



REQUEST FOR
PROPOSALS

RFP TITLE: Asset Management Strategy & Software RFP	
RFP NUMBER: RFP-24008	DATE ISSUED: June 19, 2024
CLOSING TIME/DATE: July 10, 2024 12:00pm	

TABLE OF CONTENTS

Part A

Part B - INTRODUCTION 2

 B.1 RFP Overview 2

Part C - OBJECTIVES 2

 C.1 Scope of Services 2

 C.2 Timeline 3

 C.3 Expectations for Proponent 3

Part D - INSTRUCTIONS AND INFORMATION FOR PROPONENTS 4

 D.1 Closing Date and Location 4

 D.2 Form of Proposal Submissions 4

 D.3 Mandatory Requirements 4

 D.4 Information Meeting 4

 D.5 Enquiries 4

Part E - TERMS AND CONDITIONS OF RFP 5

 E.1 General 5

 E.2 Proposal Validity 5

 E.3 Addendum 5

 E.4 Evaluation and Selection Method 5

 E.5 Acceptance and Rejection of Proposals 6

 E.6 Late Proposals 6

 E.7 Amendment or Withdrawal of Proposals 6

 E.8 FVRD's Rights and Reservations 6

 E.9 Cancellation of RFP 6

 E.10 Waiver of Non-Compliance 7

E.11	Proponent's Costs.....	7
E.12	Limitation of Liability.....	7
E.13	Negotiation.....	7
E.14	Errors and Omissions.....	7
E.15	Conflict of Interest.....	7
E.16	Confidentiality	8
E.17	No Lobbying.....	8
E.18	Contract Award	8
E.19	Definition of Contract	8
E.20	Form of Contract.....	8
	Schedule A - FORM OF PROPOSAL.....	9
	Schedule B - PROPONENT'S EXPERIENCE.....	10
	Appendix A – FVRD Asset Management Policy	11
	ASSET MANAGEMENT POLICY	12
	Appendix B – FVRD Asset Management Steering Committee and Working Group Charter	17
	ASSET MANAGEMENT STEERING COMMITTEE AND WORKING GROUP CHARTER	18

Part B - INTRODUCTION

B.1 RFP Overview

The Fraser Valley Regional District ("**FVRD**") is seeking proposals from qualified proponents ("**Proponents**") in response to this request for proposals ("**RFP**") for the completion of an Asset Management Strategy and to draft an RFP for an Asset Management software system.

The FVRD provides a wide range of regional, sub-regional, and electoral area services that require the ownership and responsible operation of physical assets. The net book value of the FVRD's Tangible Capital Assets is \$61,025,536, with a purchase price of \$93,358,262 from the 2023 audited financial statements.

The FVRD began its Asset Management journey in 2022 and has the following information available:

- Chartered steering committee (senior leadership; cross-functional) – Appendix B
- Chartered project working group (cross-functional)
- Board adopted policy and report, including FVRD's common terms and abbreviations – Appendix A
- Asset register using recent appraisal (no condition assessment)
- Assets captured in Enterprise GIS
- Existing budget processes and forms for projects and initiatives

Part C- OBJECTIVES

C.1 Scope of Services

The FVRD anticipates the services will comprise of, without limiting:

Phase 1: Draft and finalize an Asset Management Strategy as defined in Appendix A of the Asset Management Policy (Appendix A). The Strategy must:

- Be suitable for staff to obtain Board approval
- Be appropriate with the size and capacity limitations of the FVRD
- Be scalable
- Include the ability to implement processes in the near term and provide recommendations for phasing-in additional processes in the future as applicable (i.e., implementation road map)
- Include a market scan and AM best practices for local governments in BC
- Be 30 pages in length or less.

Phase 2: Draft an RFP for an Asset Management software system.

- The software system must be off-the-shelf and require minimum customization
- It must have the ability to support the organization through the implementation phases of the AM strategy
- It must integrate with existing corporate systems (e.g., financial, GIS, property information system)
- Considerations must be made for training and change management

- Implementation of the software system in 2025

(collectively, the "**Services**") all to be provided with consideration being given to a focus on value to the FVRD and Project budget.

