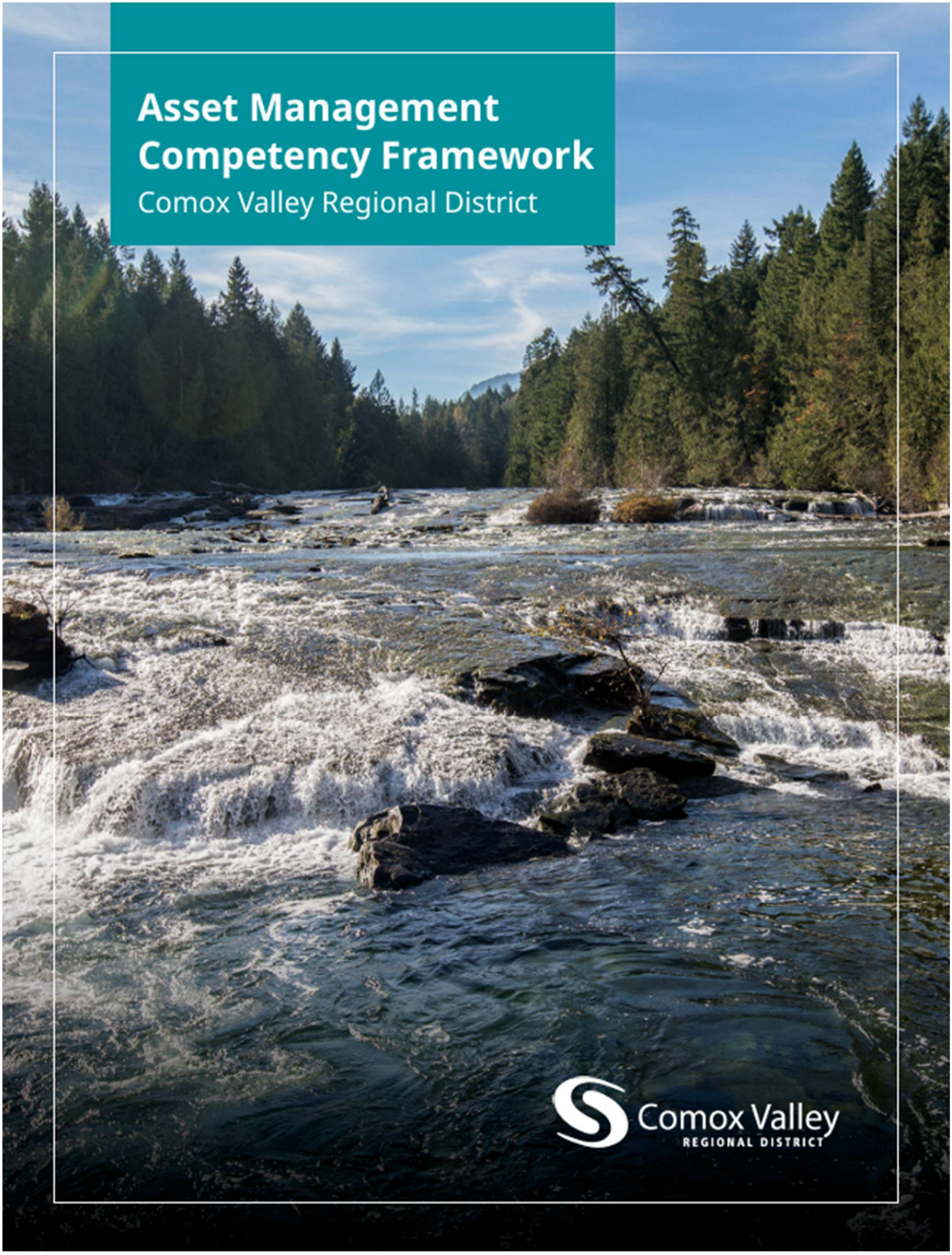
Asset Management Competency Framework

Comox Valley Regional District



Document Control

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1. Introduction

The Comox Valley Regional District's (CVRD) Asset Management Program represents a transformational change that will affect organizational processes, technologies, structure, and culture. To support change management, the Asset Management Steering Committee has approved the Change Management Plan Document. The Asset Management Training Plan is identified as a key component to build organizational capacity and ensure staff skills and knowledge are aligned with the goals of the Asset Management Program. This Competency Framework will inform a comprehensive Asset Management Training Plan, included at the end of this document.

The purpose of this competency framework is to provide a structured approach to building asset management knowledge, skills, and competencies across the CVRD. It is designed to ensure that staff at all levels understand their roles in supporting the Asset Management Program and are equipped to apply asset management principles where applicable in their daily work.

The scope of this framework includes defining knowledge groups and proficiency levels, assessing current and target proficiency, outlining learning pathways, and establishing methods to monitor, and evaluate training. The framework applies to all departments and functions involved in asset planning, operations, finance, and decision-making, with the goal of fostering a consistent, organization-wide approach to asset management.

2. Governance and Delivery Structure

Figure 1 illustrates the governance and delivery model for the CVRD AM Program during the implementation stage, including high-level roles and responsibilities at each level of the structure.

Successful implementation of a formalized AM Program will require coordinated support from corporate support functions, including Information Systems, GIS, Human Resources, Facility & Fleet, and Finance. Figure 2 provides an overview of those functions within the Program delivery structure.

While governance structures and support functions are critical, effective asset management ultimately depends on people and their capabilities. Asset management is not only about data and process, but also about skills, knowledge, and collaboration of individuals across the organization. Bring together individuals from different functional areas and ensuring a clear understanding of their roles and responsibilities is essential to the development and delivery of effective asset management training.

