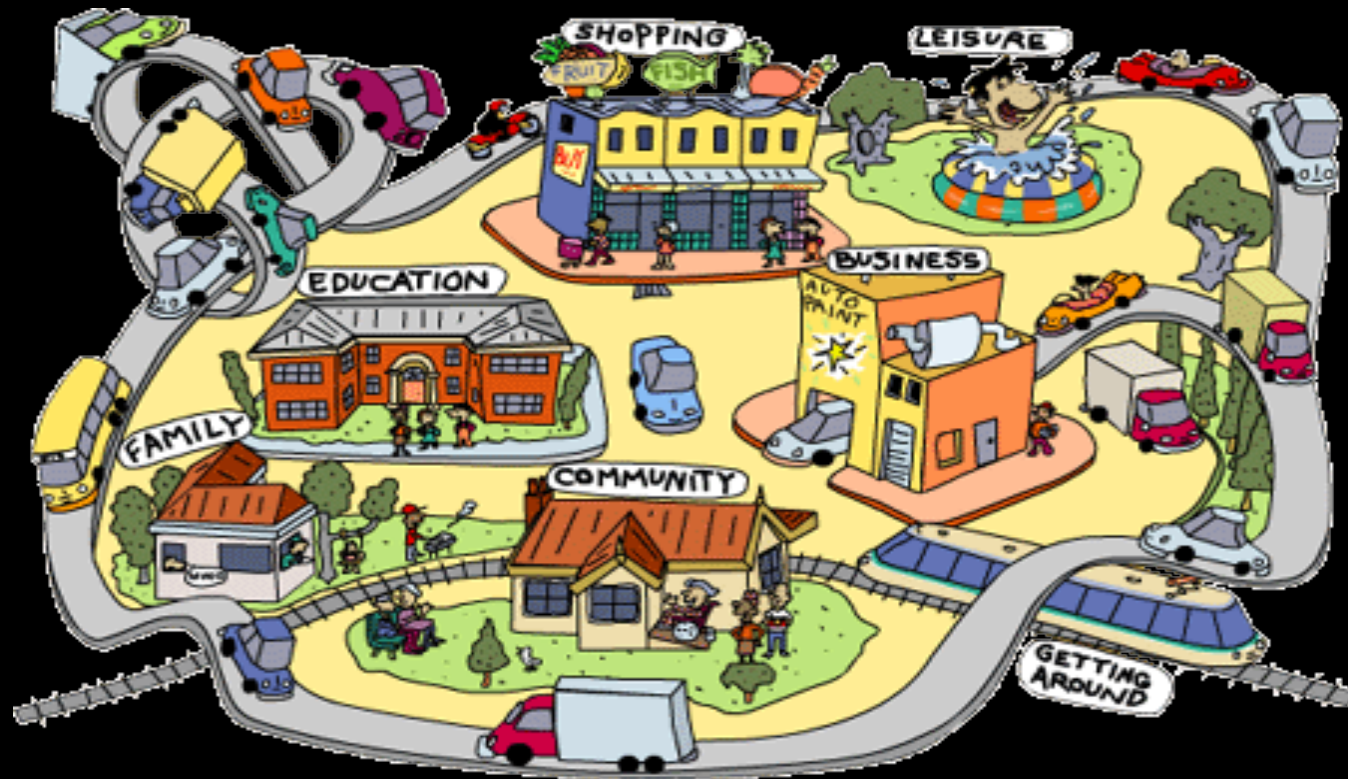


WELCOME



Role of Elected Officials in Asset Management Planning

INTENTION

Truth serum about our infrastructure challenges

What is asset management?

Why does it matter?

What is your role?

We can't afford to find it boring





CHRISTINA BENTY
STRATEGIC LEADERSHIP SOLUTIONS

CONFESSIONS OF A RECOVERING POLITICIAN



What does the town do with all that money anyway?



My household expenses.....

