

YOUR COMPANY NEWSLETTER



SPRING 2018



The MIABC's Risk Management Plans Toolkit

Large and small organizations are increasingly turning to enterprise risk management (ERM) to identify and manage their risks. The MIABC developed its own ERM program in 2010 in response to a regulatory requirement. Since then, we have reaped its rewards. To help members implement their own ERM programs, the MIABC has developed a number of tools. With assistance and input from the City of Armstrong, the MIABC's consultant has developed a customizable ERM program specifically geared for smaller local governments.

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ERM: A Refresher

ERM is a structured process for identifying, assessing, deciding on responses to, and reporting on the risks faced by an organization. Unlike traditional risk management, ERM recognizes that risks must be managed, not avoided. Some risks are necessary to effectively pursue an organization's goals. ERM is as much about seizing opportunity as it is about avoiding disaster.

ERM for Smaller Local Governments

Understanding the value of ERM, the MIABC looked for ways to assist members in developing their own programs. "The challenge was finding a meaningful way to support our members in tackling ERM," reports Megan Chorlton, the MIABC's Director of Member Services. "We recognized that this is something that many of our members have to do off the sides of their desks, and we wanted to simplify the process for them."

After exploring various options, the MIABC retained ERM Focus Services Inc., a company that develops software-based ERM programs for municipalities and other public institutions, to develop an off-the-shelf but customizable solution for small local governments, including:

- 1) A customizable *ERM Policy*, which sets out the nature of the member's commitment to risk management;
- 2) A customizable *ERM Framework*, which describes the member's

approach for identifying, analyzing, responding to, and monitoring risks and opportunities; and

- 3) A web- and spreadsheet-based *Risk and Control Library*, which contains a comprehensive set of risks and controls relevant to the operations of local governments. Members can use this library to identify the risks and controls to include in their "risk register", the tool that documents risks and the actions necessary to manage those risks.

Collaboration with the City of Armstrong

The City of Armstrong agreed to assist ERM Focus in tailoring these components specifically to smaller local governments.

Armstrong's Community Services Manager, Warren Smith, played a leading role in the project. Through interviews with different department heads, he and his team helped identify the threats, opportunities, and mitigation strategies that would fill the Risk and Control Library. They also provided perspective on the unique challenges facing smaller local governments.

"We have many of the same risks as other local governments, but as a smaller city we must manage those risks with fewer resources," explained Mr. Smith. "The ERM program had to be practical for an organization in which one person carries out a variety of important functions."

Mr. Smith also pointed out that smaller

local governments must be prepared for risks that arise only periodically. "In an organization of this size, certain issues arise with less frequency. For example, it is possible to go several years without having to deal with a major HR issue; but when one arises, it is best not to be caught off guard."

Mr. Smith hopes that his input improved the program for other members. He reports that the process was helpful for the City of Armstrong. "Though we already had a risk management policy in place, it was a few years old and required updating," says Mr. Smith. "This was an excellent opportunity to enhance and consolidate our risk management program."

Getting Started

Visit the MIABC's website www.miabc.org, where the template ERM Policy and ERM Framework are now available for members to download free of charge. Other free resources, including the MIABC's Best Practices Survey, are also available on the site.



Warren Smith,
Community Services Manager,
City of Armstrong

Did You Know?

MATERIALS FROM THE RISK MANAGEMENT CONFERENCE ARE AVAILABLE ONLINE

Did you miss the MIABC's Risk Management Conference this year? Visit our [website](#) to view the presentation slides from all of the sessions. Also, on June 14th, Tom Barnes will be presenting a webinar on the highlights of this year's conference. See last page for details.

Don't forget to save the date for the MIABC's 8th Annual Risk Management Conference. It will be held **April 16 to 18, 2019** at the Hyatt Regency Hotel in Vancouver.

THE MIABC MEMBER SPOTLIGHT

STUART HORN

CAO, Regional District of Central Kootenay



After growing up in Ontario and living in Calgary for several years, Stuart Horn decided to settle in Nelson with his wife and two young children. Like many others, they were drawn to the Kootenays by the outdoor lifestyle it offered. "We were doing a lot of skiing here. We thought this would cut down on the driving," quips Mr. Horn.

Mr. Horn holds a Bachelor of Arts (Honours) degree from Wilfrid Laurier University. After graduation, he joined KPMG in Toronto as a forensic accountant. He later moved to the

Calgary office of KPMG and practiced there for several years.