Figure 1-AM Program Governance and Delivery Model

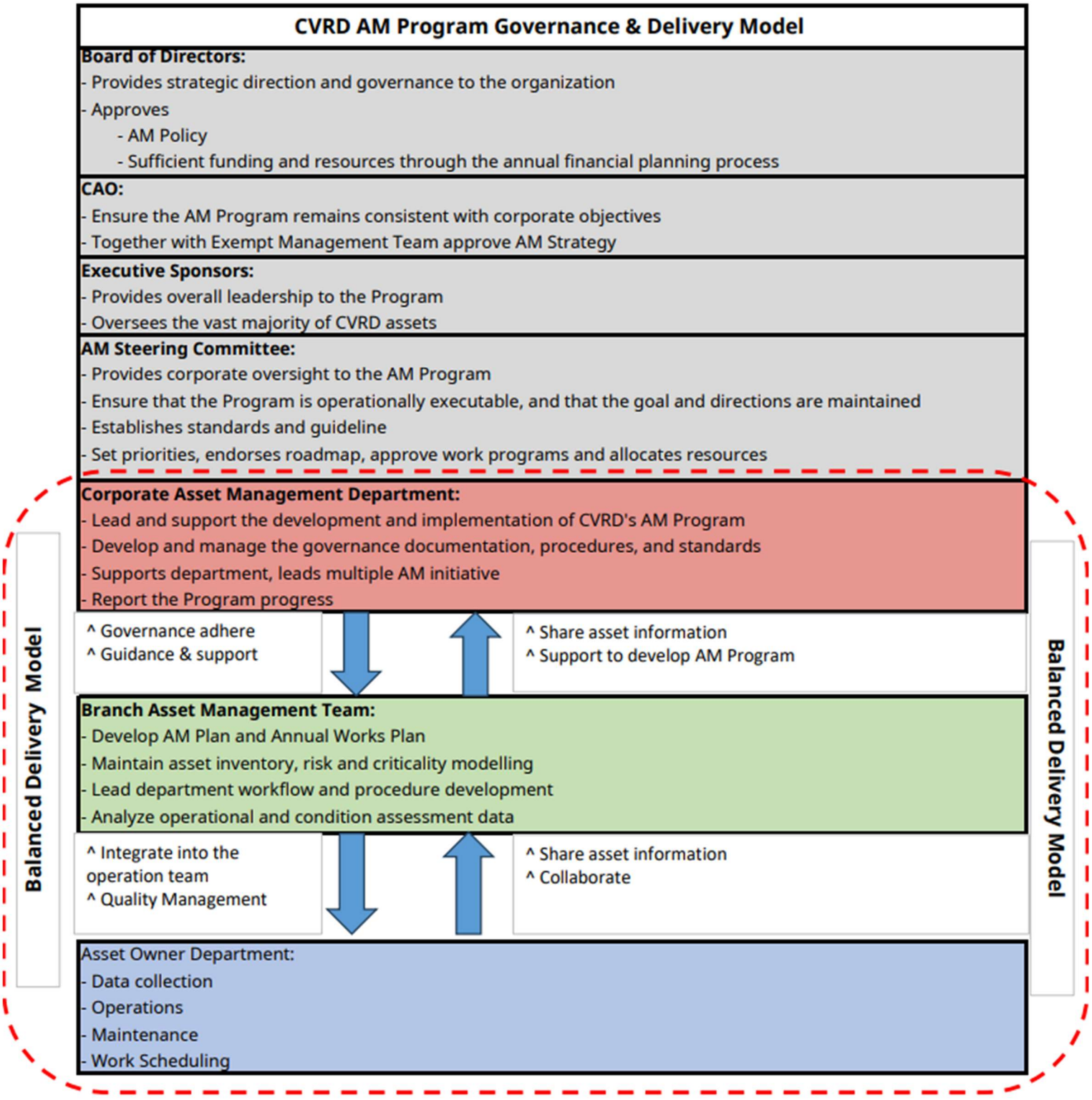
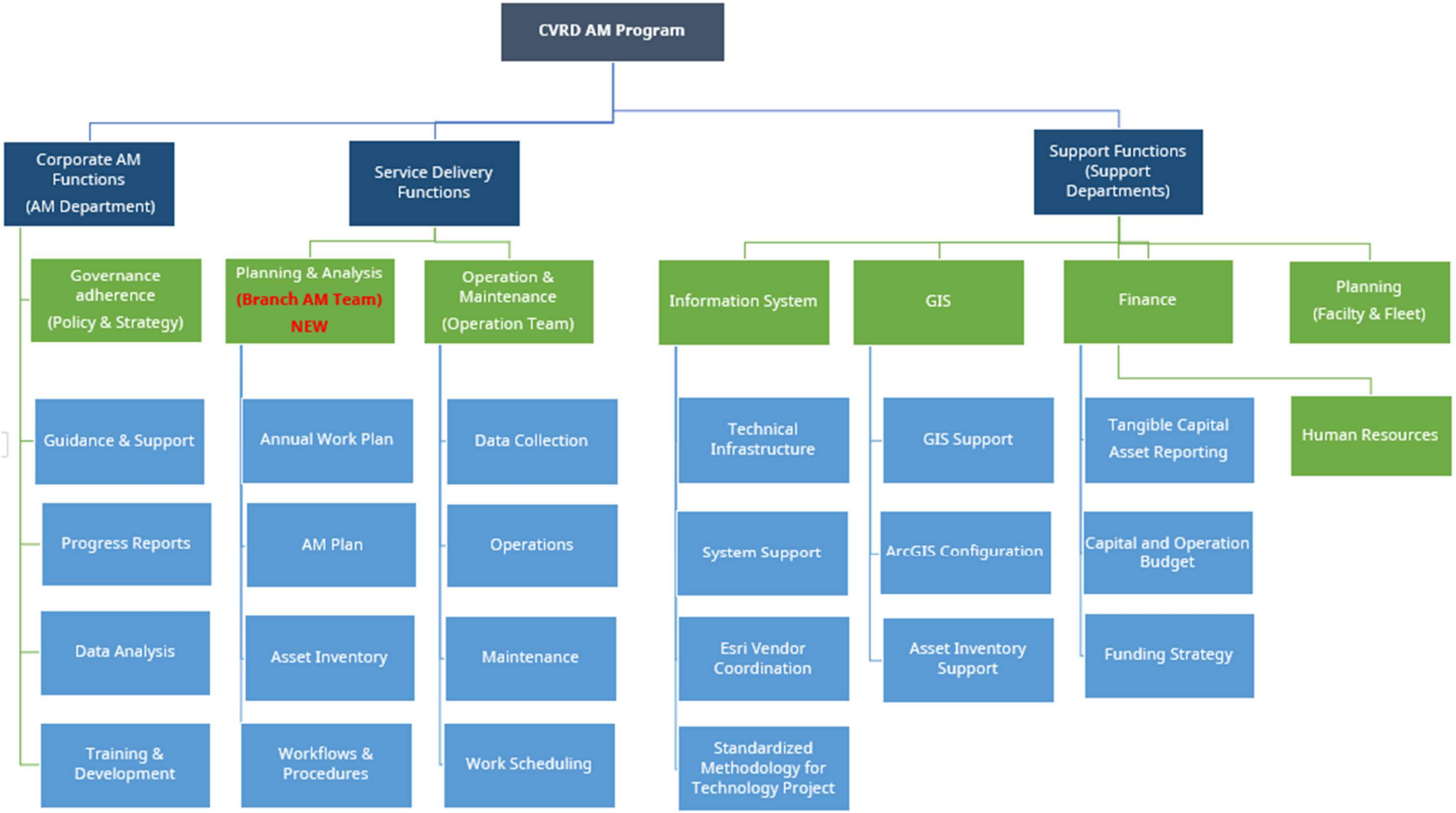


Figure 2: CVRD AM Delivery Structure



3. Knowledge Groups

This section identifies the asset management knowledge groups associated within key roles across the CVRD AM Program. Recognizing the asset management responsibilities that are distributed across a range of governance and delivery functions, the knowledge groups reflect the diverse skills and expertise required to effectively plan, deliver, and sustain the Program.