C.1.1 Not in Scope of Project

- Procuring and implementing an organization-wide AM software system and related procedures
- Developing specific asset management plans or a capital plan (note: the FVRD plans to draft capital asset management plans as part of the AM program and strategic initiatives)
- Natural assets

C.2 Timeline

The proposed deadlines for key aspects of this RFP are as follows (as may be amended by the FVRD at its discretion):

ITEM	DESCRIPTION	EXPECTED COMPLETION DATE
1	Issue date of RFP	June 19, 2024
2	Submission deadline	July 10, 2024
3	Strategy Adopted by Board	By end of 2024
4	Software RFP Issued	By end of 2024 for Implementation in 2025

C.3 Expectations for Proponent

The Proponent will:

- Have access to one FVRD point of contact
- Hold 1 kick-off meeting with all stakeholders
- Hold 1 one-on-one meeting with each manager from the following departments:
 - Protective Services (Fire), Parks, Utilities, Fleet, Corporate Facilities including IT, Rec Centres
 - Discovery session for consultative purposes only (information brought back to decision-makers)
 - Structured with appropriate lead time, agendas, and pre-work
 - FVRD point of contact may not attend
- Provide bi-weekly structured project updates to the FVRD point of contact

Part D - INSTRUCTIONS AND INFORMATION FOR PROPONENTS

D.1 Closing Date and Location

Proposals must be received by 12:00 PM on July 10, 2024 ("**Closing**") at the following address:

Fraser Valley Regional District
Attention: Melanie Jones
1 - 45950 Cheam Avenue
Chilliwack, BC V2P 1N6

The time for Closing will be conclusively deemed to be the time shown on the clock used by the FVRD for this purpose.

D.2 Form of Proposal Submissions

Proponents are requested to submit the following copy/ies of their proposal ("**Proposal**"):

- i. Electronic Submissions are preferred. Proponents are requested to email proposals marked with the RFP Number, RFP Title and Proponent's name and address to mjones@fvrd.ca.
- ii. Should the proponent wish to submit a hard copy of the proposal, it can be submitted to the FVRD Main office located at 45950 Cheam Avenue, Chilliwack, BC V2P 1N6 in a sealed envelope clearly marked with the RFP Number, RFP Title and Proponent's name and address.
- iii. Faxed copies will not be considered.

D.3 Mandatory Requirements

Proponents must include in their proposals, the following information:

- i. Completed and signed Form of Proposal set out in Schedule A;
- ii. Proponent's Experience - list of completed or current work requiring services comparable to the services sought in this RFP, including a brief description of the work, approximate contract value and references (with phone numbers) for each work that the FVRD may contact as set out in Schedule B;

D.4 Information Meeting

A Proponent's meeting will not be held.

D.5 Enquiries

All enquiries and notices related to this RFP, including any requests for information and clarification, are to be directed in writing to the contact person ("**Contact Person**") indicated below.

Beth Klein, Controller/Deputy CFO
1-45950 Cheam Avenue
Chilliwack, BC V2P 1N6
bklein@fvrd.ca

Enquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the FVRD. Clarifications, comments, revisions or any other information regarding this RFP obtained by a Proponent from any source other than from the Contact Person is not authorized and should not be relied upon.

Part E - TERMS AND CONDITIONS OF RFP

E.1 General

The terms and conditions in this Part E will apply to this RFP. Submission of a Proposal in response to this RFP indicates acceptance of all the terms and conditions contained herein and included in any addenda issued by the FVRD for this RFP. Proposals that contain provisos which contradict or alter any of the terms and conditions of this RFP will be disregarded and deemed to have not been written in the Proposal.

E.2 Proposal Validity

Proposals will be open for acceptance by the FVRD for at least 90 days after the date of Closing.

E.3 Addendum

All subsequent information regarding this RFP including changes made to this document will be posted on BC Bid for Proponents to access. It is solely the responsibility of the Proponents to check BC Bid from time to time to ensure that they have all amendments to this RFP in the form of addenda and to ensure that they have obtained, read, and understood the entire RFP including all addenda that may have been issued prior to Closing.

E.4 Evaluation and Selection Method

The evaluation of the RFP will be conducted by a committee formed by the FVRD and may include, at the FVRD's sole discretion, employees, consultants and contractors. Proposals will be evaluated on the basis of the overall best value to the FVRD based on quality, service, past performance, price and any other criteria set out herein including, but not limited to:

- i. financial terms including but not limited to hourly and weekly rates and payment terms;
- ii. corporate and technical capability of the Proponent to provide the Services;
- iii. experience and performance of similar projects;
- iv. history of past performance and dealings with the FVRD and other regional districts (if applicable);

- v. references; and
- vi. ability to meet the timeline/schedule.

