



# **REQUEST FOR PROPOSAL**

**RFP NO. ENG 18-01**

**Asset Management Strategy**

**DATE OF ISSUE: March 15, 2018**

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**APPENDICES**

1. Professional Services Agreement
2. Summary of Asset Valuation Information
3. Asset Management Policy
4. International Infrastructure Management Manual 2015 table 2.1.2 (Framework)
5. AMBC: Asset Management Building Blocks: Roadmap (Roadmap)
6. Software List
7. Condition and Criticality Rating

## 1 INTRODUCTION

- 1.1 The Township of Esquimalt (The Township) is a municipality at the southern tip of Vancouver Island, in British Columbia, Canada. It is bordered to the east by the provincial capital, Victoria, to the south by the Strait of Juan de Fuca, to the west by Esquimalt Harbour and Royal Roads, to the northwest by the Songhees First Nations, Esquimalt First Nations and the Town of View Royal, and to the north by a narrow inlet of water called the Gorge waterway, across which is the District of Saanich. It is one of the 13 municipalities of Greater Victoria and part of the Capital Regional District. The Township had a population of 17,655 in 2016 and covers 7.08 km<sup>2</sup>. It is home to the Pacific fleet of the Royal Canadian Navy. The Township holds approximately \$500,000,000 of infrastructure assets within the community.

There is an ever-increasing strain on the Township's resources to deliver the levels of services expected from the stakeholders in the community through its infrastructure. Much of the existing infrastructure is approaching the end of its useful life and will be required to be renewed or upgraded in the next decade. In an effort to implement better Asset Management (AM) practices in the Township, a working group of managers were formally tasked, through a project charter, to develop a structure and framework for AM. The working group is referred to as the Asset Management Working Group (AMWG). The AMWG brought forward a framework as part of the Municipal Infrastructure Asset Management System (MIAMS). The framework for MIAMS is adapted from information contained in the International Infrastructure Management Manual 2015 table 2.1.2 (Framework).

- 1.2 The Township is inviting qualified consultants to submit proposals to assist the Township with the implementation of AM by providing a clear and realistic AM implementation strategy and plan specific for the Township. The strategy and plan will position the Township to meet the objectives of the recently adopted Asset Management Policy (AMP) which was established to ensure that adequate provision is made for operations, maintenance, and long term replacement of the Township's assets. The expected results of the consultant's work are:

- that the Township will more effectively advance AM
- be better positioned to communicate AM needs to Council
- have a better understanding of the scale and effort required for AM
- have better understanding of where and what are the gaps
- know where to prioritize efforts (what should be done first)

## 2 TIMELINE

The Proposed timeline for this Work is as follows:

- RFP issued on **March 19, 2018**;
- RFP closes on **April 18, 2018**;
- It is the Township's expectation that work will progress in an organized and timely manner and be completed on or before **December 1, 2018**.

### 3 PROPOSAL ENQUIRIES

All enquiries should be written and directed to:

Jeff Miller, P. Eng.  
Director, Engineering and Public Works  
Email: [jeff.miller@esquimalt.ca](mailto:jeff.miller@esquimalt.ca)  
Telephone: 250-414-7147  
Fax: 250-414-7160

### 4 PROPOSAL REQUIREMENTS

The Proponent shall provide three proposal hard copies and one electronic copy to The Township; proposals shall be clearly laid out to address the items listed below.

- **Title page:**
  - Reference the RFP number and title, the firm's address, the name, phone number of the contact person and the date of the Proposal.
- **Transmittal Letter:**
  - A signed letter briefly stating the Proponent's understanding of the services required, benefits they bring to the Project, the commitment to perform the services as requested and confirmed receipt of all addenda, if applicable.
- **Table of Contents**
- **Section 1 - Executive Summary**
- **Section 2 - Understanding of the Scope of Work:**
  - Develop a narrative demonstrating the Proponent's clear understanding of the objectives and expected deliverables of the Work.
  - Detail any assumptions the Proponent has made preparing the Proposal.
  - Include any other services not identified in the Scope of Work.
  - In the Proposal, the scope of work should be segregated into sections that are clearly linked to the tasks laid out in the Request for Proposal.
- **Section 3 - Work plan and Methodology:**
  - The Proposal should be clear and concise with a methodology and corresponding task list that details the steps to address all issues and concerns, secure adequate data to be used to carry out the various activities required and address how all aspects of the Scope of Work will be carried out.
  - Organize the tasks based on the four key deliverables: Gap Analysis Findings Report, AM Strategy and AM Maturity Level Targets, Project Management Plan (PM Plan), Final Report.

▪ **Section 4 - Schedule:**

- The Proponent shall make use of the following assumptions when preparing the schedule:
  - All work must be complete by December 1, 2018.
  - A schedule is required showing key milestones and major deliverables, as outlined in your methodology, and the schedule will form a part of the evaluation.

▪ **Section 5 – Proponents and staff qualifications and roles:**

- Identification of the roles as well as the commitment, qualifications and expertise of the project manager and all team members and their estimated time to be spent on the project. The Consultant must maintain the key personnel as listed in the Proposal, and shall not replace any of such key personnel without prior written agreement, which agreement shall not be unreasonably withheld or denied. This information should highlight how the various individuals will be involved in the Project and their relevant experience.
- If a sub-consultant is to be utilized, this information should also be supplied.

▪ **Section 6 - References:**

- Provide references for a minimum of three selected projects. Information should provide details on past projects the Proponent has completed that are similar to the project and demonstrate the Proponent's suitability.
- Each reference shall contain the following:
  - Name of the contact person
  - Position of contact person held in the previous project
  - Phone number and email address
  - Project name/description/cost of project

▪ **Section 7 – Fee Structure:**

- Please provide a fee structure based on Section 3 (Work Plan and Methodology), and provide a task by task breakdown which includes resources and hourly rates.
- Please provide subtotals based on the four key deliverables: Gap Analysis Findings Report, AM Strategy and AM Maturity Level Targets, PM Plan, and Final Report.

## 5 SCOPE OF WORK

**Key Deliverables:**

1. Gap Analysis Findings Report
2. AM Strategy and AM Maturity Level Targets
3. PM Plan
4. Final Report

## 5.1 Gap Analysis and Data Review

The consultant will assess the current state of asset management initiative. The assessment is to include the major components of asset management outlined in the Township's AM Framework which is adopted from the International Infrastructure Management Manual 2015 table 2.1.2 (Framework) and the AMBC: Asset Management Building Blocks: Roadmap (Roadmap). The consultant, as part of its review, will interview management and key staff in the Engineering, Public Works, Finance, Parks and Recreation Departments, as well as review the existing processes, data, systems, and software as it relates to AM. The current state will be measured against where the Township should strive to be, as noted in the AM Framework and Roadmap and/or any other relevant information that the consultant can bring forward in their proposal, based on the consultant's expert judgement. The gap findings will be clearly identified and improvement priorities will be outlined in a report.

The consultant will review the Township's asset data in its various forms, identify the data gaps, and provide data collection priorities. The consultant will also provide a suitable data structure for use in the major infrastructure asset categories and subcategories if the existing structure is not sufficient. The consultant will review the Township's condition and criticality rating structure and provide recommendations for improvement or provide a more suitable structure for use.

The consultant will also review the Township's existing set of software to determine its compatibility with AM software available in the market and recommend replacements if required. The areas of data review will be focused on sanitary sewers, storm drains, roads, parks, and facilities and exclude IT, furniture, land, machinery and equipment.