Table 1: Knowledge Groups by AM Roles

	Group Name	Members	AM Roles
1A	Elected Officials	• Board Chair and Directors	• Provide strategic direction and governance • Approve AM Policy • Approve sufficient funding and resource through the annual financial planning process
1B	AM Champion	• Board Chair	• AM Champion and ambassador among board of directors
2A	Chief Administrative Officer	• Chief Administrative Officer	• Ensure the AM Program remains consistent with corporate objectives • Together with Exempt Management Team approve AM Strategy
2B	Executive Sponsors	• Chief Financial Officer • General Manager of Engineering Services	• Provide overall leadership to the Program • Oversee the vast majority of CVRD assets
2C	Executive Management Team	• Chief Administrative Officer • General Manager of Community Services • General Manager of Engineering Services • Chief Financial Officer • General Manager of Planning & Development Services • General Manager of Corporate Services • Senior Manager of Strategic Initiatives	• Champion of the asset management program
3A	AM Steering Committee	Voting Member • Chief Financial Officer • General Manager of Engineering Services • Senior Manager of Information Systems & GIS • Senior Manager of Water/Wastewater Services • Manager of Transit and Facilities • Manager of Water Services • Assistant Senior Manager of Recreation Services • Senior Manager of CSWM Services • Manager of Asset Management	• Provide corporate oversight of the Program • Ensure that the Program is operationally executable, and that the goal and directions are maintained • Establish standards and guidelines • Set priorities, endorses roadmap, approve work programs and allocates resources

	Group Name	Members	AM Roles
		• Manager of Financial Planning • Manager of Wastewater Services Non-Voting Members • Senior Engineering Analyst • Senior Accounting Technician -Financial Operations • Manager of Information System Projects • Asset Management Business Analyst	
3B	AM Working Groups	Strategy Working Group • Chief Financial Officer • General Manager of Engineering Services • Assistant Senior Manager of Recreation Services • Senior Manager of Water/Wastewater Services Data Governance Working Group • Chief Financial Officer • Assistant Senior Manager of Recreation Services • Senior Manager of Water/Wastewater Services • Manager of Asset Management • Senior Engineering Analyst • Manager of Financial Operation • Senior GIS Analyst • Senior Manager of CSWM Services • Manager of CSWM Operations • Manager of Financial Planning • Senior Manager of Information Systems and GIS • Asset Management Business Analyst Technology Working Group • Chief Financial Officer • Manager of Asset Management • Senior Manager of Information Systems and GIS • Manager of Information System Projects • Senior Manager of Water/Wastewater Services	• Strategy Working Group is a sub-group under AMSC to provide guidance and oversight into the implementation of the AM Strategy, facilitate change management across the organization, provide advice on the development and rollout of the AM Competence Framework, development and implementation of the AM HR Plan, support the development of the Levels of Service Framework, conduct regular check-in meetings to maintain accountability, monitor progress, and address challenges • Data Governance Working Group is a sub-group under AMSC to develop a shared understanding of current asset data challenges and opportunities, recommend data standards, classifications, hierarchies, and naming conventions to align asset data across departments, identify applicable regulations related to asset data, provide guidance to improve data quality, consistency, and completeness, advise on the improvement of data collection, storage, and access, recommend roles and responsibilities for effective data management, support change management related to asset data, support integration of asset data with corporate systems, support the development of Condition Assessment Framework and Risk Assessment Framework, conduct regular check-in meetings and maintain accountability and ensure compliance with corporate data standards, develop and implement interdepartmental processes to sustain data quality over time • Technology Working Group is a sub-group under AMSC to develop and refine the AM Technology Plan to guide the delivery of technology projects, optimize the use of staff resources and skills in consideration of the limited number of human resources and high priority goals across both AM and IS departments, define and clarify roles and responsibilities required for

	Group Name	Members	AM Roles
			successful delivery of AM technology projects, recommend realistic project timelines, strengthening communication and collaboration across departments to ensure technology solutions support business and service delivery needs, conduct regular check-ins to monitor project progress, resolve challenges, ensure accountability, conduct annual review of AM Strategy Resource Requirements Document during the annual financial planning process
4A	Corporate AM Department	• Manager of Asset Management • Asset Management Business Analyst	• Lead and support the development and implementation of the Program • Develop and manage the governance documentation, procedures, and standards • Supports department, leads multiple AM initiative • Report the Program progress
4B	Branch AM Specialists	• Branch AM Specialists	• Develop AM Plan and Annual Works Plan • Maintain asset inventory, risk and criticality modeling • Lead department workflow and procedure development • Analyze operational and condition assessment data
5A	Service Delivery Direct Support Senior Managers/ Managers	• Senior Manager of Water and Wastewater Services • Manager of Water Services • Manager of Wastewater Services • Manager of Liquid Waste Planning • Senior Manager of Capital Projects Delivery • Manager of Capital Projects • Senior Manager of CSWM Services • Manager of CSWM Operations • Senior Manager of Recreation Services • Assistant Senior Manager of Recreation Services • Manager of Sports Centre Operations • Manager of Aquatic Centre and Exhibition Grounds Operations	• Manage asset-specific service delivery programs • Manage assets, including maintenance and capital replacement/renewal activities • Prepare the preliminary budget • Develop, recommend and implement long term operating, maintenance, and capital improvement plans • Contribute to the evolving needs of the asset management program • Develop and implement policies, procedures and standards
5B	Service Delivery Direct Support Senior Operators / Lead Hands / Supervisor /	• Senior Operators • Supervisor – Recreation Operations • Lead hands	• Assign/direct schedule • Monitoring and validating asset data

	Group Name	Members	AM Roles
	Utility Technician / Operational Support Assistant	• Technicians • Operational Support Assistant	• Ensure asset data is adequately and correctly reflected in the CVRD Asset Management Program Inventory • Assists in the development of short and long-range plans for maintenance programs • Conduct research, data collection, and analysis related to the department with focus on capital, maintenance and operation projects • Work directly with operators and GIS to implement, update and maintain infrastructure locations and information in I-Map, maintain maps, logs and operations and maintenance manuals with the goal of ensuring information is current • Update and maintain asset management plan • Provide input on equipment maintenance needs and report to the Managers • Implement asset management plan as required and directed by the managers
5C	Service Delivery Direct Support – Rest Operators	• Operators • Facility Maintenance Workers (Recreation)	• Directly supports asset-specific service delivery programs • Collect and update assets data • Execute work orders • Asset maintenance & repair
6A	Service Delivery In-Direct Support	• IS • GIS • Finance • HR • Fleet and Corporate Facilities	• Indirectly supports asset-specific service delivery

4. Proficiency Levels

According to *Asset Management Competency Framework for Canadian Communities*, not all roles in an organization, discipline or job family require the same level of proficiency in each competency. Table 2 presents a standardized five-level proficiency scale used in this framework. Establishing clear proficiency levels supports a consistent understanding of expectations across knowledge groups, enables the assessment of current and target proficiencies in later sections, and provides a common basis for identifying training needs and developing an appropriate training plan.