- \$90/week on car/house/life insurance
- \$58/week on phone and internet
- \$55/week on taxes and utilities

- Maintained roads
- Clean drinking water
- Clean streets
- A maintained waste water system
- Community and cultural events
- Garbage and recycling pick up
- Parks and pathways
- Sports facilities
- People to put out that burning house
- A safe community
- Play places and programs for ALL
- Bylaw enforcement
- Enforcement of building standards
- Flood protection
- Ploughed sidewalks
- People to address your concerns
- Support for seniors
- Assistance in finding your lost dog
- Planning and zoning for the future

And a Town that is working for you!

What if the local government disappeared?



No Water or Sewer



No Road Maintenance



No Waste Management or Recycling



No Planning...No Zoning



No Public Recreation Facilities



No Emergency Services



No Development Permits or Bylaws



Most of it exist under the radar.
Is it MAGIC?



**NOWADAYS PEOPLE KNOW THE PRICE OF
EVERYTHING AND THE VALUE OF NOTHING.**

58



Asset Management: Managing Assets

- What do you own?
- Where is it?
- What is it worth?
- What condition is it in?
- What needs to be done?
- When does it need to be done by?

What is Asset Management?

A **PROCESS of MAKING DECISIONS** about the use and care of infrastructure to deliver services in the way that

- considers **current and future needs**
- manages **risks and opportunities**
- wise **use of resources**

Asset Management gives you information to plan for
tomorrow

Magic?

170.5 km

water mains

- 6,926 connections
- 2,231 valves
- 1,782 water meter
setters
- 730 fire hydrants
- 5 booster stations

152.3 km

sanitary sewer
mains

- 6,926 connections
estimate, based on water)
- 12 Sanitary lift stations
- 23 pumps

159.4 km

storm mains

- 7,550 connections
- 3,965 catch basins

Magic?

• 156 km
sidewalks

161 km
roads
Some with multiple
lanes!
341 total lane km

1,258
streetlights

Magic?

29.7 km

walkways

12.1 km paved

17.6 km unpaved

21 Park buildings

23 Playgrounds

83 Park benches

78 Park Garbage cans

36 Picnic Tables

19 Footbridges

40.8

hectares

mowed grass
areas

3,400 street trees

Back to the Future

If we like it this way,
how do we keep it this way?



Back to the Future

Do our current practices
around managing our
infrastructure pose a risk to
our communities in meeting
their current and future
needs?



WHY?

Why does this matter?

The Main Risk to Sustainability is:

- Cost of the infrastructure it takes to provide these services
- Service levels that don't reflect financial capacity

The Future

NEXT EXIT



WHAT HAPPENED?

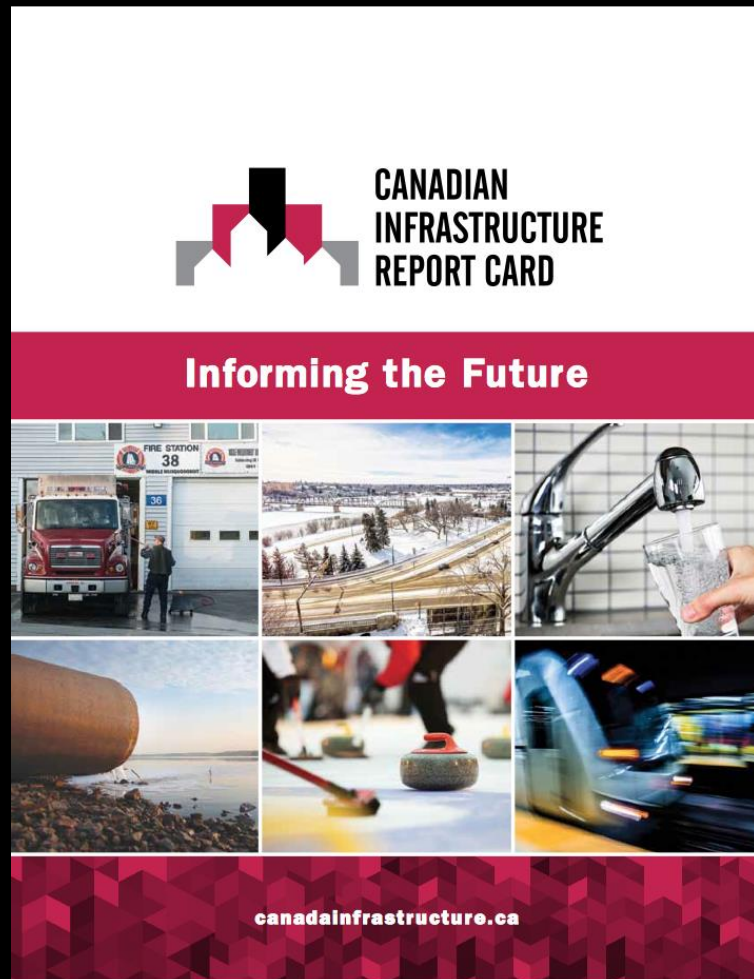
How do you go bankrupt?

