

# Service Plan for Asset Management

2016 – 2019  
(2019)

Capital Regional District

*Date updated: July 24, 2018*



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# 1 Overview

## 1.1 Division & Service Summary

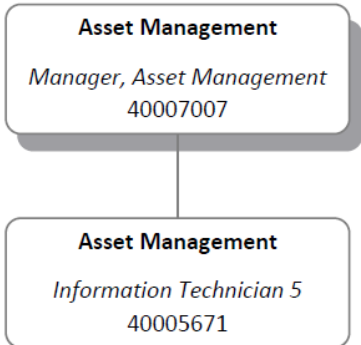
The Asset Management Division serves the entire organization in each service area and utilizes its resources in an optimal and efficient manner. Our core services is asset and grant management and we provide leadership and direction within the Capital Regional District. The service areas vary in size and complexity by which this division scales their services to meet the service areas requirements.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p><b>Asset Management (AM)</b></p> <p>Establishment of a Corporate Asset Management</p> <ul style="list-style-type: none"> <li>• Framework</li> <li>• Policy</li> <li>• Strategy</li> <li>• Corporate Plan</li> </ul> <p>Establishment of a Corporate Enterprise Asset Management System</p> <p>Establishment of a Capital Asset Program Manual for Capital Planning and Implementation.</p> <p>Development of networks and relationships with relevant organizations and association as it relates to Asset Management.</p> <p>Strategic adviser to the Executive Leadership Team relating to Asset Management.</p> <p>Development of Asset Management tools as they relate to the Asset's lifecycle.</p> <p>Asset Management adviser to the organization's service areas</p>	All Departments	Internal Allocation	Finance Committee
<p><b>Grant Portfolio Management (GPM)</b></p> <p>Coordinate CRD participation in <b>External Grant</b> Programs (EGP – which refers to grant funding accessible from and dispersed by external agencies)</p>	All Departments	Internal Allocation	Finance Committee

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Administer processes related to <b>Internal Grant Programs</b> (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)</p> <p>Strategic adviser on grant application to organization service areas and the Executive Leadership Team</p> <p>Monitor and research local, provincial and national grant programs</p> <p>Develop reports, dashboards, and analytics on grant activities within the organization</p> <p>Collaborate with Project Leads of grant-funded initiatives to ensure compliance with grant program requirements at all stages of the grant life-cycle</p> <p>Provide content for grant applications on an as required basis; occasionally, this can involve a major edit/re-write to optimize the quality and chance of grant success.</p>			

## 1.2 Organization Chart

### Asset Management



## 1.3 Key Trends, Issues & Risks – Service Specific

- Trending to an increased focus on developing asset management plans.
- Developing asset risk registers by building 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 in demand for funding capital projects, as well as the increase in volume, variety, complexity and pace of grant opportunities, the grant program activity has increased. Consequently, this has required 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.
- Communicating impact of capital investments beyond total amount invested into infrastructure to economic impact such as job creation.

## 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. As such, this may have a role in supporting numerous priorities. Specifically, the division has a direct link to the following priorities:

### **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, 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	Year 4 (2019)
<p><b>Grants Portfolio Management (GPM):</b></p> <p>Research and communicate grant opportunities</p> <p>Co-ordinate CRD participation in EGP</p> <p>Administer processes related to IGP</p>	<p>Scan for new grant opportunities that could be available for CRD services and inform and assist staff with application</p> <p>Collaborate with Project Leads to support development of approximately 20 External Grant Program (EGP) applications per year</p> <p>Process approx. 90 Internal Grant Program (IGP) applications per year</p> <p>Co-ordinate approx. 40-50 EGP-funded projects through all stages of the grant life-cycle (i.e.: agreement / amendment execution, claims processing, progress reporting, final reporting, document and data management)</p> <ul style="list-style-type: none"> <li>• Regular grant dashboard updates.</li> <li>• Process approx. 30 Third Party Agreements for IGP-funded projects</li> </ul> <p>Continually maintain and optimize the SharePoint-based CRD Grants Library, inclusive of document and data management</p> <p>Hosted a local seminar to provide local government officials an update on the Federal/Provincial Bi-Lateral Agreement on infrastructure funding</p> <p>Develop grant outcomes report for both internal and external grant programs.</p> <p>Develop grant program-customized processes for grant application proposal reviews and enhanced efficiency in staff report preparation;</p> <p>Strategic advising on grant program participation</p> <p>Develop grant application content/ provide major editing-re-work of grant applications on an as required basis</p> <p>Engage in development of a local government grant management community of practice</p> <p>Ongoing development of SharePoint-based grants data functionality to provide just-in-time data to inform grant pursuit efforts</p>	<p>Adjust to meet service delivery needs to balance with existing resource capacity</p>