## 5.2 AM Strategy and AM Maturity Level Targets

The consultant will provide a clear AM Strategy for the advancement of AM in the Township from its current state to the AM maturity level targets which will be established based on the AM Framework, AM Roadmap, the Township's input, and the consultant's expertise and best judgement. The AM Strategy will use the gap analysis, the AM maturity level targets, the AM Framework and Roadmap to outline the strategic priorities and approach that will be used to orient and focus the PM Plan and its implementation. The Strategy will demonstrate a clear path to the AM maturity level targets for each major asset category.

## 5.3 Project Management Plan

The consultant will develop a PM Plan for the advancement of AM in the organization based on the gap analysis, the AM maturity level targets, and the AM Strategy. The PM Plan will be suitable and sufficiently realistic for the Township to successfully implement it. The PM Plan will highlight areas like resource requirements, schedule, risk and critical success factors. Resources to be considered are human resources, software, administration, systems, training and others. The consultant will identify if and at what stage the use of additional or alternate software would be beneficial to the Township.

## 5.4 Final Report

The consultant will provide a final report and include a summary of the key findings and outcomes in two parts. One is a summary with the Township Council as the intended audience and the other the Township staff responsible for the advancement of asset management.

## 6 AVAILABLE INFORMATION

The following information is in the Appendices:

- Summary of Asset Valuation Information
- Asset Management Policy
- International Infrastructure Management Manual 2015 table 2.1.2 (Framework)
- AMBC: Asset Management Building Blocks: Roadmap (Roadmap)
- Software list
- Condition and Criticality Rating

## 7 PROPOSAL REVIEW

7.1 The Township will review the proposals submitted to determine whether, in the Township's opinion, proponents have demonstrated the required experience and qualifications to fulfil the obligations of the services identified in this RFP.

7.2 The Township, at its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with the proposal and may seek clarification from the proponents clients regarding any financial and experience issues.

7.3 The following criteria outlined below will be utilized in the evaluation of the Proposals.

- Project Methodology and Task list – Understanding of scope of work 40%
- Proposal Fee 40%
- Experience and Capacity 10%
- Schedule 10%

7.4 Proponents may be scheduled for an interview at the discretion of the Township

## 8 GENERAL INSTRUCTIONS FOR THE PROPONENTS

The following instructions, terms and conditions apply to all Proposals related to this Request for Proposal.

8.1 The Corporation of The Township of Esquimalt expressly reserves rights to the following:

8.1.1 To accept any Proposal;

8.1.2 To reject any and/or all irregularities in the Proposal submitted;

8.1.3 To reject any and/or all Proposals;

8.1.4 To accept a Proposal that is not the lowest cost;

- 8.1.5 To make decisions with due regard to quality of service and experience, compliance with requirements and any other such factors as may be necessary in the circumstances;
  - 8.1.6 To work with any Participant who's Proposal, in the opinion of the Management, is in the best interest of The Township;
  - 8.1.7 To cancel or re-issue the RFP.
- 8.2 All Proposals must be submitted to the Engineering Department, on the 3rd floor of the Municipal Hall. Proposals are to be in one sealed envelope or appropriate packaging, containing THREE (3) hard copies and ONE (1) electronic copy, addressed to:

**Director of Engineering and Public Works  
Corporation of the Township of Esquimalt  
1229 Esquimalt Road  
Esquimalt, British Columbia V9A 3P1**

The name and address of the Proponent must appear on the outside of the packaging, the packaging must display the Request for Proposal title, due date and time.

**April 18, 2018 2:00 P.M. local time**

- 8.3 A Proposal will not be considered if it is deemed to be incomplete in any fashion or unsigned by the appropriate authority.
- 8.4 Any Proposal received after the hour and date specified will not be considered and will be returned unopened.
- 8.5 Telephoned, emailed and faxed Proposals will not be accepted.
- 8.6 Modification of a Proposal after RFP closing date will result in the return of the Proposal.
- 8.7 Any contract that may be entered into as a result of this Proposal will be subject to the laws of the Province of British Columbia.
- 8.8 It is the responsibility of the Proponent to thoroughly examine these documents and satisfy itself as to the full requirements of this RFP.
- 8.9 While The Township has used considerable effort to ensure an accurate representation of information in this RFP, the information contained herein is supplied solely as a guideline for Proponents. The information is not guaranteed to be accurate, nor is it necessarily comprehensive or exhaustive. The Township will assume no responsibility for any oral information or suggestion(s).
- 8.10 Proponents are solely responsible for their own expenses in preparing a response and for subsequent negotiations, if any. If The Township elects to reject all responses, The Township will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the response, loss of any anticipated profit in connection with any final contract, or any other matter whatsoever.



- 8.11 All documents, reports, proposal submissions, working papers or other materials submitted to The Township shall become the sole and exclusive property of The Township and as such, are subject to Freedom of Information Legislation. To request documentation confidentiality, proponents must submit a covering letter, with their proposal, detailing the specifics of their request.
- 8.12 Except as expressly and specifically permitted in these General Instructions to Proponents, no Proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in the RFP, and by submitting a proposal each Proponent shall be deemed to have agreed that it has no claim.
- 8.13 The Proponent warrants that the Proponent is not employed by The Township, nor is an immediate relative of such an employee, if the goods or services to be supplied under this Proposal are intended to be supplied to the department in which such employee works.
- 8.14 If the Proponent is a company, the Proponent warrants that none of its officers, directors or employees with authority to bind the company is an immediate relative of employees of The Township, if the goods or services to be supplied under this proposal are intended to be supplied to the department in which such employee works.
- 8.15 In this section “Immediate Relative” means a spouse, parent, child, brother, sister, brother-in-law, or sister-in-law or a municipal employee.
- 8.16 If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to any Mayor, Councillor, officer or employee of The Township with respect to the Proposal, whether before or after the submission of the Proposal, The Township shall be entitled to reject or not accept the Proposal.
- 8.17 The key personnel named in the Proponents RFP response, shall remain in these key positions throughout the project. In the event that key personnel leave the firm, or for any unknown reason are unable to continue fulfilling their role, the Proponent must propose a suitable replacement, and obtain written consent from The Township. Acceptance of the proposed replacement is at the sole discretion of The Township.
- 8.18 Any and all addendums to this RFP opportunity will be forwarded to all prospective Proponents. It is the sole responsibility of participants to ensure they have provided accurate contact information to receive all addendums prior to RFP closing.
- 8.19 Proponents responding to this competitive process agree to the terms and conditions of the Proposal opportunity as issued by The Township. Submissions shall not contain any alterations to the posted document other than entering data in the spaces provided or including attachments as necessary. Participants who alter the document as issued may be disqualified from this competition.
- 8.20 The Proponent shall indemnify and save harmless The Township and its officials, officers, employees and agents from any claim, lawsuit, liability, debt, demand, loss or judgment (including costs, defence expense and interest) whatsoever and howsoever arising either directly or indirectly as a result of the granting of this contract or the use of The Township's property or facilities.
- 8.21 The Proponent shall waive all rights or subrogation or recourse against The Township as a result of the granting of this contract or the use of The Township's property or facilities.

- 8.22 The Proponent shall indemnify and pay The Township promptly, on demand for any loss or damage to The Township's property and facilities arising either directly or indirectly as a result of the use of the property or facilities under the terms of this contract.
- 8.23 The successful proponent must possess an inter-municipal or non-resident business licence and will be required to provide evidence of same.
- 8.24 The Proponent must be registered and remain in good standing, throughout the terms of this contract with the WorkSafe BC and will be required to provide evidence of same.