Gradually,
then suddenly.

Ernest Hemingway



State of Infrastructure in Canada



- Total value of core Canadian local government infrastructure assets is **\$1.1 Trillion**
- Report indicates **over 20%** of all assets in **poor or very poor** condition



HOW DID THIS

HAPPEN?

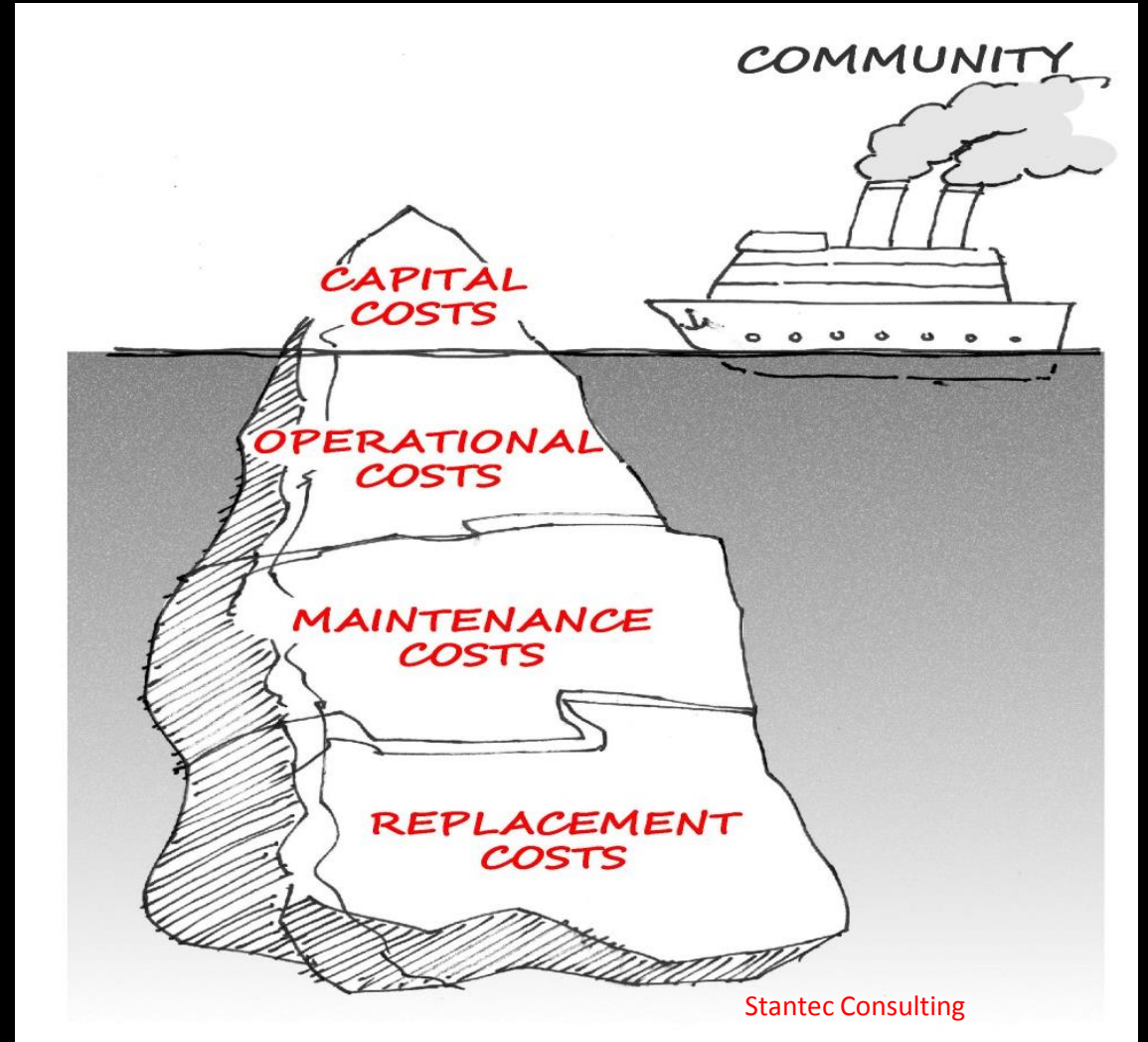
Politicians like cutting ribbons!