E.5 Acceptance and Rejection of Proposals

This RFP shall not be construed as an agreement to purchase goods or services. The FVRD is not obligated to enter into an Agreement (defined herein) with the Proponent who submits the lowest priced Proposal or with any Proponent.

E.6 Late Proposals

Proposals will be marked with their receipt time at the Closing Location. Only complete Proposals received and marked by the Closing time will be considered to have been received on time. Late proposals will not be considered or evaluated and may be returned to the Proponent.

E.7 Amendment or Withdrawal of Proposals

Proponents may amend or withdraw their Proposal in writing any time prior to Closing. Upon Closing, all Proposals become irrevocable in accordance with section E.2. The FVRD will be under no obligation to receive further information after Closing, whether written or verbal, from any Proponent.

E.8 FVRD's Rights and Reservations

The FVRD reserves the right to:

- i. reject any or all Proposals;
- ii. reject any Proposal that is incomplete, that contains erasures or corrections that is not signed by an authorized signatory of the Proponent or that fails to comply with the mandatory requirements of this RFP;
- iii. in the event that only one proposal is submitted, to return the Proposal unopened;
- iv. modify the terms of this RFP at any time in the FVRD's sole discretion;
- v. to require clarification of the information set out by one or more of the Proponents in respect of the Proposals submitted; and
- vi. communicate with, meet with or negotiate with any one or more of the Proponents respecting their Proposals or any aspect of the proposed work.

E.9 Cancellation of RFP

The FVRD may cancel this RFP at any time prior to or after Closing. In the event the FVRD cancels this RFP, the FVRD shall have the right to seek to procure the same services or similar services at any time through any means the FVRD deems appropriate. No Proponent shall acquire any rights or interests in any subsequent procurement process undertaken by the FVRD.

E.10 Waiver of Non-Compliance

The FVRD may waive any non-compliance with the RFP and may elect to retain for consideration Proposals which are non-conforming, which do not contain the content or form requested by this RFP or which have not strictly complied with the process for submission set out herein.

E.11 Proponent's Costs

Each Proponent is solely responsible for its own costs and expenses associated with its participation in this RFP, including but not limited to, conducting investigations, attending briefings, preparing and delivering its Proposal, communicating with the Contact Person prior to Closing and during Proposal evaluation, and for any subsequent processes or negotiations with the FVRD that may occur.

E.12 Limitation of Liability

By submitting a proposal, each Proponent irrevocably agrees that the FVRD shall not be liable to any Proponent or any person whatsoever, for any claims of any nature (in contract, in tort, or otherwise), for any costs, expenses, compensation, damages, or anything whatsoever, including without limitation, costs and expenses associated with the Proponent's preparation and submission of their Proposal, their participation in this RFP, for loss of revenue, opportunity or anticipated profit, arising in connection with its Proposal, this RFP, any subsequent processes or opportunity, any contract, or any matter whatsoever.

E.13 Negotiation

The FVRD reserves the right to negotiate with the preferred Proponent, or any Proponent, on any details, including changes to specifications and price. If specifications require significant modification, all Proponents shall have the opportunity to adjust their Proposals or re-submit altogether, as determined by the FVRD in its sole discretion.

E.14 Errors and Omissions

While the FVRD has used considerable efforts to ensure information in this RFP and otherwise provided directly in association with this RFP is accurate, the information is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the FVRD, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from the responsibility for conducting their own investigation and forming their own opinions with respect to the subject matter of this RFP.

E.15 Conflict of Interest

Proponents shall disclose any potential conflict of interest and existing business relationship they may have with the FVRD, its elected or appointed officials or employees.

E.16 Confidentiality

All Proposals become the property of the FVRD and will not be returned to the Proponents, except as expressly provided for herein. All Proposals will be held in confidence by the FVRD unless disclosure is otherwise required by law.

E.17 No Lobbying

Proponents and their agents are not permitted to contact any member of the FVRD Council or staff with respect to this RFP, except as expressly provided for herein. Proponents will not offer entertainment, gifts, gratuities, discounts, or special services, regardless of value, to any employee or elected official of the FVRD. The FVRD reserves the right to disqualify any Proponent from participation in this RFP that acts in contravention of this requirement.