## 8.25 INSURANCE

8.25.1 The Proponent shall, at their own expense, provide and maintain until the completion of the Project the following insurance in a form acceptable to The Township with an insurer licensed in British Columbia:

8.25.1.1 Comprehensive General Liability Insurance                      \$2,000,000.00

8.25.1.2 Professional Liability    \$1,000,000.00

8.25.2 The Proponent shall provide and maintain Comprehensive General Liability Insurance with a minimum limit of \$2,000,000 and Professional Liability with a minimum limit of \$1,000,000 inclusive per occurrence, for bodily injury, death and property damage. Such policy shall include:

8.25.2.1 The Township and its officers, employees, officials, agents, representatives and volunteers as Additional Insured

8.25.2.2 Cross liability and a waiver of subrogation or recourse against The Township

8.25.2.3 Thirty (30) days prior written notice of cancellation or reduction in coverage in favour of The Township, to be delivered by registered mail to the attention of the Risk Manager at the address of Municipal Hall.

8.25.3 The Proponent shall be responsible for any deductibles or reimbursement clauses within the policy.

8.25.4 The Proponent shall provide The Township with a Certificate of Insurance prior to the commencement of the Proponent programs and within two weeks of the expiry date of the policy to evidence renewal of the policy and continuous coverage.

8.25.5 The Township shall be under no obligation to verify that the coverage outlined in Clause 9.25.2 is adequate for the needs of the Proponent.

8.26 The successful Proponent will enter into a contract in the format as in the attached in Appendix B, including all conditions included in the RFP.

8.27 All Proposals shall be irrevocable to remain open for acceptance for at least (60) sixty days after closing time, whether or not another Proposal has been accepted.

8.28 BEST OFFER

8.28.1 The Township will notify the successful Proponent that its Proposal has been selected as the Best Offer.

8.28.2 A contract is formed only when the owner issues a purchase order to the selected Proponent who has submitted the Best Offer.

APPENDIX 1  
PROFESSIONAL SERVICES AGREEMENT

**PROFESSIONAL SERVICES AGREEMENT**

Dated this [Click here to enter date.](#)<sup>th</sup> day of [Click here to enter month.](#), [Click here to enter year.](#)

BETWEEN:

**CORPORATION OF THE TOWNSHIP OF ESQUIMALT**

1229 Esquimalt Road  
Esquimalt, BC V9A 3P1

("The Township")

OF THE FIRST PART

AND:

[Click here to enter text.](#)  
[Click here to enter text.](#)  
[Click here to enter text.](#)  
[Click here to enter text.](#)

("Consultant")

OF THE SECOND PART

- A. The Township wishes to retain services of the Consultant, for the [Click here to enter text.](#) as specified in the attached Schedules.
- B. The Consultant, in order to perform the services as described in the attached Schedule "A", has the skill, training, and technical knowledge expected of a properly qualified and experienced person in a work environment.
- C. The Consultant is willing to provide the services as described in Schedule "A" for the fees as outlined in Schedule "B".

The Parties agree as follows:

**1.0 AGREEMENT**

- 1.1 Attached hereto and forming part of this Agreement are:
  - 1. Schedule A – Services
  - 2. Schedule B – Terms of Payment
  - 3. Schedule C – Certificates of Insurance

## 2.0 **DEFINITIONS**

In this Agreement:

- 2.1 “**Fees**” means the fees to be paid by The Township to the Consultant as set in the Terms of Payment, Schedule “B”.
- 2.2 “**Services**” means those services to be provided by the Consultant in accordance with Schedule “A”.
- 2.3 “**PSAB**” means Public Sector Accounting Board.

## 3.0 **TERM**

- 3.1 This Agreement commences on [Click here to enter text.](#) and ends upon completion of the Services to the full satisfaction of The Township, which completion shall not be later than [Click here to enter text.](#).

## 4.0 **SERVICES**

- 4.1 The Consultant shall provide the Services described in the attached Schedule “A” entitled [Click here to insert name of project.](#) (the “**Project**”).
- 4.2 The Consultant shall comply with all reasonable requirements established by The Township for the performance of the Services, including but not limited to value, security, safety, emergency procedures, and access.
- 4.3 The Consultant shall exercise the degree of care, skill, and diligence normally provided by professional consultants in the performance of services in respect of projects of a similar nature to those services required under this Agreement.
- 4.4 The Township and the Consultant, by agreement in writing, may from time to time, make changes to the Services by altering, adding to, or deducting from the scope of the Services. The time for completion of the Services shall be adjusted accordingly. All Services shall be executed under the conditions of this Agreement.

## 5.0 **INVOICING**

- 5.1 Invoices are to be addressed to the Financial Services Department, The Township of Esquimalt, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1.
- 5.2 The purchase order number must be shown on all related invoices, shipping papers, transportation bills, packages, packing lists and correspondence.
- 5.3 **Taxes must be shown separately** on the invoice.
- 5.4 The invoices must conform to The Township’s *PSAB* requirements.

## 6.0 **PAYMENT**

- 6.1 The Township agrees to pay the Consultant in accordance with the provisions of Schedule “B”.
- 6.2 The Township shall not pay any amount exceeding [Click here to enter text.](#) (excluding applicable taxes) in Canadian funds, unless prior written authorization has been obtained by the Consultant from The Township.

6.3 Where changes have been made to the Services in accordance with Clause 4.4, The Township and the Consultant may adjust the payment schedules accordingly.

## **7.0 CONSULTANT**

7.1 The Parties acknowledge that the Consultant is an independent contractor and is not the agent, servant, or employee of The Township. The Consultant shall pay for any required Workers' Compensation coverage for the Consultant and any employee employed by it in the performance of Services under this Agreement and shall be solely responsible to remit any amounts that may be owing to the Government of Canada for GST, Income Taxes, Employment Insurance and Canada Pension Plan contributions.

## **8.0 SUB-CONSULTANTS**

8.1 The Consultant may not hire any Sub-consultant without the prior approval of The Township. The Township shall be entitled to inquire as to the credentials and qualifications of the Sub-consultant and satisfy itself that the Sub-consultant is a suitable party to provide services in connection with this Agreement.

8.2 The Consultant shall be responsible for all services under this Agreement even if the Sub-consultants are approved by The Township.

## **9.0 INFORMATION AND PROPRIETARY RIGHTS**

9.1 The Township agrees to provide the Consultant with such information as may be reasonably required by the Consultant in the performance of the Services.

9.2 Any information collected or generated by the Consultant in the course of the performance of the Agreement is subject to the *Freedom of Information and Protection of Privacy Act* (British Columbia), as well as all other regulations and legal requirements governing the management of personal information.

9.3 The Consultant agrees that all data, information, and material provided to the Consultant by The Township are and shall be confidential, both during and after the term of this Agreement. The Consultant acknowledges that this is a fundamental term of this Agreement and the Consultant and its officers, directors, and employees will not directly or indirectly disclose or use at any time any confidential information acquired in the course of performing this Agreement. All provided data, reports, and material shall be returned to The Township upon completion of the Project or termination of the Agreement.

9.4 All material prepared or assembled by the Consultant in connection with this Agreement and the Services shall be the property of The Township. This includes all reports, drawings, sketches, designs, plans, specifications, media copy, logos, questionnaires, tapes, computer applications, photographs, and other materials of any type whatsoever. Proprietary software supplied by the Consultant is excluded.