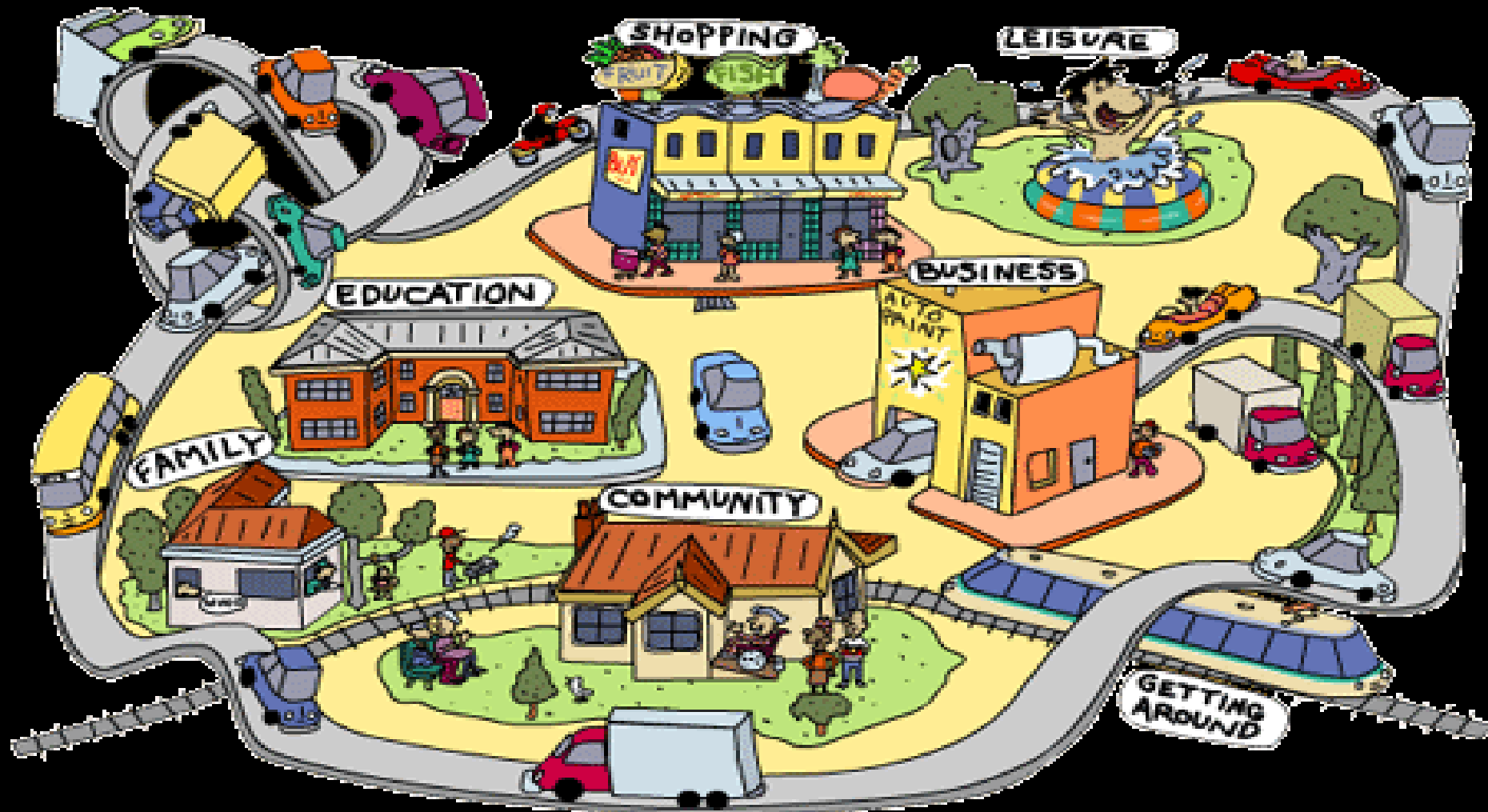
After the ribbon is cut, then what?