E.18 Contract Award

This RFP should not be construed as an agreement to purchase goods or services. By submitting a Proposal, the Proponent agrees that should it be identified as the preferred Proponent, it will enter into negotiations, if required, for the purpose of concluding a Contract.

If a written Contract cannot be negotiated and executed by both parties within 90 days of notification of the successful Proponent, or such longer period as the parties may mutually agree, the FVRD may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent, enter into negotiations with any other Proponent or terminate the RFP process and not enter into a Contract with any of the Proponents.

At its sole discretion, the FVRD may divide any Contract for goods or services between two or more proponents.

E.19 Definition of Contract

Notice in writing to a Proponent that it has been identified as the preferred Proponent and the subsequent full execution of a written contract will constitute a contract for the goods and/or services contemplated by this RFP, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the preferred Proponent and the FVRD have both executed a written Contract.

E.20 Form of Contract

The Contract will comprise a form of written agreement based on the FVRD's consulting services agreement, as may be amended by mutually agreed supplementary conditions, and incorporate the FVRD's general conditions and specifications, if any, set out in Schedule A.

Schedule A - FORM OF PROPOSAL

Name: _____

Address: _____

Name and title of Representative: _____

Telephone: _____ Email: _____

Form of Business Organization

Sole Proprietorship

Partnership Date of Establishment _____

Corporation Date of Incorporation _____ Business No. _____

We hereby offer to perform the Services required by this RFP for the stipulated price of:

Proposed Price for Goods/Services \$ _____

Plus GST \$ _____

TOTAL \$ _____

NOTE: Costs must be in CAD

I/We the undersigned authorized representatives of the Proponent, having received and carefully reviewed the RFP, including without limitation, the General Conditions and Specifications (if any), submit this Proposal in response to the RFP.

Dated this ___ day of _____, 2024.

Signature of Authorized Signatory

Signature of Authorized Signatory

Name & Title/Position:

Name & Title/Position:

Schedule B - PROPONENT'S EXPERIENCE

Proponent Name: _____

Experience:

Dates: _____

Project Name: _____

Responsibility: _____

References: _____

(incl. telephone)

Experience:

Dates: _____

Project Name: _____

Responsibility: _____

References: _____

(incl. telephone)

Experience:

Dates: _____

Project Name: _____

Responsibility: _____

References: _____

(incl. telephone)

Appendix A – FVRD Asset Management Policy

Issued	November 23, 2023
Amended	[date]

ASSET MANAGEMENT POLICY

Policy

The Fraser Valley Regional District (FVRD) provides a wide range of regional, sub-regional and electoral area services to the communities within the FVRD that require the ownership and responsible operation, maintenance and rehabilitation of physical assets.

This policy outlines the FVRD’s direction on Asset Management practices and responsibilities. See Appendix A for definitions.

Purpose and Intent

The purpose of this policy is to promote sustainable service delivery through asset management and minimize assets at risk. This policy will:

- Document the FVRD’s commitment to asset management and the continuous improvement of asset management practices;
- Define the over-arching principles for the FVRD’s asset management practices necessary for the delivery of sustainable, affordable services;
- Guide the development and implementation of Asset Management Systems, Strategy and Plans for the FVRD Asset Management Program; and
- Establish governance roles and accountability for asset management.

Scope

This policy applies to all FVRD services and functions, including the FVRD Board, Committees, Commissions, Officers, and Employees. It applies to all assets, both natural and engineered, owned or managed by the FVRD in the region.

Principles

To maximize the benefits of asset management, the FVRD will strive to ensure the following principles are applied to all asset management initiatives, strategies, procedures, tools, components and plans.

1. Service Delivery & Community

- i. The FVRD will meet regulatory and legislative obligations while striving to minimize risk and consider environmental impacts balanced with community expectations and affordability when making decisions about Levels of Service (LOS) defined as follows:
 - Selection of services provided (e.g., waste receptacles or a new facility)
 - Standard of infrastructure in place (e.g., concrete sidewalks versus gravel paths)
 - Standard to which an asset is maintained (e.g., the frequency of trail clearing/cleaning).

2. Decision-Making

- i. The FVRD will ensure new assets go through appropriate due diligence procedures from a service delivery perspective, which may include business cases and lifecycle cost-benefit analysis.
- ii. The FVRD will consider future growth and demand requirements and that the needs of both current and future generations are taken into account during decision-making.