Table 2: CNAM Competency Framework -AM Proficiency Levels Scale

AM Proficiency Levels Scale				
None	**Basic**	**Intermediate**	**Advanced**	**Expert**
• Little-to-no understanding of the terms and principles of AM.	• Familiar with basic concepts and terminology. • Developing understanding of the competency within the scope of the job. • Apply simple, well-defined processes and established practices in routine situations. • Requires structured direction and guidance. • Seeks to understand broader context and develop capability.	• Well versed in theory and able to apply key concepts or principles • Understands context, rules and processes. Anticipates and address problems. • May require guidance and review with complex or non-routine applications. • Applies judgement and takes appropriate actions within job scope.	• Capable of guiding and coaching others in theory and practice. Acknowledged go-to person. • Has thorough understanding of the competency within the local application. • Leverages internal and external best practices to break down systemic barriers and resistance to change. • Provides creative solutions to complex or undefined problems without assistance. • Explores innovative ways to enhance processes and procedures to improve overall results	• Possess extensive knowledge and experience, both broad and deep – an authoritative source and recognized thought leader. • Improves standards of practice relative to the competency area. • Contributes to integrated thinking at a strategic level. Anticipates and facilitates change. • Applies abstract or conceptual thinking to resolve problems where no precedents exist. • Drives continuous improvement leads to transformational change and/or industry innovation.

It is important to note that the standard proficiency scale is not intended as a performance evaluation tool. Instead, the scale is a communication support tool that provides a commonly understood way to discuss expectations.

5. Proficiency Levels Assessment

This section outlines the assessment for current and target proficiency levels across identified knowledge groups and roles. The assessment is intended to establish a baseline understanding of current competencies, identify gaps between current and target proficiency levels, and inform the prioritization of training and capacity-building initiatives.

Table 3: Current & Expected Proficiency Levels for Different Groups

Current = ☾ Target = ☼

Group #	Group Name	None	Basic	Intermediate	Advanced	Expert
1A	Elected Officials	☾	☼			
1B	AM Champion of Elected Officials	☾		☼		
2A	Chief Administrative Officer		☾	☼		
2B	Executive Sponsors		☾	☼		
2C	Executive Management Team	☾	☼			
3A	AM Steering Committee	☾		☼		
3B	AM Working Groups	☾	☼			
4A	Corporate AM Department		☾		☼	
4B	Branch AM Specialists		☾		☼	
5A	Service Delivery Direct Support Senior Managers/Managers	☾		☼		
5B	Service Delivery Direct Support Senior Operators/Lead Hands/Supervisors/Utility Technician/Operational Support Assistant	☾		☼		
5C	Service Delivery Direct Support - Rest Operators	☾	☼			
6A	Service Delivery In-Direct Support	☾	☼			

6. AM Training Options

According to the proficiency levels outlined in Section 4, the tables below present training options grouped into four categories: basic, intermediate, advanced, and expert.

Based on the desired training level and the timeline specified in Table 4, staff may choose one or more courses from the relevant training categories and complete them within the recommended timeframe.

Your identified objective level represents the minimum level of competence expected for your role. Ongoing asset management professional development beyond that level is encouraged and supported by CVRD. Please feel free to contact your manager and the Corporate Asset Management team for further guidance or additional information.

Table 4: Basic Training Options

Name	Provider	Training Description
Asset Management for Elected Officials	NAMS Canada	This is a 3–4-hour course explores the concepts, theories and application of infrastructure asset management as it relates to the role of elected members. This online course will build your capacity and confidence to be a champion of asset management, ensuring the delivery of sustainable services to your community. CAD $299+GST.
Customized Training	Christina Benty.com	TBA- for Elected Officials
Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs	AMBC	This is free, 2-hour, self-paced online course will help Staff, Senior Management, and Elected Officials build a strong foundation for better decision-making by understanding how risk management, infrastructure conditions, and long-term planning impact their ability to sustainably deliver community services while considering equity and climate challenges.
Risk Management Essentials	AMBC	This free, 2-hour, self-paced online course will give you a practical, foundational understanding of Risk Management (RM)- why it matters, the core concepts you need to know, and how RM connects directly to Asset Management. You'll walk away with the knowledge and tools to start identifying, evaluating, and managing risks that could impact your services, your budget, and your community.
Leveraging Your Asset Data	AMBC	This free, 2-hour, self-paced online course is going to give anyone involved in public infrastructure the knowledge and tools to analyze, interpret, and apply asset data effectively. Know what you have so you can plan what you need. Learn how to build an asset registry, assess infrastructure conditions, and use data-driven insights to improve long-term planning, budgeting, and service reliability.
Asset Management 101	SLBC Advisory Group	This is 2-3 hours of person training provided by SLBC. Tina reached out to the organization, they can provide free training, and we can schedule more training with a cost of $2-3K in future.

Name	Provider	Training Description
Asset Management 101	CNAM	This online asset management awareness course helps municipal staff and elected officials in Canada learn how to explain the challenges and understand the benefits of asset management so they can sustainably deliver services to their customers. CAD $95+GST.
Asset Management 102	CNAM	This online asset management awareness course digs deeper into the 5 organizational AM competencies and helps municipal staff and elected officials in Canada learn how to take tangible steps to get started with AM so they can sustainably deliver services to their customers. CAD $245+GST.
AM Awareness CVRD Presentation	CVRD Corporate AM	This is a 10-minute video created in early 2026 which helps staff understand what asset management is, why asset management matters and what is my role in asset management, etc.
The Learning Path to Asset Management Readiness	Asset Management Saskatchewan	The online and self-paced course is aimed at a new learner. Easy, accessible course to get everyone on the same page. It is appropriate for everyone working on or leading your organization's asset management team. CAD $150+ GST. 0.6 CEUs[1]

Table 5: Intermediate Training Options

Name	Provider	Training Description
Work with Levels of Service	AMBC	This course has both on-line (6-weeks) and in-person full day workshop option. It introduces what levels of service are and provides template to develop existing and objective levels of services. CAD $675+GST.
Asset Management Foundations	NAMS Canada	This course will define asset management and why it's important, explain the difference in asset management and managing assets and identify factors for success including alignment with financial planning and reporting. CAD $1450+GST.
Infrastructure Asset Management Planning for Elected Members	NAMS Canada	This course explores the concepts, theories and application of infrastructure asset management as it relates to the role of elected members. This online course will build your capacity and confidence to be a champion of asset management, ensuring the delivery of sustainable service to your community. CAD $299+GST.
Fleet Management	NAMS Canada	Practice and apply the critical principles, knowledge and skills required to effectively and efficiently manage a plant and vehicle fleet. Based on IPWEA's best practice manual the Plant and Vehicle Management Manual Edition 4. CAD $1750+GST.