In 2013, Mr. Horn accepted a position as the Chief Financial Officer and General Manager of Administration for the Regional District of Central Kootenay (RDCK). The move from an accounting firm to a local government was a major one, but Mr. Horn was surprised by how applicable his background was to the new job. "The RDCK has a rigorous and complex accounting structure. It is a large organization with 165 services, all of which must be accounted for separately. I have definitely put my experience to good use."

A year after joining the RDCK, Mr. Horn was promoted to Chief Administrative Officer (CAO). The new role has had its challenges, but Mr. Horn has taken it in stride. He says that an aptitude for listening has helped with the learning curve. "I don't do too much talking. I also try to expect the unexpected."

In his role as CAO, Mr. Horn is ultimately responsible for risk management at the RDCK. His largest risk management

project at the moment is an extensive review of the RDCK's contracts and procurement process. "We have contracts for everything from recreation centres to waste management. We are undertaking a fulsome review with the help of legal counsel."

In 2014, Mr. Horn joined the MIABC's Member Advisory Group for Member Services, which meets annually to provide guidance to the MIABC. He has enjoyed the opportunity to meet his counterparts from other parts of the province and to get to know the MIABC. His biggest takeaway has been the diversity of the MIABC's members. "I quickly learned that many of the members have extraordinarily different needs. I think our group has helped the MIABC to better identify and address those needs."

In their spare time, Mr. Horn and his wife, Stephanie, keep busy with their two children, age 10 and 12. They enjoy spending time in the mountains, particularly at the ski hill.

Q&A: INSURANCE COVERAGE FOR ELECTION OFFICERS

Q. Should we require our election officer to obtain insurance?

A. As with any contractor that a local government hires, it is prudent to ensure that election officers have insurance in place to cover them in the event of liability arising from their work for the local government. The MIABC recommends that election officers have coverage, both for general commercial liability and, more important, for errors and omissions liability.

This election year, for the first time, the MIABC is extending its Associate Member Coverage to election officers. As with other Associate Member policies, the member's deductible will apply to any claims brought against the associate member, and the member will be responsible for the payment of any costs incurred below the deductible.

Since the MIABC's policy period for economic loss claims is based on the year in which the claim is made, rather than the year the act or omission occurred, we recommend securing coverage for a year or two following the election, by which time it is most likely that a claim will have been filed.

For more information, contact Susan Ackerman at sackerman@miabc.org or visit our website.



THE MIABC STAFF SPOTLIGHT

Leigh Latchford

Office & HR Manager

This March, Leigh Latchford joined the MIABC as Office & HR Manager. Leigh is a senior human resources professional with over 20 years' experience in the insurance industry.

Born and raised in Dundas, Ontario, Leigh decided shortly after high school graduation that she wanted to work in human resources. She had obtained a summer job at Dofasco, a steel company in Hamilton, and had been placed in the personnel department. She soon realized she had a passion for human resources. On the advice of her coworkers, she decided to attend the University of Western Ontario, where she received a Bachelor of Arts Degree in Administrative and Commercial Studies. Following this, she obtained her Human Resources Management Certificate from Seneca College.

Leigh's first job out of university was in the HR department of the brokerage firm Aon Reed Stenhouse in Toronto. Two years later, she moved to BC and obtained a job at another insurance brokerage,

Jardine Lloyd Thompson (JLT). She stayed at JLT for over two decades, holding a series of increasingly senior positions. From 2006 to 2013 she was the Senior Vice President, HR. In 2014, she left JLT to open her own HR consulting firm. Four years later, she joined the MIABC.

Leigh holds a Certified Employee Benefit Specialist designation and a Certified Human Resources Professional designation. She is enjoying work so far at the MIABC. "The office culture is great. The staff treat each other the way they treat the members; with collegiality and respect."

In her spare time, Leigh and her husband, Scott, enjoy hiking and skiing in Whistler. They are also big travellers; this September they are taking a trip to Greece.

SAVE THE DATE

The MIABC's 2018
Webinar Series

Registration is now open for the following webinars in the MIABC's 2018 series:

Thursday, June 14
10:00 am to 10:30 am

Highlights from the 2018 Risk Management Conference

Thursday, August 23
10:00 am to 11:00 am

Liability Waivers: Managing Risk in Recreation Programs

Thursday, September 20
10:00 am to 11:00 am

We Agreed to That?!? Common Concerns with Insurance and Indemnity Provisions in Service Contracts

To register, visit www.miabc.org/webinars or contact Ian Lau at ilau@miabc.org.