3. Sustainability

- i. The FVRD will consider how climate impacts may directly affect levels of service and systematically incorporate adaptive methods and technologies to improve infrastructure resilience.
- ii. The FVRD's financial commitments to assets will consider long-term socio-cultural, economic and environmental impacts.

4. Risk & Resiliency

- i. The FVRD will consider the potential risks associated with asset failure or underperformance in asset management decisions.
- ii. Risk assessments will be conducted to identify and mitigate risks effectively.

5. Financial Strategy

- i. The FVRD will make informed decisions, identifying revenues, risks and costs (including operation, maintenance, replacement, and decommission) associated with infrastructure assets including new and upgraded infrastructure required for growth or to meet the FVRD's strategic priorities.
- ii. The FVRD will use best efforts to achieve and maintain an affordable investment level for all FVRD assets through steady and predictable taxation levels.
- iii. The FVRD will strive to minimize total life cycle costs of assets.

6. Holistic Approach

- i. The FVRD will take a comprehensive approach to asset management that is aligned with the Strategic Plan as well as other key business systems, policies and regulations.
- ii. The FVRD will promote a cross-departmental approach to asset management, building effective working relationships and sharing of information.

7. Continual Improvement

- i. The FVRD recognizes that continual improvement is necessary to adjust processes and practices to changing circumstances.
- i. The FVRD will report on the asset management program's performance and asset management initiatives' effectiveness in achieving intended outcomes.
- ii. The FVRD will ensure asset management staff receive the appropriate training and education.

Roles and Responsibilities

Board of Directors

- Approve asset management initiatives required for the FVRD Asset Management Program; and
- Provide a commitment to ensure sufficient organizational resources are available to implement the FVRD Asset Management Program.

Chief Financial Officer

- FVRD Asset Management sponsor, providing overall leadership for the Asset Management Program.

FVRD Senior Leadership Team

- Implement the Asset Management Policy across the FVRD; and
- Provide oversight to ensure Asset Management goals and objectives are met.

Asset Management Program Manager and Lead

- Report to the Board on the Asset Management Program; and
- Maintain the Asset Management Policy and related asset management documents.

Department Managers

Accountable for one or more asset classes required to support service delivery.

- Understand, implement and ensure departmental compliance with the Asset Management Policy;
- Maintain agreed levels of service throughout the life cycle of assets for all services managed by their Department; and
- Manage and ensure the accuracy of information and data for assets under their oversight.

Staff

- All staff involved in the application of asset management are responsible for adhering to the requirements of the asset management policy.

Related Policies and Documents

The asset management program does not replace the existing strategic plan, official community plans or budget management processes already in place and instead complements and aligns with these processes.

Standards of Practice

The implementation of Asset Management within the FVRD is guided by accepted industry practices including:

- Asset Management BC: AM Roadmap and Guide
- A BC Framework for Sustainable Service delivery
- FCM: Municipal Asset Management Program Resources (Tools and Guides)

The FVRD complies with tangible capital asset reporting requirements as set out by the Public Sector Accounting Board through the Tangible Capital Asset Policy that defines the requirements for tangible asset accounting and financial reporting.

Approved by	FVRD Board on November 23, 2023
Policy Owner	Finance Department

APPENDIX A
TERMS AND ABBREVIATIONS

Asset Management (AM): AM involves the balancing of costs, opportunities and risks against the desired performance of assets to achieve organizational objectives. It is an integrated approach made up of business practices performed throughout the asset life cycle to maximize the asset's value while managing risk and life cycle costs, and providing services to the community that are socially, culturally, environmentally, and economically sustainable.

Asset Management Policy (AM Policy): The asset management policy describes the organization's intentions and directions for asset management, as formally expressed by its senior management. It describes the principles and framework adopted in applying asset management to achieve the organization's strategic objectives.

Asset Management Strategy (AM Strategy): Documented information that specifies how organizational objectives are converted into asset management objectives; the scope and role of the asset management system in supporting the achievement of the asset management objectives; and the approach for developing sustainable service delivery plans. The AM Strategy provides a clear "line of sight" between high-level objectives and the day-to-day activities carried out to deliver services and manage assets.

FVRD Asset Management Program: The complete set of interrelated elements used to effect the AM Policy and support the development and continuous improvement of appropriate asset management practices that will deliver sustainable, affordable services to required standards. FVRD Asset Management elements include documents, procedures, tools, data, and the assets. Together, these elements create the total management system for asset management.

Continuous Improvement: An ongoing effort to improve services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.