[1] Certified Continuing Educational Units (CEUs) through the Environmental Operations Certification Program. Operators need 2.4 CEUs in a 24-month period, more information please visit EOCP Homepage | EOCP

Name	Provider	Training Description
Lifecycle/Risk Management	Alberta Association of Recreation Facility Personnel (AARFP)	This one-day course is designed to assist operators in the basic preparation and implementation of a lifecycle document and to better understand the importance of a solid risk management program for their facilities. Successful candidates will receive the Lifecycle/Risk Management Certificate. CAD $350.50 + GST
How to Write a Long-Term Financial Plan for Asset Management	AMBC	This course has both on-line and in-person workshop option. It will equip participants with simple tools to develop a long-term financial plan for the replacement of an organization's infrastructure and assets. Participants will be invited to utilize their own data to conduct modelling and demonstrate concepts. CAD $675+GST.
Asset Management: Core Skills Stream	AMONTario	A 12-hour self-lead learning via AMONTario's online learning management system platform. This course is for staff seeking advanced introduction to asset management, including asset management primer, levels of service, life cycle management, risk management, asset information, and financial strategy. CAD $500+GST.
Climate Change & Green Infrastructure Stream	AMONTario	Understand climate change impacts on infrastructure and service. Gain skills to strengthen climate resiliency. CAD $500+GST.
Sustainability & Leadership Stream	AMONTario	Senior leadership and elected officials who want to hone a strategic view about how asset management connects with broader sustainability and change management considerations within a municipality. CAD $500+GST.

Table 6: Advanced Training Options

Name	Provider	Training Description
Expanded Professional Certificate in Asset Management Planning	NAMS Canada	An expanded version of NAMS ProCert AMP course, this training covers essential asset management planning concepts while emphasizing climate resilience, equity and green infrastructure. This course's duration is 10 weeks, CPD 50-60 hours. Subsidized Price CAD $245+GST.
Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery	NAMS Canada	This advanced course is designed for professionals with an existing AM foundation who want to strengthen their asset management planning by integrating climate considerations, natural assets and green infrastructure, and equity. This course's duration is 6 weeks, CPD 20 hours. Subsidized Price CAD $90+GST.
Expanded Professional Certificate in Infrastructure Financial Management	NAMS Canada	The key objectives of the course are to establish the importance of infrastructure stewardship responsibilities and learn how to meet this stewardship responsibility through the integration of asset management and financial management planning concepts. This course's duration is 7 weeks, CPD 30-40 hours. Subsidized Price CAD $210+GST.

Name	Provider	Training Description
Integrated Asset Management & Governance	NAMS Canada	This is IPWEA's capstone course, designed to extend your asset management learning and gain the tools to apply robust asset management across the whole of your organization. This course's duration is 4 weeks, CPD 14 hours. CAD $2,200+GST.
CNAM Annual Conference	CNAM	Canadian Network of Asset Managers Annual Conference usually host in east coast of Canada. CAD $1,188+GST
Asset Management BC Annual Conference	AMBC	The AMBC Conference is the premier event of the year focusing on Asset Management practice in British Columbia communities. Join hundreds of professionals from across BC representing large and small communities, First Nations, Provincial organizations, and practicing professionals. The conference is a full two days of plenary and concurrent sessions and presentations, with great networking opportunities. This is your chance to connect with asset management professionals throughout the 2 days, and during our evening networking event. The conference is 2 days, CAD $681+ GST 1.2 CEUs

Table 7: Expert Training Options

Name	Provider	Training Description
Certified Asset Management Professional (CAMP)	PEMAC	By earning the CAMP designation, you not only acquire the in-dept knowledge and skills sought after by leading employers but also position yourself as a strategic, well-rounded asset management professional, ready to drive value and sustainability for your organization. Content in the six courses promote discussion on asset management models and tools, organization across functional alignment and return on investment, providing participants with broad, practical understanding and a readiness to collaborate with others in their organization in the promotion and implementation of asset management principles. There is continuing professional development requirement, minimum total of 120 hours over 3 years. Payment of annual recertification fees and signing off on the PEMAC Code of Ethics.
Certified Technical Specialist in Asset Management (CTAM)	PEMAC	Designed for professionals seeking global certification for their expertise within a specific domain, the Certified Technical Specialist in Asset Management certification demonstrates competency in delivering asset management objectives within an organization. Applicants require a minimum of two years of experience within an asset management environment. There is continuing professional development requirement, minimum total of 120 hours over 3 years.
Certified Practitioner in Asset Management (CPAM)	PEMAC	The CPAM certification demonstrates proficiency in preparing and recommending policy, objectives, strategy, tactics, processes and procedures to drive application and improvement. There is continuing professional development requirement, minimum total of 120 hours over 3 years.

Name	Provider	Training Description
Certified Executive in Asset Management (CEAM)	PEMAC	This certification is ideal for professionals in senior leadership roles who are responsible for guiding and oversighting asset management at a strategic level. It validates the ability to establish, improve, and integrate an Asset Management System (AMS) into the organization's overall governance and management framework, ensuring effective and efficient practices across areas that manage significant asset portfolios. There is continuing professional development requirement, minimum total of 120 hours over 3 years.
Certified Fellow in Asset Management (CFAM)	PEMAC	The CFAM certification recognizes individuals who have significantly contributed to the professional field of asset management. Applicants require a minimum of a total of twelve years in AM, with at least the last three years of which are performance at the CFAM level. There is continuing professional development requirement, minimum total of 180 hours over 3 years.

7. AM Training Plan

Based on the proficiency assessment, table 8 below suggests training level for each group.

According to the AM Strategy initiative #3, people identified in different groups need to complete their training to meet objective proficiency level within two years of onboarding.

Table 8: Training Plan

Group #	Group Name	Proficiency Level		Training Options	
		Current	Target	Core	Elective
1A	Elected Officials	None	Basic	• Customized Training – by Christina Benty	• Infrastructure Asset Management Planning for Elected Members-NAMS Canada • Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs- AMBC • Work with Levels of Service -AMBC • Risk Management Essentials -AMBC • The Learning Path to Asset Management Readiness- AM Saskatchewan
1B	AM Champion of Elected Officials	None	Intermediate	• Customized Training – by Christina Benty • Infrastructure Asset Management Planning for Elected Members-NAMS Canada • Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs- AMBC • Work with Levels of Service-AMBC • Risk Management Essentials -AMBC	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Asset Management BC Annual Conference • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada
2A	Chief Administrative Officer	Basic	Intermediate	• Customized Training – by Christina Benty • Infrastructure Asset Management Planning for Elected Members-NAMS Canada • Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs- AMBC • Work with Levels of Service- AMBC • Risk Management Essentials -AMBC • Sustainability & Leadership Stream-AMONTario	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Asset Management BC Annual Conference • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group
2B	Executive Sponsors	Basic	Intermediate	• Customized Training – by Christina Benty • Infrastructure Asset Management Planning for Elected Members-NAMS Canada • Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs- AMBC • Work with Levels of Services- AMBC • Risk Management Essentials -AMBC • Sustainability & Leadership Stream-AMONTario	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Asset Management BC Annual Conference • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group
2C	Executive Management Team	None / Basic	Basic	• Customized Training – by Christina Benty • The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC	• Asset Management for Elected Officials -NAMS Canada • Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs- AMBC