9.5 Copyright in all such material shall belong exclusively to The Township and, whenever requested by The Township, the Consultant shall execute any and all applications, assignments, and other instruments which The Township deems necessary in order to apply for and obtain the copyright to any part of the work produced by the Consultant and in order to assign to The Township the sole and exclusive copyright in such work.

## 10.0 LEGAL REQUIREMENTS

10.1 The Consultant shall ensure that the Services comply with all relevant legislation, including codes, bylaws, and regulations, as well as The Township's policies and procedures. Where there are two or more laws, bylaws, ordinances, rules, regulations or codes applicable to the services, the more restrictive shall apply.

## 11.0 INDEMNITY AND INSURANCE

11.1 The Consultant shall indemnify and save harmless The Township, its officials, officers, agents, and employees against all claims, demands, actions, losses, expenses, costs or damages of every nature and kind whatsoever, including legal fees and disbursements on a solicitor and own client basis, which they may incur or suffer arising directly or indirectly as a result of this Agreement, the use of the Township's property or facilities pursuant to this Agreement, the breach of this Agreement by the Consultant, or the negligence of the Consultant or its officers, agents, or employees in the performance of this Agreement.

11.2 The Consultant shall maintain, in full force and effect with insurers licensed in the Province of British Columbia the following insurance:

1. Commercial General Liability Insurance in respect to the services and operations of the Consultant for bodily injury, including death, and property damage with policy limits of not less than \$2,000,000 per occurrence. The Township, its officers, employees, officials, agents, representatives and volunteers shall be added as an additional insureds.
2. Professional Liability Insurance in respect to the services provided by the Consultant with policy limits of not less than \$1,000,000 per claim.

11.3 Certificates evidencing the existence of the policies required under clause 11.2 shall be provided to The Township by the Consultant prior to commencement of the Services and thereafter upon request and evidence of renewal shall be provided to The Township not less than thirty (30) days prior to the expiry dates of the policies.

11.4 The Consultant shall be responsible for the payment of all premium and deductible amounts relating to the insurance policies required under clause 11.2 and the Consultant shall maintain the required insurance throughout the term of this Agreement.

11.5 The policies of insurance required under clause 11.2 shall contain a cross liability clause and a waiver of subrogation or recourse in favour of The Township, and a clause requiring not less than thirty (30) days prior written notice of cancellation or reduction in coverage, to be delivered by registered mail to the attention of the Director of Financial Services at Municipal Hall.

11.6 Nothing in this Agreement shall constitute a representation or warranty by the Township that the amounts or types of insurance coverage required are adequate for any purpose of the Consultant.

11.7 The Consultant must be registered and remain in good standing with WorkSafeBC throughout the term of this Agreement, and must provide proof of such registration prior to commencement of the Services and thereafter upon request by The Township.

11.8 The Consultant must possess a valid inter-municipal or non-resident business licence, and must provide proof of such business licence prior to commencement of the Services and thereafter at the request of The Township.



11.9 If The Township wishes, because of its particular circumstances, or otherwise to increase the amount of coverage of the aforementioned insurance policy, or to obtain other special insurance coverage, then the Consultant will cooperate with The Township to obtain increased or special coverage at The Township's expense.

## 12.0 **BREACH OF CONTRACT**

12.1 Where The Township determines that the performance by the Consultant of the obligations in this Agreement is not in accordance with this Agreement, The Township may require the Consultant by written notice to remedy such deficiency at the Consultant's sole expense and within seven (7) days of the giving of notice.

12.2 If such deficiency is not remedied to the satisfaction of The Township, The Township shall have the right, but shall be under no obligation, to remedy the deficiency to its satisfaction at the sole expense of the Consultant.

12.3 The Consultant shall be liable for all costs incurred by The Township to remedy such deficiency including, but not be limited to, all legal fees and disbursements on a solicitor and own client (full indemnity) basis.

## 13.0 **SUSPENSION OF AGREEMENT**

13.1 The Township may suspend the Consultant's services at any time upon seven (7) days written notice.

13.2 The Township shall pay all Fees due to the Consultant accrued to the time of suspension, but payment of all other Fees may at The Township's sole discretion be suspended.

13.3 The Township shall not be responsible to pay any fees incurred by the Consultant during the period of any suspension unless the Consultant satisfies The Township, before incurring any such fees, of the necessity for the same and provides The Township with such documentation as may be required by The Township in support of the claim for fees.

## 14.0 **TERMINATION OF AGREEMENT**

14.1 The Township may terminate this Agreement by giving seven (7) days notice in writing, if the Consultant:

1. fails to fully complete the Services within the time limited by the Agreement, or
2. fails to complete the Services to the satisfaction of The Township, or
3. becomes insolvent, or
4. commits an act of bankruptcy, or
5. abandons the Project, or
6. assigns the Agreement without the required written consent, or
7. has any conflict of interest that may, in the opinion of The Township, have an adverse effect on the Project, or
8. fails to correct a deficiency in performance following notice pursuant to clause 12.1.

- 14.2 The Township may terminate this Agreement upon seven (7) days written notice to the Consultant if funds are not available for completion of the Services or if The Township abandons the Project.
- 14.3 The Township shall, in the event of termination of this Agreement, pay to the Consultant all amounts for completed work due to the Consultant in accordance with this Agreement, as well as all reasonable fees incurred up to the date of termination. The Township shall have no further liability of any nature whatsoever to the Consultant for any loss of profit or any other losses suffered, either directly or indirectly, by the Consultant as a result of the termination of this Agreement.
- 14.4 The Consultant may terminate this Agreement upon seven (7) days written notice to The Township if any invoice payable by The Township to the Consultant for services in accordance with the terms of this Agreement remains unpaid for a period in excess of sixty (60) days upon receipt.
- 14.5 The Consultant agrees that termination or suspension of this Agreement or a change to the Services to be provided under this Agreement in accordance with clause 4.4 does not relieve or discharge the Consultant from any obligation under the Agreement or imposed upon it by law with respect to the Services or any portion of Services that it has completed.

#### 15.0 **TERMINATION FOR CONVENIENCE**

- 15.1 The Township may terminate this Agreement at any time upon thirty (30) days written notice to the Consultant, whereupon The Township shall be liable for any Consultant's fees and expenses for satisfactorily completed work up to the date of termination and not thereafter.

#### 16.0 **DISPUTE RESOLUTION**

- 16.1 All claims, disputes, and other matters arising out of this Agreement or relating to a breach may, upon the agreement of both parties, be referred to either:
1. Mediation – voluntary, no risk, non-binding process bringing the parties to a resolution. The mediator will be appointed upon the agreement of both parties;

or

  2. Arbitration – upon the agreement of both parties, be referred to a single arbitrator under the *Commercial Arbitration Act*, and if so referred, the decision of the arbitrator shall be final, conclusive and binding upon the parties. If the parties are not able to agree on an arbitrator, the choice shall be referred to the British Columbia Supreme Court for decision. All costs associated with the appointment of the arbitrator shall be shared equally unless the arbitrator determines otherwise in accordance with the *Commercial Arbitration Act* of British Columbia.

#### 17.0 **FORCE MAJEURE**

- 17.1 Neither party shall be responsible for any delay or failure to perform its obligations under this Agreement where such delay or failure is due to fire, flood, explosion, war, embargo, governmental actions, act of public authority, Act of God, or to any other cause beyond its control except labour disruptions.