Level of Service: The service level delivered to the public by the Regional District. This can take the form of the selection of services that are provided (e.g., waste receptacles or a new facility), 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 trail clearing/cleaning). The desire of Board or the public for a particular Level of Service will directly affect utility fees or taxation.

Life Cycle Costs: Life cycle costs refer to the total cost of ownership over the life of an asset. This may include but is not limited to capital costs, operating costs, maintenance costs, renewal costs, replacement costs, environmental costs and decommissioning costs.

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

Natural Assets: Naturally occurring land or subsurface features which perform or support service delivery to the Regional District (e.g., Regional Trails, regional parks etc.). This category also includes artificial features that mimic naturally occurring features (e.g., ditches, ponds and wetlands). 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.

Sustainability: The pillars of sustainability include ensuring that current socio-cultural, economic and environmental commitments are considered in investment decisions and do not compromise the ability of future generations to meet their own needs.

Appendix B – FVRD Asset Management Steering Committee and Working Group Charter

ASSET MANAGEMENT STEERING COMMITTEE AND WORKING GROUP CHARTER

1. Purpose

The purpose of the Asset Management Steering Committee (steering committee) and Asset Management Working Group (working group) is to provide a collaborative platform for gathering input and expertise from all departments within the Fraser Valley Regional District in order to achieve the following goals within the Asset Management Program as listed below:

1. *Conduct inventory and condition of FVRD-owned assets **
2. Develop an asset management policy
3. Prepare Capital Reserve Fund Policy to meet funding targets for asset replacement and renewal
4. Develop a 10-year Capital Plan
5. *Update the TCA policy ***
6. *Obtain an Asset Management system ***

** The 1st goal is not within the scope of the Steering Committee since it was completed before the Steering Committee was formed, however, it has been included for reference and consistency.*

*** Goals 5 and 6 are not within the Strategic Plan but are included as future goals required to progress the FVRD's Asset Management Program.*

2. Membership

Steering Committee

The steering committee shall be composed of senior representatives from each department within the FVRD and will be chaired by the Director of Corporate Services/CFO :

- Chair of Committee - Kelly Lownsbrough – Director of Corporate Services/CFO
- Committee Members
 - Jennifer Kinneman – Chief Administrative Officer (optional)
 - Tareq Islam – Director of Engineering
 - Stacey Barker – Director of Regional Services
 - Jaime Van Nes – Director of Legislative Services (optional)
 - Graham Daneluz – Director of Planning & Development (optional)
- Asset Management Program Manager and Lead
 - Beth Klein – Controller & Asset Management Program Manager
 - Melanie Jones – Accountant & Asset Management Program Lead

The Asset Management Program Manager and Lead shall set the agenda in conjunction with the Chair who shall lead committee meetings and ensure effective communication among committee members.

Working Group

The working group shall be composed of representatives from each department within the FVRD that manage assets and will be chaired by the Asset Management Program Manager and/or Lead:

- i. Asset Management Manager and/or Lead – Chair of Working Group
- ii. [department representative] – IT
- iii. [department representative] – Engineering & Utilities
- iv. [department representative] – Regional Services
- v. [department representative] – Parks
- vi. [department representative] – Protective Services

The chair shall lead working group meetings, set the agenda, and ensure effective communication among working group members.

3. Timeline

The steering committee and working group will operate over the next three years to help guide the Fraser Valley Regional District's asset management program implementation and achieve the goals and milestones outlined in section one.

4. Meeting Frequency

The frequency of meetings for the two groups will be as follows:

- The steering committee will meet quarterly to discuss and provide feedback on the working group's asset management tasks and initiatives.
- The working group will meet at least bi-monthly (every two months) to collaborate on tasks required to achieve the FVRD's asset management goals.

Additional meetings may be scheduled as needed at the discretion of the chair.

5. Responsibilities and Functions

- Steering Committee Members
 - Will appoint their working group representatives;
 - Will approve and support the implementation of the Asset Management Program; and
 - Provide oversight to ensure Asset Management Program goals are met.
- Working Group Members
 - Will be responsible for the completion of tasks assigned by the steering committee and the working group to achieve the asset management goals; and
 - Understand, implement and ensure departmental compliance with Asset Management Program goals.

6. Amendment and Review

This charter shall be reviewed annually or as deemed necessary by the steering committee and may be amended with the approval of the CAO.

Approved and Adopted:

October 16, 2023