Group #	Group Name	Proficiency Level		Training Options	
		Current	Target	Core	Elective
				• Risk Management Essentials -AMBC	• Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group • Sustainability & Leadership Stream-AMONTario
3A	AM Steering Committee	None / Basic	Intermediate	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC	• Asset Management BC Annual Conference • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group • Sustainability & Leadership Stream-AMONTario • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada
3B	AM Working Groups	None/Basic	Basic / Intermediate	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC	• Asset Management BC Annual Conference • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada
4A	Corporate AM Department	Basic / Intermediate	Advanced	• Customized Training – by Christina Benty • The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC	• Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group • Asset Management Core Skills Stream-AMONTario • Climate Change & Green Infrastructure Stream-AMONTario • Integrated Asset Management & Governance - NAMS Canada

Group #	Group Name	Proficiency Level		Training Options	
		Current	Target	Core	Elective
				• How to Write a Long-Term Financial Plan for Asset Management- AMBC • Asset Management 101-CNAM • Asset Management 102-CNAM • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada	• Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Certified Asset Management Professional – PEMAC • Certified Technical Specialist in Asset Management- PEMAC • Certified Practitioner in Asset Management- PEMAC • Certified Executive in Asset Management-PEMAC • Canadian Network of Asset Managers Annual Conference • Asset Management BC Annual Conference-AMBC
4B	Branch AM Specialists	Basic / Intermediate	Advanced	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC • How to Write a Long-Term Financial Plan for Asset Management- AMBC • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada	• Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group • Asset Management Core Skills Stream-AMONTario • Climate Change & Green Infrastructure Stream-AMONTario • Asset Management 101-CNAM • Asset Management 102-CNAM • Canadian Network of Asset Managers Annual Conference • Asset Management BC Annual Conference-AMBC • Integrated Asset Management & Governance - NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery – NAMS Canada • Certified Asset Management Professional – PEMAC • Certified Technical Specialist in Asset Management- PEMAC • Certified Practitioner in Asset Management- PEMAC
5A	Service Delivery Direct Support Senior Managers / Managers	None/Basic	Intermediate / Advanced	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC	• Asset Management BC Annual Conference-AMBC • How to Write a Long-Term Financial Plan for Asset Management- AMBC • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Asset Management 101-SLBC Advisory Group

Group #	Group Name	Proficiency Level		Training Options	
		Current	Target	Core	Elective
					• Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada
5B	Service Delivery Direct Support Senior Operators/Lead Hands/Supervisors/ Utility Technician/Operational Support Assistant	None/Basic	Intermediate	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Work with Levels of Services-AMBC • Leveraging Your Asset Data-AMBC • Risk Management Essentials -AMBC	• Asset Management BC Annual Conference-AMBC • Asset Management 101-SLBC Advisory Group • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada • Lifecycle/Risk Management – Alberta Association of Recreation Facility Personnel
5C	Service Delivery Direct Support – Rest Operators	None	Basic	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Leveraging Your Asset Data-AMBC	• Asset Management BC Annual Conference-AMBC • Work with Levels of Service -AMBC • Risk Management Essentials -AMBC • Asset Management 101-SLBC Advisory Group • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada
6A	Service Delivery In-Direct Support	None	Basic	• The Learning Path to Asset Management Readiness- AM Saskatchewan • Leveraging Your Asset Data-AMBC	• Work with Levels of Service -AMBC • Risk Management Essentials -AMBC

Group #	Group Name	Proficiency Level		Training Options	
		Current	Target	Core	Elective
					• How to Write a Long-Term Financial Plan for Asset Management- AMBC • Asset Management 101-SLBC Advisory Group • Asset Management 101-CNAM • Asset Management 102-CNAM • Asset Management Foundations- NAMS Canada • Fleet Management- NAMS Canada • Expanded Professional Certificate in Asset Management Planning -NAMS Canada • Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery -NAMS Canada • Expanded Professional Certificate in Infrastructure Financial Management- NAMS Canada

8. Roles and Responsibilities

Executive Management Team

- Fully and actively support within their branches the AM Competency Framework
- Communicating the importance of AM learning priorities each year
- Hold managers accountable for creating AM training plans with their employees as part of the performance management process
- Champion a culture of continuous learning and integration of AM practices across organization

Asset Management Steering Committee

- Approving the CVRD AM Competency Framework
- Identify and make budget and resources available to meet the AM training needs
- Resolve cross-departmental barriers to implementation

AM Strategy Working Group

- Author of the CVRD AM Competency Framework
- Engage the Executive Management Team in supporting the framework and understanding their responsibilities
- In collaboration with Human Resources and EMT, identify organization core and elective training offers
- Ensure the implementation and consistency of the framework across the organization

Corporate AM

- In collaboration with Human Resources, monitors metrics and progress associated with the framework
- Coordinate organizational AM training initiatives
- Send staff AM training completion screenshot, signing in sheet, or certificate to HR for file archiving
- Periodically review and update the framework to reflect evolving AM practices and organizational needs
- Report on progress to AMSC and EMT (e.g.% of staff completed the basic vs. intermediate vs. advanced vs. expert training; % of staff planned vs. actually be trained)

Human Resources

- Partner with Corporate AM to deliver, and maintain AM training programs
- Support tracking and storing employee training records in HRIS system
- Ensure alignment between AM competencies and broader organizational learning strategies

Managers

- Initiate discussions with direct report employees to create and implement employee level AM learning and development plans

- Partner with direct report employees to identify existing skills, knowledge gaps regarding AM and strengths and support the employee in finding the most cost-effective way to close those gaps
- Create and support a culture for shared learning
- Allocate time and resources to support employee participation in AM training

Employees

- Take responsibility for their own AM training plan. Initiate discussions with their manager to create and implement an AM training plan
- Participate in AM training plan discussion with respective managers. The plan needs to be of benefit to both the employees, department, and organization
- Seeking support and agreement from the manager on their AM training plan
- Commit to the courses identified in their AM training plan, and follow through to accomplish the courses
- Participate actively to maximize benefits of all learning opportunities and satisfactorily complete all requirements to successfully complete the learning event
- Notify HR through hr@comoxvalleyrd.ca once the training is completed by sharing certificate or completion screenshot
- Apply the new skills and knowledge gained to their day-to-day job responsibilities and communicate to the immediate manager where further support is needed
- Share the AM knowledge and lessons learned with peers
- Provide feedback on training effectiveness and learning needs to Corporate AM

9. Implementation

9.1 Communication and Scheduling

The framework will be communicated to all staff through the utilization of various modalities, including:

- Employee orientation sessions
- Leadership and management forums
- Exempt staff quarterly meeting
- Exempt staff Performance and Development Plan (PDP) process
- Intranet
- Email

For most internally offered training courses, scheduling will be done through HR and the HR Connect portal. External training courses will be on a self-register basis through the external provider directly (with the approval of reporting manager).

Exempt Staff

- It is an expectation that core training options will be identified through existing Performance and Development Plan (PDP) process. Regular, ongoing check-ins are essential to ensure staff feel supported in their growth and development regarding asset management related knowledge.

Union Staff

- For union staff where a formal PDP process does not exist, it is expected that employees and their manager will meet at minimum annually to discuss the employees' AM training opportunities.

- The intent of this competency framework is to complement existing provisions within collective agreements. Where there is a dispute respecting the application of this framework, the collective agreement provisions will prevail.