- 17.2 In the event force majeure occurs, the party who is delayed or fails to perform shall give prompt notice to the other party and shall take all reasonable steps to eliminate the cause.
- 17.3 Should force majeure event last longer than thirty (30) days either party may terminate this Agreement by notice in writing without further liability, expense or cost of any kind.

## 18.0 **NOTICES**

- 18.1 Any notices or other correspondence required to be given to an opposite party shall be deemed to be adequately given if sent by mail, fax or email, addressed as follows:

The Corporation of the Township of Esquimalt

Attention: [Click here to enter name.](#)

1229 Esquimalt Road

Esquimalt BC V9A 3P1

Phone: (250) [Click here to enter phone number.](#) Fax: (250) [Click here to enter fax number.](#)

Email: [Click here to enter email address.](#)@esquimalt.ca

To the Consultant at:

[Click here to enter text.](#)

[Click here to enter text.](#)

[Click here to enter text.](#)

[Click here to enter text.](#)

- 18.2 Such notice shall conclusively be deemed to have been given on the fifth business day following the date on which such notice is mailed, or the day following the day the notice is sent by fax or email.
- 18.3 Either party may, at any time, give notice in writing to the other of any change of address or other contact information.

**GENERAL**

**19.0 ASSIGNMENT**

19.1 The Consultant shall not, without the prior written consent of The Township, which consent may be withheld at the discretion of the Township, assign the benefit or in any way transfer the obligations of this Agreement.

**20.0 TIME OF ESSENCE**

20.1 The Services must be provided within the time limits as herein specified.

**21.0 GOVERNING LAW**

21.1 This Agreement shall be deemed to have been made in accordance with the laws of the Province of British Columbia. The Courts of British Columbia shall have sole and exclusive jurisdiction over any dispute or lawsuit between the parties.

**22.0 PURCHASE ORDER**

22.1 Purchase Order does not supersede and take precedence over the terms and conditions in this Agreement.

**23.0 SEVERABILITY**

23.1 Should any term or portion of this Agreement be found to be invalid or unenforceable the remainder shall continue to be valid and enforceable.

**24.0 WAIVER**

24.1 The Township may at any time insist upon strict compliance with this Agreement regardless of past conduct or practice with this or any other consultant.

**25.0 EXECUTION**

25.1 No work shall be performed by the Consultant until the Agreement has been executed by both parties hereto.

**26.0 ENTIRE AGREEMENT**

26.1 This Agreement is the whole agreement between the parties and may not be modified, changed, amended or waived except by signed written agreement of the parties.

The parties hereto have executed this Agreement as of the day, month and year first above written.

[Click here to enter consultant name.](#)

Corporation of the Township of Esquimalt

Per: \_\_\_\_\_

Per: \_\_\_\_\_

[Click here to enter name.](#)

[Click here to enter name.](#)

[Click here to enter title.  
department.](#)

[Click here to enter title & name of](#)

Per: \_\_\_\_\_

Corporate Officer

Schedule "A"

**Services**

Schedule "B"

**Terms of Payment**

Schedule "C"

**Certificate of Insurance**

APPENDIX 2  
SUMMARY OF ASSET VALUATION INFORMATION



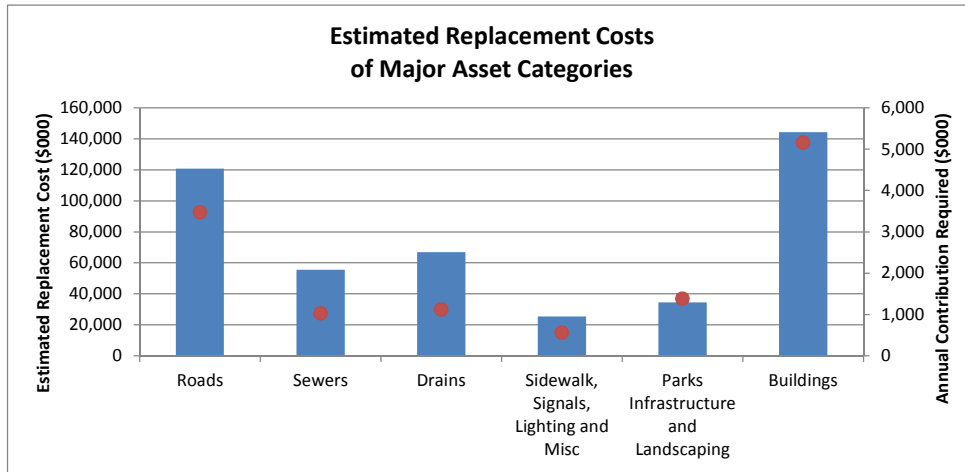
Appendix 2: Summary of Asset Valuation Information Available

**Estimated Replacement Cost Summary - Major Asset Categories**

	Estimated Replacement Cost (\$000)	Useful Life (avg in yrs)	Annual Contribution Required (\$000)
Roads	120,766	35	3,469
Sewers	55,477	54	1,027
Drains	66,808	60	1,113
Sidewalk, Signals, Lighting and Misc	25,345	45	563
Parks Infrastructure and Landscaping	34,434	25	1,377
Buildings	144,332	28	5,155
<b>TOTAL</b>	<b>447,162</b>		<b>12,705</b>

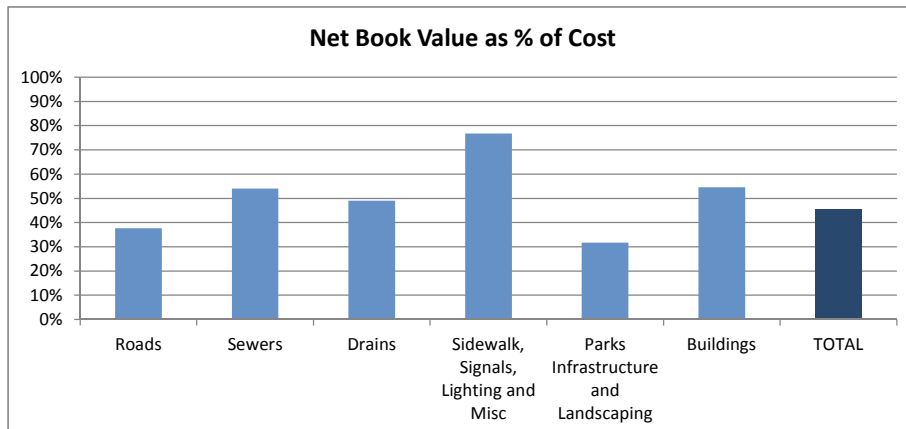
Notes:

- Useful life is weighted average for the class based on TCA useful life and historical cost.
- The following asset categories are not included in above analysis: machinery & equipment, motor vehicles, IT infrastructure, furniture, and land.



**TCA Cost Data - Major Asset Categories**

	Historic Cost (\$000)	Accumulated Depreciation (\$000)	Net Book Value (\$000)	NBV as % of Cost
Roads	32,915	20,517	12,397	38%
Sewers	11,218	5,157	6,061	54%
Drains	13,440	6,860	6,579	49%
Sidewalk, Signals, Lighting and Misc	3,730	866	2,864	77%
Parks Infrastructure and Landscaping	15,122	10,321	4,802	32%
Buildings	24,332	11,040	13,291	55%
<b>TOTAL</b>	<b>100,756</b>		<b>45,995</b>	<b>46%</b>



APPENDIX 3  
ASSET MANAGEMENT POLICY



# CORPORATION OF THE TOWNSHIP OF ESQUIMALT

## COUNCIL POLICY

**TITLE: Asset Management Policy**

**NO. FIN-17**

### **DEFINITIONS:**

**Asset Management:** an integrated, lifecycle approach to an effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory Levels of Service to the public in a Sustainable manner. The majority of the services that the Township provides are related to Asset Management.