**Service Level Adjustments in Role/Scope**

Service	Base Year	Year 4 (2019)
<p><b>Asset Management (AM)</b></p>	<p>Develop and implement asset management planning framework</p> <p>Build tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered</p> <p>Establishment of a Corporate Asset Management</p> <ul style="list-style-type: none"> <li>• Framework</li> <li>• Policy</li> <li>• Strategy</li> <li>• Corporate Plan</li> </ul> <p>Assess the readiness of establishing a corporate enterprise asset management system</p> <p>Draft a Capital Asset Program Manual for Capital Planning and Implementation</p> <p>Development of networks and relationships with relevant organizations and association as it relates to Asset Management</p> <p>Strategic adviser to the Executive Leadership Team (ELT) relating to Asset Management</p> <p>Development of Asset Management tools as they relate to the Asset's lifecycle</p> <p>Asset Management adviser to the organization's service areas</p> <p>Facilitated an internal Asset Management Steering Committee</p> <p>Facilitate internal asset management working group on corporate initiatives</p> <p>Coordinate and assist the development of Asset Management Plans for 85 + services that includes regional, sub-regional and local area services</p> <p>Coordinate asset management maturity assessment across for 85 + services that includes regional, sub-regional and local area services</p> <p>Develop a Level of Service Framework for the organization</p> <p>Host a provincial asset management seminar</p> <p>Facilitate an asset management community of practice within the capital region.</p> <p>Participate in an advisory role on strategic corporate priorities</p> <p>Report on capital investment impact on the Economy starting with Job Creation Indicator</p>	<p>Adjust to meet service delivery needs to balance with existing resource capacity.</p>

## 2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Asset Management			2	2	2
<b>Total</b>			<b>2</b>	<b>2</b>	<b>2</b>

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

## 3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
<b>2019</b>			
<b>GPM –Grant Portfolio Management Manual</b>	Document the corporate GPM knowledge base on the processes, programs, procedures, standards and tools in a form of a manual.	Corporate Development	Core Budget
<b>GPM – Grant Portfolio Management Policy</b>	Build on the CRD's success and lessons learned in securing grant funding over the years (see <a href="#">2018 CRD Grant Outcomes Report</a> ) 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
<b>Executive Leadership Team (ELT) and Board Endorsed Corporate Asset Management Policy and Strategy: May 2019</b>	In 2018, the Corporate Asset Management Policy and Strategy is projected to be endorsed by the ELT and due to the timing of Board election, it is planned to request for board endorsement when the new board is established.	Corporate Development	Core Budget
<b>Conduct Asset Management Maturity (AMM) Assessment with 5 Services with infrastructure assets to baseline their Asset Management Maturity</b>	An AMM assessment will measure the level the practice is at (i.e. risk) and set targets on where it should be to optimize the management of the infrastructure. Baselining a service's AMM is	Corporate Development	Core Budget



Title & Estimated Completion Date	Description	Priority	Budget Implications
<b>and set targets: December 2019</b>	a key task to undertake during the continues improvement of evolving the practice to industry best practices.		
<b>Coordinate Asset Management Plans with 5 Services managing infrastructure assets: December 2019</b>	Having asset management plans in place are a key document in ensuring sustainability in our service delivery. Asset management plans cover defining levels of service, assessing risk, long-term renewal plans, financial plans and an improvement plan.	Corporate Development	Core Budget

## 4 Goals & Performance Indicators

Service Goals	Indicators or Measures
<b>Success ratio grant applications</b>	<ul style="list-style-type: none"> <li>Over the next 4 years, grant-readiness for infrastructure grants will increase as a result of rigorous capital/asset management implementation such that high quality and successful applications can be prepared within 90 days or less of an infrastructure grant call;</li> <li>Over the next 4 years, the ratio of success in grant applications will increase as follows: from 78% to 85 % for regional grants; from 63% to 85% for local grants. This increase will result from following the recommendations presented in the <a href="#">2018 External Grants Outcomes Report</a> and from capital/asset management plan implementation that enables the '90 days or less' objective described in the previous bullet point.</li> </ul>
<b>Long-term sustainability plans on asset service levels</b>	<ul style="list-style-type: none"> <li>Implementation of a long-range capital plan spanning a minimum of 10 years with a financial strategy balancing the need, capital cost and funding.</li> <li>A ratio of complete 10+ years long-range capital plans over total 10+ years long-range capital plans required*</li> </ul>
<b>Systematic approach to decision-making</b>	<ul style="list-style-type: none"> <li>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</li> <li>Implementation of a prioritization methodology that documents the quantitative and qualitative analysis analyzing a vast variety of factors.</li> <li>A ratio of documented decisions made on asset investments that include multiple core factors scalable to the asset's complexity over total amount.*</li> </ul>

Service Goals	Indicators or Measures
<b>Establishment of asset management plans for each organization service that contains assets that are either engineered or natural.</b>	<ul style="list-style-type: none"> <li>• Implementation of a Corporate Asset Management Framework, Policy, Strategy, and Plans</li> <li>• A ratio of complete asset management plans over total asset management plan required*</li> </ul>
<b>Enable a systematic approach to risk management throughout each phase of the asset's lifecycle</b>	<ul style="list-style-type: none"> <li>• Implementation of a risk management process and tools tailored and scalable to each phase of the asset's lifecycle.</li> <li>• Documentation of risk assessments scalable to the asset's complexity throughout its lifecycle</li> </ul>
<b>Optimal asset lifecycle data management</b>	<ul style="list-style-type: none"> <li>• Implementation of an enterprise asset management system.</li> <li>• 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.</li> </ul>
<b>Base grant pursuit efforts on priorities identified in capital and asset plans</b>	<ul style="list-style-type: none"> <li>• In the capital planning process, use the grant forecast to flag projects that could have grant potential</li> <li>• High-prioritized projects are used to apply for eligible grant programs*</li> </ul>
<b>Increase the organization's transparency on asset management and the grant portfolio to the public to elevate the impact of our investment</b>	<ul style="list-style-type: none"> <li>• Assemble a presence in the CRD public facing website specifically related to assets and grants.</li> <li>• A ratio of page visits amount over baseline amount*</li> </ul>

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

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