9.2 Budget

- Facilitator- led in-person (in-house) training will be budgeted by corporate AM department.
- All other training will be budgeted by individual departments.

Appendix

Appendix A – Course Naming Convention
Appendix B – Core Training Costs per Person

Appendix A - Course Naming Convention

Course Type: AM
Course Code:
- **AM-BAS**
- **AM-INT**
- **AM-ADV**
- **AM-EXP**

Course Name: Use the acutal course names
Course Description: Add the provider information

INFO HR Course Name	INFO HR Course Description- add provider	Training Description	INFO HR Course Type	INFO HR Course Code
Asset Management for Elected Officials	NAMS Canada	This is a 3–4-hour course explores the concepts, theories and application of infrastructure asset management as it relates to the role of elected members. This online course will build your capacity and confidence to be a champion of asset management, ensuring the delivery of sustainable services to your community. CAD $299+GST.	AM	AM-BAS
Customized Training	Christina Benty.com	TBA- for Elected Officials	AM	AM-BAS
Community Infrastructure, Climate, and Equity: Training for Elected Officials and CAOs	AMBC	This is free, 2-hour, self-paced online course will help Staff, Senior Management, and Elected Officials build a strong foundation for better decision-making by understanding how risk management, infrastructure conditions, and long-term planning impact their ability to sustainably deliver community services while considering equity and climate challenges.	AM	AM-BAS
Risk Management Essentials	AMBC	This free, 2-hour, self-paced online course will give you a practical, foundational understanding of Risk Management (RM)- why it matters, the core concepts you need to know, and how RM connects directly to Asset Management. You'll walk away with the knowledge and tools to start identifying, evaluating, and managing risks that could impact your services, your budget, and your community.	AM	AM-BAS
Leveraging Your Asset Data	AMBC	This free, 2-hour, self-paced online course is going to give anyone involved in public infrastructure the knowledge and tools to analyze, interpret, and apply asset data effectively. Know what you have so you can plan what you need. Learn how to build an asset registry, assess infrastructure conditions, and use data-driven insights to improve long-term planning, budgeting, and service reliability.	AM	AM-BAS
Asset Management 101	SLBC Advisory Group	This is 2-3 hours of person training provided by SLBC. Tina reached out to the organization, they can provide free training, if we like it, we can schedule more training with a cost of $2-3K in future.	AM	AM-BAS
Asset Management 101	CNAM	This online asset management awareness course helps municipal staff and elected officials in Canada learn how to explain the challenges and understand the benefits of asset management so they can sustainably deliver services to their customers. CAD $95+GST.	AM	AM-BAS
Asset Management 102	CNAM	This online asset management awareness course digs deeper into the 5 organizational AM competencies and helps municipal staff and elected officials in Canada learn how to take tangible steps to get started with AM so they can sustainably deliver services to their customers. CAD $245+GST.	AM	AM-BAS
AM Awareness CVRD Presentation	CVRD Corporate AM	This is a 10-minute video created in early 2026 which helps staff understand what asset management is, why asset management matters and what is my role in asset management, etc.	AM	AM-BAS
The Learning Path to Asset Management Readiness	Asset Management Saskatchewan	The online and self-paced course is aimed at a new learner. Easy, accessible course to get everyone on the same page. It is appropriate for everyone working on or leading your organization's asset management team. CAD $150+ GST. 0.6 CEUs[1]	AM	AM-BAS

Appendix A - Course Naming Convention

INFO HR Course Name	INFO HR Course Description- add provider	Training Description	INFO HR Course Type	INFO HR Course Code
Work with Levels of Service	AMBC	This course has both on-line (6-weeks) and in-person full day workshop option. It introduces what levels of service are and provides template to develop existing and objective levels of services. CAD $675+GST.	AM	AM-INT
Asset Management Foundations	NAMS Canada	This course will define asset management and why it's important, explain the difference in asset management and managing assets and identify factors for success including alignment with financial planning and reporting. CAD $1450+GST.	AM	AM-INT
Infrastructure Asset Management Planning for Elected Members	NAMS Canada	This course explores the concepts, theories and application of infrastructure asset management as it relates to the role of elected members. This online course will build your capacity and confidence to be a champion of asset management, ensuring the delivery of sustainable service to your community. CAD $299+GST.	AM	AM-INT
Fleet Management	NAMS Canada	Practice and apply the critical principles, knowledge and skills required to effectively and efficiently manage a plant and vehicle fleet. Based on IPWEA's best practice manual the Plant and Vehicle Management Manual Edition 4. CAD $1750+GST.	AM	AM-INT
Lifecycle/Risk Management	Alberta Association of Recreation Facility Personnel (AARFP)	This one-day course is designed to assist operators in the basic preparation and implementation of a lifecycle document and to better understand the importance of a solid risk management program for their facilities. Successful candidates will receive the Lifecycle/Risk Management Certificate. CAD $350.50 + GST	AM	AM-INT
How to Write a Long-Term Financial Plan for Asset Management	AMBC	This course has both on-line and in-person workshop option. It will equip participants with simple tools to develop a long-term financial plan for the replacement of an organization's infrastructure and assets. Participants will be invited to utilize their own data to conduct modelling and demonstrate concepts. CAD $675+GST.	AM	AM-INT
Asset Management: Core Skills Stream	AMONTario	A 12-hour self-lead learning via AMONTario's online learning management system platform. This course is for staff seeking advanced introduction to asset management, including asset management primer, levels of service, life cycle management, risk management, asset information, and financial strategy. CAD $500+GST.	AM	AM-INT
Climate Change & Green Infrastructure Stream	AMONTario	Understand climate change impacts on infrastructure and service. Gain skills to strengthen climate resiliency. CAD $500+GST.	AM	AM-INT
Sustainability & Leadership Stream	AMONTario	Senior leadership and elected officials who want to hone a strategic view about how asset management connects with broader sustainability and change management considerations within a municipality. CAD $500+GST.	AM	AM-INT
Expanded Professional Certificate in Asset Management Planning	NAMS Canada	An expanded version of NAMS ProCert AMP course, this training covers essential asset management planning concepts while emphasizing climate resilience, equity and green infrastructure. This course's duration is 10 weeks, CPD 50-60 hours. Subsidized Price CAD $245+GST.	AM	AM-ADV

