relates to distribution, amounts, recipients and programs.	Corporate Development	Core Budget
GPM –Grant Portfolio Management Manual 2018	Document the corporate GPM knowledge base on the processes, programs, procedures, standards and tools in a form of a manual.	Corporate Development	Core Budget
GPM – Grant Portfolio Management Framework, Policy, and Strategy. 2018	Build on the CRD's success in securing grant funding over the years ($67 million since 2003) by continuously refining strategies and systems for participation in all phases of the grants life-cycle. Refine, update, and / or streamline IGP grant processes to ensure optimum utilization of finite human resources in meeting growing workload demands.	Corporate Development	Core Budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Contribute to corporate climate action goals	• Realign resources and reorganize division • Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency* • Annual GHG emissions of corporate buildings*
	Develop a Corporate Climate Action Strategy to guide the organization's operational response to climate change.	• Completion of a draft corporate climate action strategy. • Board endorsement of corporate climate action strategy • Implementation of corporate climate action strategy
	Support the organization to use a climate lens for Board decision-making that demonstrates how decisions align with CRD's GHG reduction target, climate action objectives and strategic priorities	• Climate lens is integrated into 5-year capital planning template • Climate lens training is offered annually • Climate lens template is developed

	Support the organization to integrate climate change considerations into CRD management and operational decision-making	• Annual summary of climate actions across divisions is presented to senior management prior to service plan reviews • Climate change considerations are incorporated into budget planning cycle • Project management process is updated to incorporate climate action policy into project requirements documents and project-level decision making • A 'seed funding' (revolving green fund) mechanism is established to fund studies and components of capital projects that meet climate change objectives • Staff climate action engagement/recognition program is developed and implemented • Staff climate action working group is developed • Procurement policy is updated to align with CCAS, and supporting decision matrix and criteria are developed
	Support the organization to monitor, report and communicate metrics to enhance continuous improvement toward climate change goals	• Annual Climate Action Revenue Incentive Program (CARIP reporting requirements are met, on time. • A corporate energy management process is developed • A fleet management system is developed • A communications plan is developed.
	Support the organization to accelerate corporate climate adaptation activities to enhance resilience and prepare for future climate change impacts	• Downscaled climate change projections report is completed. • Potential impacts of sea level rise on CRD assets are identified • A corporate climate adaptation plan is developed. • Climate impacts are identified within risk registers in the enterprise risk management system. • Climate adaptation is considered in all new capital projects through the climate lens review.
	Support the organization to achieve continuous, significant reductions in GHG emissions from the fleet and strive towards zero emissions for new fleet vehicles	• An in-depth analysis of the CRD fleet is completed to identify ways to optimize fleet utilization and efficiency to reduce emissions and cut costs. • Fleet management best practices are implemented. • The 2007 draft fleet policy is reviewed and recommendations are made to incorporate life cycle costs and GHG emissions impacts as priorities during fleet purchasing process.
	Support the organization to accelerate a reduction in energy use and GHG emissions in existing buildings, facilities and infrastructure	• A business case and feasibility analysis is completed to produce RNG. • SEAPARC and Panorama are supported to complete the recommendations from energy assessments • A staff conservation demand management program is developed. • A review of the 15 largest energy consuming buildings and facilities is conducted.
	Support the organization to achieve high-performance standards and strive towards net-zero energy for all new construction.	• Technical standards for new construction to ensure high-energy performance and low-carbon criteria are developed. • Life cycle costing to calculate the business case for all capital projects is incorporated. • The project management process is updated to ensure all new construction goes through a commissioning process. • Climate action considerations are included in the capital project initiation process.
	~~Provide specialized information to support decision making~~	~~Implementation of Enterprise Risk Management system~~ ~~Respond to general staff inquiries within 5 working days 95% of the time~~

	Ensure service delivery is supported through the development of best practices	• Development of Business Continuity Program for identification and prioritization of critical operations, dependencies and associated resource requirements and business continuity strategies • Implement an Enterprise Risk Management process to manage organizational risks and to reduce the potential for harm to employees and public.
	Monitor liability and property exposures	• Perform a minimum of 40 internal loss control visits per year • Respond to general staff inquiries within 5 working days 95% of the time • Obtain property and/or liability policies for construction projects within 2 weeks of request 95% of the time.
	Long term sustainability plans on asset service levels	• Implementation of a long-range capital plan spanning a minimum of 10 years with a financial strategy balancing the need, capital cost and funding. • A ratio of complete 10+ years long-range capital plans over total 10+ years long-range capital plans required*
	Systematic approach to decision-making	• Implement an Enterprise Risk Management process for managing risks and to provide clarity and transparency in decision making to support the achievement of the organizations objectives • Implementation of a prioritization methodology that documents the quantitative and qualitative analysis analyzing a vast variety of factors. • A ratio of documented decisions made on asset investments that include multiple core factors scalable to the asset's complexity over total amount.*
	Establishment of asset management plans for each organization service that contains assets that are either engineered or natural.	• Implementation of a Corporate Asset Management Framework, Policy, Strategy, and Plans • A ratio of complete asset management plans over total asset management plan required*
	Enable a systematic approach to risk management throughout each phase of the asset's lifecycle	• Implementation of a risk management process and tools tailored and scalable to each phase of the asset's lifecycle. • Documentation of risk assessments scalable to the asset's complexity throughout its lifecycle
	Optimal asset lifecycle data management	• Implementation of an enterprise asset management system. • Synchronization of asset data activity throughout its lifecycle to enable working with up-to-date data when making decisions in planning, implementation, operations and disposals.
	Strategic approach on grant applications with submitting projects that are in greatest need of investment within the organization	• Assemble a corporate project list that is prioritized using both quantitative and qualitative analysis. • High-prioritized projects are used to apply for eligible grant programs*
	Increase the organization's transparency on asset management and the grant	• Assemble a presence in the CRD public facing website specifically related to assets and grants.

portfolio to the public to elevate the impact of our investment.	• A ratio of page visits amount over baseline amount*

* = Corporate indicator – multiple divisions may contribute to this measure.

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