- Made decisions that don't consider lifecycle infrastructure costs
- Failed to fully recover costs and fees
- Did not report infrastructure deficits

FUNDS
ASSET RICH
and
CASH POOR.



The public wants more services



But run it like a business

- Local governments own, operate and maintain **60-65%** of Canada's core public infrastructure.
- Local governments provide services that are 'infrastructure intensive'.
- Communities rely on these services everyday!



Stop pretending there is no cost!



What is the role of the elected official?

Strategic leadership and responsible stewardship for the services and the infrastructure that make our communities awesome.



What is the role of the elected official?

What services are being provided now?

What services will be needed in the future?

What level of service does our community value?



What is the role of the elected official?

What are we spending to maintain our services and what should we be spending?

What are we willing to pay for?

If we can't afford everything, who makes the decisions about priorities?



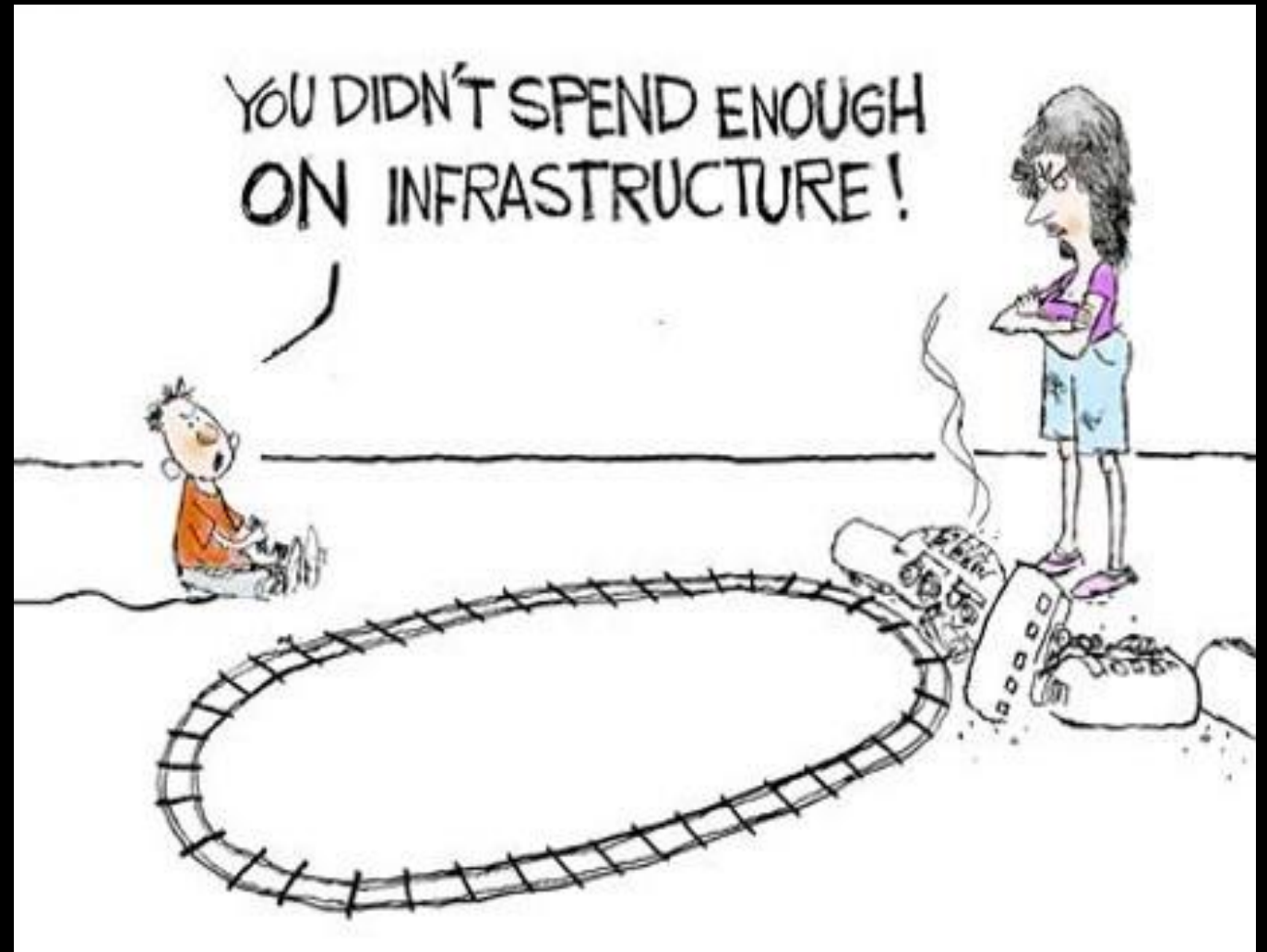
We Need Leadership

When reality is
unpleasant,
realist tend to be
unpopular.



Be the leader you wish others had been

Don't let this be said of you in ten years time ...



SEVEN DEADLY SINS

for elected officials in asset management
(AND HOW TO AVOID THEM)



SEVEN DEADLY SINS

TRYING TO
MAKE EVERYONE
HAPPY



Real Leadership



SEVEN DEADLY SINS

IGNORE
YOUR REAL
ROLE



Best laid plans



Vibrant and diversified economy

Economic growth and business development

Safe, healthy and livable community

Attract new residents and support population growth

Active living

Rich arts and cultural offerings

Environmental protection

Improve communications and public engagement.

Affordable and accessible housing

(food security, living wage, poverty reduction, refugees)

SEVEN DEADLY SINS

TALK ABOUT
TAXES
INSTEAD OF
SERVICE LEVELS



Why the public thinks they elected you...