Appendix A - Course Naming Convention

INFO HR Course Name	INFO HR Course Description- add provider	Training Description	INFO HR Course Type	INFO HR Course Code
Extending the Professional Certificate in Asset Management Planning for Sustainable Service Delivery	NAMS Canada	This advanced course is designed for professionals with an existing AM foundation who want to strengthen their asset management planning by integrating climate considerations, natural assets and green infrastructure, and equity. This course's duration is 6 weeks, CPD 20 hours. Subsidized Price CAD $90+GST.	AM	AM-ADV
Expanded Professional Certificate in Infrastructure Financial Management	NAMS Canada	The key objectives of the course are to establish the importance of infrastructure stewardship responsibilities and learn how to meet this stewardship responsibility through the integration of asset management and financial management planning concepts. This course's duration is 7 weeks, CPD 30-40 hours. Subsidized Price CAD $210+GST.	AM	AM-ADV
Integrated Asset Management & Governance	NAMS Canada	This is IPWEA's capstone course, designed to extend your asset management learning and gain the tools to apply robust asset management across the whole of your organization. This course's duration is 4 weeks, CPD 14 hours. CAD $2,200+GST.	AM	AM-ADV
CNAM Annual Conference	CNAM	Canadian Network of Asset Managers Annual Conference usually host in east coast of Canada. CAD $1,188+GST	AM	AM-ADV
Asset Management BC Annual Conference	AMBC	The AMBC Conference is the premier event of the year focusing on Asset Management practice in British Columbia communities. Join hundreds of professionals from across BC representing large and small communities, First Nations, Provincial organizations, and practicing professionals. The conference is a full two days of plenary and concurrent sessions and presentations, with great networking opportunities. This is your chance to connect with asset management professionals throughout the 2 days, and during our evening networking event. The conference is 2 days, CAD $681+ GST 1.2 CEUs	AM	AM-ADV
Certified Asset Management Professional (CAMP)	PEMAC	By earning the CAMP designation, you not only acquire the in-dept knowledge and skills sought after by leading employers but also position yourself as a strategic, well-rounded asset management professional, ready to drive value and sustainability for your organization. Content in the six courses promote discussion on asset management models and tools, organization across functional alignment and return on investment, providing participants with broad, practical understanding and a readiness to collaborate with others in their organization in the promotion and implementation of asset management principles. There is continuing professional development requirement, minimum total of 120 hours over 3 years. Payment of annual recertification fees and signing off on the PEMAC Code of Ethics.	AM	AM-EXP
Certified Technical Specialist in Asset Management (CTAM)	PEMAC	Designed for professionals seeking global certification for their expertise within a specific domain, the Certified Technical Specialist in Asset Management certification demonstrates competency in delivering asset management objectives within an organization. Applicants require a minimum of two years of experience within an asset management environment. There is continuing professional development requirement, minimum total of 120 hours over 3 years.	AM	AM-EXP

Appendix A - Course Naming Convention

Name	Provider	Training Description		
Certified Practitioner in Asset Management (CPAM)	PEMAC	The CPAM certification demonstrates proficiency in preparing and recommending policy, objectives, strategy, tactics, processes and procedures to drive application and improvement. There is continuing professional development requirement, minimum total of 120 hours over 3 years.	AM	AM-EXP
Certified Executive in Asset Management (CEAM)	PEMAC	This certification is ideal for professionals in senior leadership roles who are responsible for guiding and oversighting asset management at a strategic level. It validates the ability to establish, improve, and integrate an Asset Management System (AMS) into the organization's overall governance and management framework, ensuring effective and efficient practices across areas that manage significant asset portfolios. There is continuing professional development requirement, minimum total of 120 hours over 3 years.	AM	AM-EXP
Certified Fellow in Asset Management (CFAM)	PEMAC	The CFAM certification recognizes individuals who have significantly contributed to the professional field of asset management. Applicants require a minimum of a total of twelve years in AM, with at least the last three years of which are performance at the CFAM level. There is continuing professional development requirement, minimum total of 180 hours over 3 years.	AM	AM-EXP

Appendix B - Core Training Cost per Person

Core Training Cost per Person				
			Updated May 20, 2026. Subsidies are not reflected, as they may change.	
Group	**Group Name**	**Core**	**Cost per Person (exl. GST)**	**Total**
1A	Elected Officials	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	TBA-Corporate AM Budget
2B	AM Champion of Elected Officials	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	$ 974
		Infrastructure AM Planning for Elected Members-NAMS Canada	$ 299	
		Community Infrastructure, Climate, and Equity:Training for Elected Officials and CAOs-AMBC	$ -	
		Work with Levels of Service -AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
2A	Chief Administative Officer	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	$ 1,474
		Infrastructure AM Planning for Elected Members-NAMS Canada	$ 299	
		Community Infrastructure, Climate, and Equity:Training for Elected Officials and CAOs-AMBC	Free	
		Work with Levels of Service -AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
		Sustainability & Leadership Stream-AMONTario	$ 500	
2B	Executive Sponsors	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	$ 1,474
		Infrastructure AM Planning for Elected Members-NAMS Canada	$ 299	
		Community Infrastructure, Climate, and Equity:Training for Elected Officials and CAOs-AMBC	$ -	
		Work with Levels of Service -AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
		Sustainability & Leadership Stream-AMONTario	$ 500	
2C	Executive Management Team	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	$ 825
		The Learning Path to AM Readiness-AM Saskatchewan	$ 150	
		Work with Levels of Service-AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
3A	AM Steering Committee	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 825
		Work with Levels of Service-AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
		Leveraging Your Asset Data-AMBC	Free	
3B	AM Working Groups	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 825
		Work with Levels of Service-AMBC	$ 675	
		Risk Management Esentials-AMBC	Free	
		Leveraging Your Asset Data-AMBC	Free	
4A	Corporate AM Department	Cutomized Traning -by Christina Benty	TBA-Corporate AM Budget	$ 7,640
		The Learning Path to AM Readiness-AM Saskatchewan	$ 150	
		Work with Levels of Service-AMBC	$ 675	
		Leveraging Your Asset Data-AMBC	Free	
		Risk Management Essentials-AMBC	Free	
		How to Write a Long-Term Financial Plan for Asset Management-AMBC	$ 675	
		Asset Management 101-CNAM	$ 95	
		Asset Management 102-CNAM	$ 245	
		Expanded Professional Certificate in AMP- NAMS Canada	$ 2,900	
		Expanded Professional Certificate in Infrastructure Financial Management-NAMS Canada	$ 2,900	
4B	Branch AM Specialists	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 7,300
		Work with Levels of Service-AMBC	$ 675	
		Leveraging Your Asset Data-AMBC	Free	
		Risk Management Essentials-AMBC	Free	
		How to Write a Long-Term Financial Plan for Asset Management-AMBC	$ 675	
		Expanded Professional Certificate in AMP- NAMS Canada	$ 2,900	
		Expanded Professional Certificate in Infrastructure Financial Management-NAMS Canada	$ 2,900	
5A	Service Delivery Direct Support Senior Managers/Managers	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 825
		Work with Levels of Service-AMBC	$ 675	
		Leveraging Your Asset Data-AMBC	Free	
		Risk Management Essentials-AMBC	Free	
5B	Service Delivery Direct Support Senior Operators/Lead Hands/Supervisor	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 825
		Work with Levels of Service-AMBC	$ 675	
		Leveraging Your Asset Data-AMBC	Free	
		Risk Management Essentials-AMBC	Free	
5C	Service Delivery Direct Support Rest Operators	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 150
		Leveraging Your Asset Data-AMBC	Free	
6A	Service Delivery In-Direct Support	The Learning Path to AM Readiness-AM Saskatchewan	$ 150	$ 150
		Leveraging Your Asset Data-AMBC	Free	