**Engineered Assets:** assets that have been constructed or donated and are owned by the Township (e.g., water mains, roads, streetlights, buildings), land that is owned by the Township and supports assets (e.g., land under roads or buildings), or land that is undeveloped and owned by the Township. These assets must be operated, maintained, managed, and, with the exception of land, ultimately replaced as they wear out.

**Level of Service:** the service level delivered to the public by the Township. This can take the form of the selection of services that are provided (e.g., bike lanes, doggie bags, or a new pool), the standard of infrastructure in place (e.g., concrete sidewalks versus gravel paths), or the standard to which an asset is maintained (e.g., the frequency of scheduled road sweeping). The desire of Council or the public for a particular Level of Service will directly affect utility fees or taxation.

**Natural Assets:** naturally occurring land or subsurface features which perform or support service delivery to the Township. This category also includes artificial features that mimic naturally occurring features. If these assets did not exist, Engineered Assets would be required to provide these services. Natural Assets must be operated and maintained but, if managed appropriately, require no replacement.

**Risk:** analysis of the 'likelihood' and the 'consequences' of a given event. Establishing the risk associated with lower infrastructure performance due to a determined Level of Service or with the postponement of asset replacement will identify system vulnerabilities and assist in prioritizing work. For example, puddles on a gravel walkway may have a high likelihood of occurring but the consequences are not significant. In comparison, an ageing sanitary main may have a high likelihood of failure and the consequences of a break may be significant.

**Sustainable:** meeting the needs of the present without compromising the ability of future generations to meet their own needs. In relation to Asset Management, a sustainable approach takes into consideration the current and future benefits and costs of existing and new assets or services.

**EFFECTIVE DATE:**  
July 10, 2017

**APPROVED BY:**  
Council

**REF:**

**AMENDS NO.**  
Original

**PAGE 1 OF 5**

**OBJECTIVE**

To ensure adequate provision is made for operations, maintenance and long term replacement of major Engineered and Natural Assets by:

Maintaining assets in the most natural, efficient and reliable manner that costs the least to operate over the cycle of the asset;

Ensuring the Township's services and infrastructure are provided in a sustainable manner with the appropriate Levels of Service to all users within the Township;

Managing the Township's Engineered and Natural Assets by implementing appropriate Asset Management strategies and appropriate financial resources for those assets;

Fostering an environment where all Township employees form an integral part in overall management of Township assets by creating and sustaining Asset Management awareness throughout the organization through training and development;

Ensuring resources and operational capabilities are identified and responsibilities for all areas of Asset Management are appropriately assigned;

Continually seeking opportunities for improving efficiencies in operations, maintenance, and asset replacement practices;

Demonstrating transparent and responsible Asset Management processes that align with established best practices;

Meeting legislative requirements for Asset Management.

**POLICY:****BACKGROUND**

Council's vision and goal for the Township consists of a safe, liveable and sustainable community supported by well managed and maintained infrastructure assets. These assets include, but are not limited to, efficient transportation networks, reliable information technology systems, appropriate fleets, and accessible parks, recreation and civic facilities.

As of December 2013, the Township owns and operates approximately \$65 Million (historical costs) of Engineered Assets to support its core business of delivery of service to the community. Although the equivalent values have not been established, the Township also recognizes the additional and significant contribution made by Natural Assets in the delivery of service to the community.

Asset Management is the core business of the Township and appropriate Asset Management is required to achieve our strategic service delivery objectives.

Adopting Asset Management principles will assist Council in achieving its strategic plans and long term financial objectives.

A strategic approach to Asset Management will ensure that the Township delivers the appropriate Level of Service through its assets

**PRINCIPLES/PROCEDURES**

A consistent Asset Management strategy will be used for implementing systematic and appropriate Asset Management best practices through all departments within the Township.

Levels of Service will continue to be determined and refined through consultation with the community.

All relevant legislative requirements together with social, economic, and environmental impacts are to be taken into account in Asset Management.

Asset Management principles will be integrated within existing planning and operational processes.

Natural Assets are recognized by Council as performing essential service delivery and will be identified and managed in a similar manner as Engineered Assets.

Asset Management plans will be developed for major service/asset categories. The plans will be informed by community consultation and financial planning and reporting.

An inspection regimen will be used as part of Asset Management to ensure that agreed Levels of Service are maintained and to identify asset renewal priorities.

Asset renewals and Levels of Service defined in adopted Asset Management plans and long term financial plans will form the basis of annual budget estimates with the service and risk consequences of variations in defined services levels and budget resources detailed in budget documentation.

Asset renewal plans will be prioritized and implemented progressively based on agreed Levels of Service and the effectiveness of the current assets to provide that Level of Service.

Systematic and cyclical reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practices.

Future life cycle and replacement costs for all asset categories will be established with a goal to be completed by 2019.

Life cycle costs will be reported and considered in all decisions relating to new services and asset classes and upgrading of existing services and asset classes as soon as they are established.

Training in asset and financial management will be provided for all relevant staff.

**LEGISLATION**

All aspects of Asset Management within the Township shall be conducted in accordance with applicable legislation.

**RELATED DOCUMENTS**

Asset Management Strategy and associated Asset Management Plans (to be developed).

**RESPONSIBILITIES**

Asset Management is a corporate responsibility that involves all staff and members of Council in the effective implementation of Sustainable service delivery.

Council will be responsible for:

Adopting this Asset Management Policy and other future updates.

Allocation of financial resources.

Providing high level oversight of the delivery of the Township's Asset Management strategy.

Chief Administrative Officer has overall responsibility for:

Ensuring that organizational resources are appropriately utilized to address the Township's strategic plans and priorities.

Approving Asset Management strategies, plans and procedures in conjunction with the senior management team.

Regularly reporting to Council with updates on the status, effectiveness and performance of work related to the implementation of the Asset Management Policy.

Director of Engineering & Public Works and the Director of Parks & Recreation will be responsible for:

Ensuring that the most current information on the Township's Engineered and Natural Assets is gathered and maintained in the Township's Geographical Information System (GIS) as well as other software and databases.

Using industry standard unit costs and service lives for all infrastructure components, taking into account variations due to unique local conditions.

Establishing infrastructure replacement strategies through the use of full life cycle costing principles.

Establishing operations and maintenance policies to deliver Levels of Service and extending the useful life of assets.

Where possible, integrate engineering and financial asset requirements into a single asset register.

In consultation with other senior management, prepare Asset Management Plans and strategies for each asset type.

Director of Development Services will be responsible for:

Ensuring the standards, goals and objectives in the Official Community Plan and other bylaws, policies and plans are consistent with Sustainable Asset Management principles.

Director of Financial Services will be responsible for:

Planning financially for the appropriate level of maintenance for assets to deliver established Levels of Service with the goal of extending the useful life of Township assets.

Establishing financial plans for consideration by Council that will ensure stable, long-term funding for replacement, renewal and/or disposal of assets.

Valuing and depreciating assets in accordance with appropriate best practices.

Integrating financial reporting requirements with the Township's asset inventory register.