I don't want
to pay more
taxes

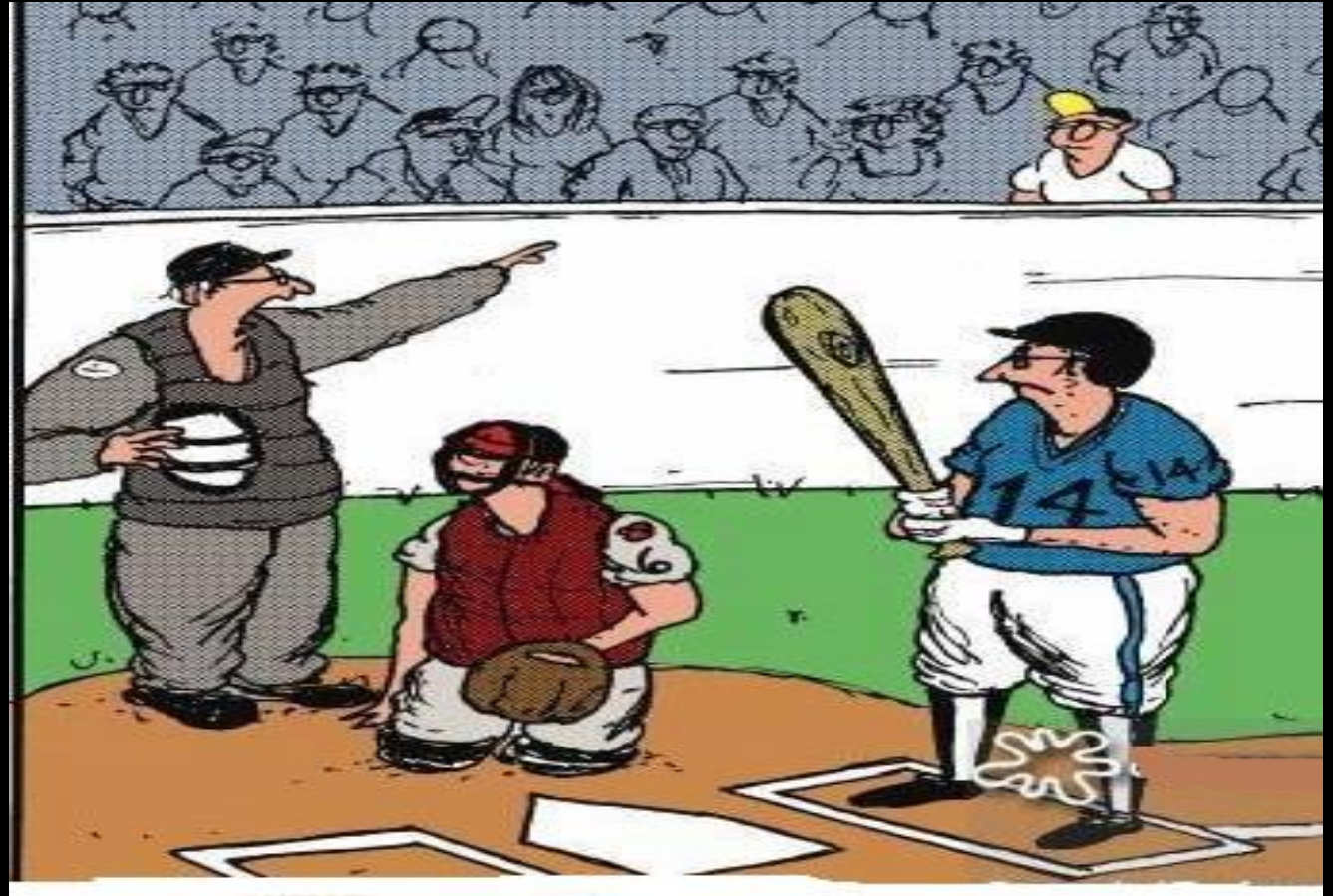


I want
more
services

SEVEN DEADLY SINS

IGNORE
YOUR STAFF

(expertise vs opinions)



Whoa! Time out. The loud guy in the white shirt is right- that was a ball.
My mistake. Sorry everyone. Thank you sir

What do you think is the approximate cost of replacing one block (450-500 m) of sidewalk?

- Over 66% underestimated by 50K
- Over 30% underestimated by 70K

What do you think is the approximate cost of replacing one block (450-500 m) of road with curb, gutter, water, and sewer lines?

- 77% underestimated by 500K
- 60% were out by over 1 Million

SEVEN DEADLY SINS

IGNORE
YOUR STAKEHOLDERS



ASK

- What community-owned assets contribute to your quality of life?
- What community-owned assets contribute to your neighbour's quality of life? What if they aren't the same?

ASK

The cost to deliver services and maintain infrastructure to the residents is increasing.

A short fall in funding will put our communities at risk in the future.

How should we approach this challenge as a community?



SEVEN DEADLY SINS

COMPLAIN
CRITICIZE
BLAME



Managing Public Assets: Role of Staff



SEVEN DEADLY SINS

PASS IT ON



OPTIMAL



- BE the steward
- BE the champion
- BE the message

- DO the hard thing
- DO the right thing
- DO it now