APPENDIX 4

INTERNATIONAL INFRASTRUCTURE MANAGEMENT MANUAL 2015  
TABLE 2.1.2 (FRAMEWORK)



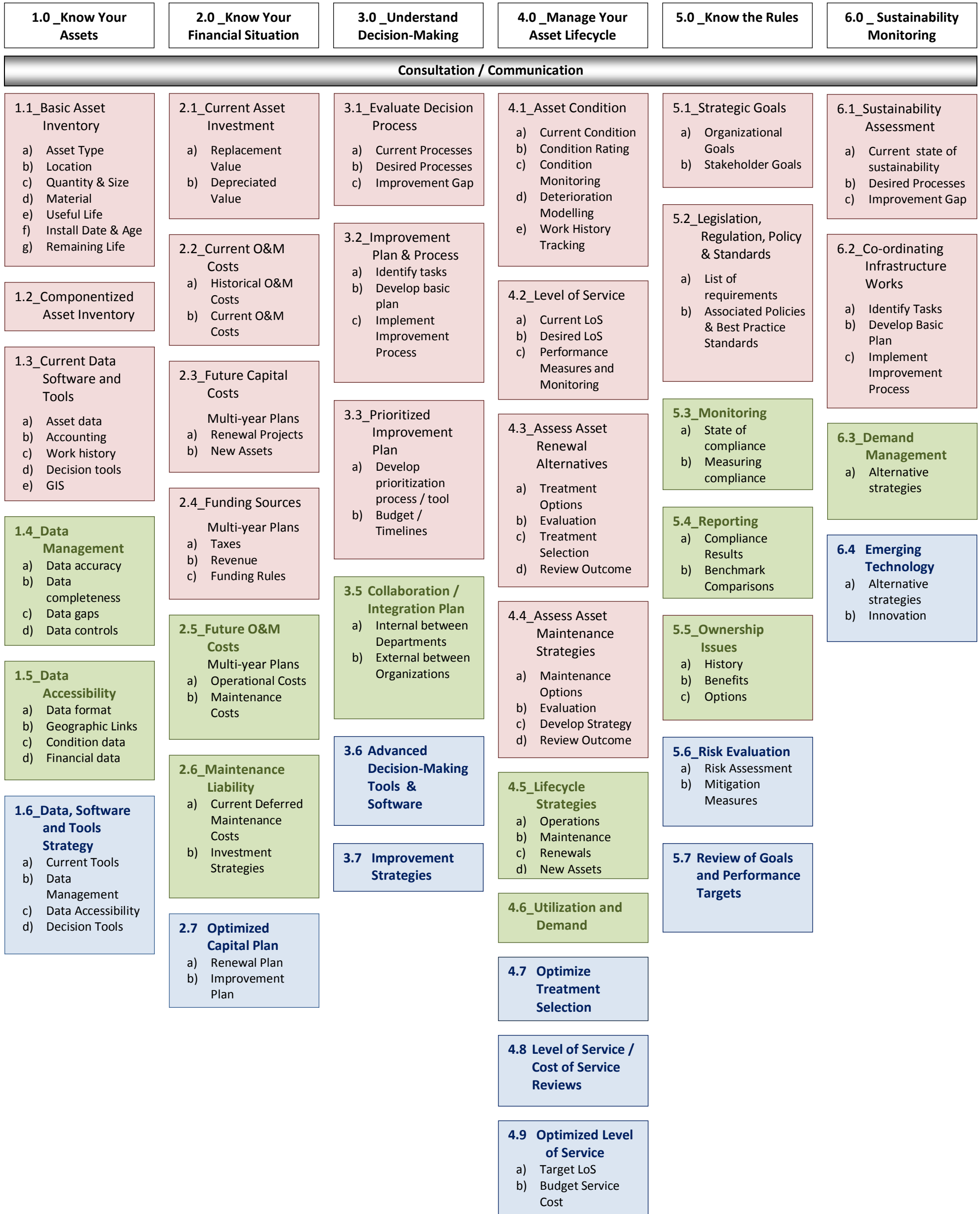
**MIAMS FRAMEWORK AND MATURITY RANKING (adapted from the IIMM 2015 table 2.1.2)**

	AWARE	BASIC	CORE	INTERMEDIATE	ADVANCED
<b>1 AM Policy Development</b>	Corporate awareness of the benefits of AM	Corporate expectation expressed in relation to development of AM plans and AM objectives.	AM policy and an objectives developed, aligned to corporate goals and strategic context	AM system scope is defined and documented. Strategic context (internal, external, customer environment) analysed and implications for the AM system documented in the strategic AM plan.	AM Policy and Strategic AM Plan fully integrated into the organisation's business processes and subject to defined audit, review and updating procedures.
<b>2 Levels of Service and Performance Management</b>	Level of service requirements generally understood but not documented or quantified	Asset contribution to organisation's objectives and some basic levels of service have been defined. Customer Groups defined and requirements informally understood.	Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets. Customer Group needs analysed. Level of service and cost relationship understood.	Customers are consulted on significant service levels and operations.	Customer communications plan in place. Levels of service are integral to decision making and business planning
<b>3 Demand Forecasting</b>	Future demand requirements generally understood but not documented or quantified. Demand forecasts based on mathematical analysis of past trends and primary demand factors.	Demand forecasts based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns.	Demand Forecasts based on robust projection of a primary demand factor (eg. population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented. Demand management considered as an alternative to major project development	A range of demand scenarios is developed (eg. high/medium/low). Demand management is considered in all strategy and project decisions.	Risk assessment of different demand scenarios with mitigation actions identified.
<b>4 Asset Register Data</b>	Asset information in combination of sources and formats. Awareness of need for asset register.	Basic physical information recorded in a spreadsheet or similar (e.g. location, Size, type), but may be based on broad assumptions or not complete.	Sufficient information to complete asset valuation (basis attributes, replacement cost and asset age/ life) and support prioritisation of programmes (criticality). Asset hierarchy, identification and attribute systems documented. Metadata held as appropriate.	A reliable register of physical, financial, and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.	Information on work history type and cost, condition, performance, etc. recorded at asset component level. Systematic and fully optimised data collection programme with supporting metadata
<b>5 Asset Condition</b>	Condition and performance understood but not quantified or documented.	Adequate data and information to confirm current performance against AM objectives.	Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.	Future condition and performance information is modelled to assess whether AM objectives can be met in the long term. Contextual information, such as demand, is used to estimate likely performance.	The type, quality and amount of data are optimised to the decisions being made. The underlying data collection programme is adapted to reflect the assets' lifecycle stage
<b>6 Decision Making</b>	AM decisions based largely on staff judgement.	Corporate priorities incorporated into decision making.	Formal decision making techniques (MCA / BCA) are applied to major projects and programmes, where criteria are based on the organisations' AM objectives.	Formal decision making and prioritisation techniques are applied to all operational and capital asset programmes within each main budget category. Critical assumptions and estimates are tested for sensitivity to results.	AM objectives/targets are set based on formal decision making techniques. Supported by the estimated costs and benefits of achieving targets. The framework enables projects and programmes to be optimised across all activity areas. Formal risk-based sensitivity analysis is carried out.
<b>7 Risk Management</b>	Risk management is identified as a future improvement. Risk framework developed.	Critical services and assets understood and considered by staff involved in maintenance / renewal decisions.	Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks.	Resilience level assessed and improvements identified. Systematic risk analysis to assist key decision-making. Risk register regularly monitored and reported. Risk managed and prioritised consistently across the organisation.	Resilience strategy and programme in place including defined levels of service for resilience. Formal risk management policy in place. Risk is quantified and risk mitigation options evaluated. Risk is integrated into all aspects of decision making.
<b>8 Operational Planning</b>	Operational processes based on historical practices.	Operating procedures are available for critical operational processes. Operations organisational structure in place and roles assigned.	Operating procedures are available for all operational processes. Operational support requirements are in place	Risk and opportunity planning completed. Operational objectives and intervention levels defined and implemented. Alignment with organisational objectives can be demonstrated.	Continual improvement can be demonstrated for all operational processes. Comparison with iso 55001 requirements complete.
<b>9 Capital Works Planning</b>	Capital investment projects are identified during annual budget process.	There is a schedule of proposed capital projects and associated costs for the next 3-5 years. Based on staff judgement of future requirements.	Projects have been collated from a wide range of sources and collated into a project register. Capital projects for the next three years are fully scoped and estimated. A prioritisation framework is in place to rank the importance of capital projects.	Formal options analysis and business case development has been completed for major projects in the 3-5 year period. Major capital projects for the next 10-20 are consistently identified and broad cost estimates are available.	Long-term capital investment programmes are developed using advanced decision techniques such as predictive renewal modelling.
<b>10 Financial and Funding Strategies</b>	Financial planning is largely an annual budget process, but there is intention to develop longer term forecasts.	Assets re-valued in compliance with financial reporting and accounting 10 year standards. 10 year financial forecasts are based on extrapolation of past trends and broad assumptions about the future. Expenditure categories compliant with PFS.	Asset revaluations have a 'B' grade data confidence. 10 year+ financial forecasts based on current comprehensive AMPs with detailed supporting assumptions / reliability factors.	Asset revaluations have a 'B' grade data confidence. 10 year+ financial forecasts based on current comprehensive AMPs with detailed supporting assumptions/reliability factors.	Asset revaluations have an 'A' grade data confidence. 10 year financial forecasts based on comprehensive advanced AM plans with detailed underlying assumptions and high confidence in accuracy. Advanced financial modelling provides sensitivity analysis, demonstrable whole of life costing and cost analysis for level of service options.
<b>11 AM Teams</b>	Leadership is supportive of AM.	AM functions are carried out by small groups. Roles reflect AM requirements.	Position descriptions incorporate AM roles. AM coordination processes established. Ownership and support of AM by leadership. Awareness of AM across most of the organisation	Organisational structures support AM Roles reflect AM resourcing requirements and reflected in position descriptions for key roles. Consistent approach to AM across the organisation. Internal communication plan established.	Roles reflect AM requirements and defined in all relevant position descriptions. Formal documented assessment of AM capability and capacity requirements to achieve AM objectives. Demonstrable alignment between AM objectives. AM systems and individual responsibilities
<b>12 AM Plans</b>	Stated intention to develop AM Plans	AM Plans contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements.	AM objectives are defined with consideration of strategic context. Approach to risk and critical assets described, top down condition and performance assessment, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.	Analysis of asset condition and performance trends (past/future), customer engagement in setting LOS, ODM/risk techniques applied to major programmes. Strategic context analysed with risks, issues and responses described.	Evidence of programmes driven by comprehensive ODM techniques, risk management programmes and level of service/cost trade-off analysis. Improvement programmes largely complete with focus on ongoing maintenance of current practice.
<b>13 Management Systems</b>	Awareness of need to formalise systems and processes.	Simple process documentation in place for service-critical AM activities.	Basic Quality Management System in place that covers all organisational activities. Critical AM processes are documented, monitored and subject to review. AM System meets the requirements of ISO 55001.	Process documentation implemented in accordance with the AM System to appropriate level of detail. Internal management systems are aligned.	ISO certification to multiple standards for large asset intensive organisations, including ISO 55001. Strong integration of all management systems within the organisation.
<b>14 Information Systems</b>	Intention to develop an electronic asset register / AMIS.	Asset register can record core asset attributes - size, material, etc. Asset information reports can be manually generated for AM Plan input.	Asset register enables hierarchical reporting (at component to facility level). Customer request tracking and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting.	Spatial relationship capability. More automated analysis reporting on a wider range of information.	Financial, asset and customer service systems are integrated and all advanced AM functions are enabled. Asset optimisation analysis can be completed.
<b>15 Service Delivery Mechanisms</b>	AM roles generally understood.	Service delivery roles clearly allocated (internal and external), generally following historic approaches.	Core functions defined. Procurement strategy/policy in place. Internal service level agreements in place with the primary internal service providers and contract for the primary external service providers.	Risks, benefits and costs of various outsourcing options considered and determined. Competitive tendering practices applied with integrity and accountability.	All potential service delivery mechanisms reviewed and formal analysis carried out to identify best delivery mechanism.
<b>16 Improvement Planning</b>	Recognition of AM Improvements.	Improvement actions identified and allocated to appropriate staff.	Current and future AM performance assessed and gaps used to drive the improvement actions. Improvement plans identify objectives, Timelines, Deliverables, resource requirements and responsibilities	Formal monitoring and reporting on the Improvement programme to Executive Team. Project briefs developed for all key Improvement actions.	Improvement plans specify key performance Indicators (KPIs) for monitoring AM improvement and key these are routinely reported.

## APPENDIX 5

### AMBC: ASSET MANAGEMENT BUILDING BLOCKS: ROADMAP (ROADMAP)

# AMBC : Asset Management Building Blocks : Roadmap



## Colour Key for Asset Management (AM) Practice Modules

- Modules required for Basic Level Asset Management (AM)
- Additional Modules required for Intermediate AM
- Advanced Asset Management Practice Modules

APPENDIX 6  
SOFTWARE LIST

# Software Review

## Software to consider for Asset Management Integration

### Software that requires integration with AM system

- **Microsoft Dynamics/Diamond Financials** – Core financial system. Costing data would flow into this system from AM system.
- **FMW Budgeting software** – this is already directly linked to Microsoft Dynamics/Diamond, but needs to be considered as part of the system buildout.
- **ESRI ArcGIS/ArcGIS Online/Portal** – GIS System. Front end viewing of asset information, Most likely data from the AM system would be plotted into ArcGIS for geospatial asset reporting/planning.
- **WebHelpDesk** – Has an asset inventory for IT specific Assets. Data from WebHelpDesk may need to be connected to the Asset Management system, or the AM system could have a work order component that replaces WebHelpDesk.
- **SQL Server** – database system for Dynamics/Diamond, FMW, and Tempest. Some asset management data is currently being developed in SQL Server and connected with ArcGIS.

### Software that a vendor replying to an RFP should be aware of

- **Tempest/Prospero** – Land management system. Data from this system is already feeding into GIS as read only attributes. Currently used for Calls for Service and limited work order processing.
- **AutoCAD Civil 3D and Map 3D** – used for base maps. Survey data flows into CAD. Changes to CAD are picked up by ArcGIS on a nightly basis.
- **FDM** – Fire Department Management system for records. May have components that tie into AM system. Vehicles, hydrants, etc.

### Software that will be replaced by AM system

- **Tree Keeper** – Parks inventory of trees assets and work orders related to trees. Ideally this data would move into the new asset system and our ArcGIS system.

APPENDIX 7  
CONDITION AND CRITICALITY RATING

# INFRASTRUCTURE CONDITION AND CRITICALITY RATING

