



Boring Until It's Broken:

Engaging the Public in Infrastructure and Asset Management



This initiative is offered through the Municipal Asset Management Program, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

fcm.ca/assetmanagementprogram



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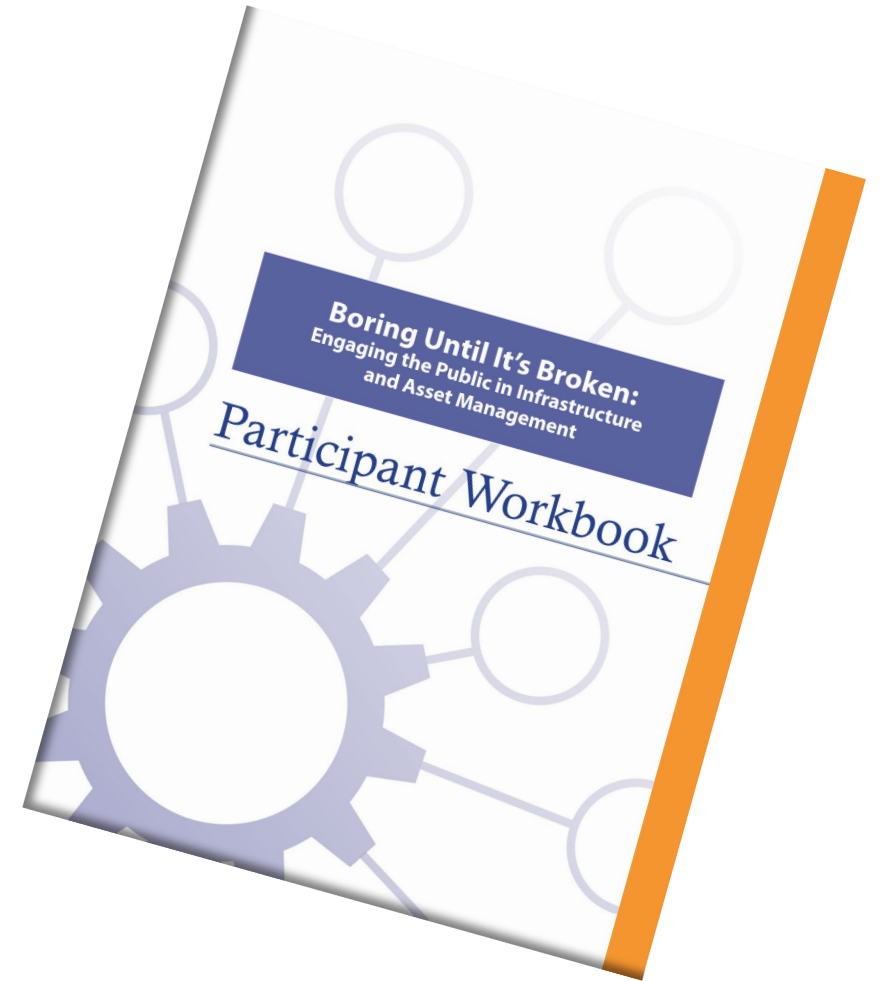
Engaging the Public in Infrastructure and Asset Management



Welcome!

Why we're here:

- To develop a strong understanding of how to engage the public in relevant discussions about asset management.



FCM's Municipal Asset Management Program

- Funding for asset management activities
 - Assessments
 - Plans, policies, and strategies
 - Data collection and reporting
 - Training and organizational development
 - Knowledge Transfer
- Funds up to 80% of eligible costs to a maximum of \$50,000



Engaging the Public in Infrastructure and Asset Management



Your Facilitators



 Engaging the Public in Infrastructure and Asset Management



Introductions



Engaging the Public in Infrastructure and Asset Management



Using the Workbook



Schedule

<i>Time</i>	<i>Topic</i>
	Introductory Remarks <ul style="list-style-type: none">➤ Asset Management Refresh➤ Articulate Why It Is Important to Engage the Public in Asset Management➤ Identify Council's Role in Communication and Engagement
	Refreshment Break <ul style="list-style-type: none">➤ Identify the Audience and Key Messages and Questions for Engagement➤ Identify Good Practices for Engaging with Constituents➤ Monitor for Success
	Concluding Remarks



What Does Asset Management Mean to You?



 Engaging the Public in Infrastructure and Asset Management



What is Asset Management?

“The process of **making decisions** about the use and care of infrastructure to **deliver services** in a way that considers current and future needs, manages risks and opportunities and makes the best use of resources”

Source: Building Community Resilience Through Asset Management: A Handbook & Toolkit for Alberta Municipalities



Asset Management

- It is not just for large communities - all municipalities make decisions about their services and assets.
- The systems and processes don't need to be extensively detailed or expensive.
- You can start where you are, building on existing processes.
- Asset management is about updating those processes to ensure they are systematic, documented, consider the right kind of information and take a long-term perspective.



Did You Know?



- Asset management includes not only engineered assets but also natural assets, including aquifers, riparian areas, and wetlands.
- Asset management processes can be applied to these natural assets in support of sustainable service delivery.



Some Vocabulary...



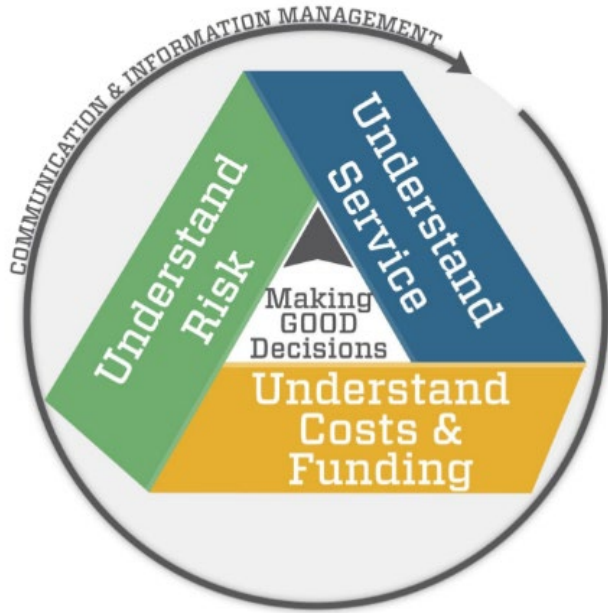
Assets | Also known as a tangible capital asset, a physical component of a system that enables a service, or services, to be provided.

Asset management system | A set of processes and procedures that support asset management. Components may include a plan, policy, and/or strategy.

Sustainable service delivery | Process of ensuring that municipal services are delivered in a socially, economically, and environmentally responsible way.



Asset Management and Decision Making



- Municipal councils make decisions and set direction.
- Decisions require trade-offs between service, risk, and cost.
- Council must incorporate an asset management lens and understand these trade-offs to support decision-making.

Source: Alberta Handbook and Toolkit



Service, Risk, and Cost Considerations

Service	Risk	Cost
<ul style="list-style-type: none"> • Types of services • Who benefits or doesn't benefit from a particular service • The current and desired level of service • Regulatory requirements • Service demands 	<ul style="list-style-type: none"> • Events that would have an undesirable impact on services • <u>Asset risk</u> describes the risk of an asset failing to perform the way you need it to deliver a service • <u>Strategic risk</u> describes a change that would affect your ability to achieve municipal objective • Risk management strategies 	<ul style="list-style-type: none"> • Replacement and capital costs • Operating and maintenance costs • Revenue sources • Partnerships



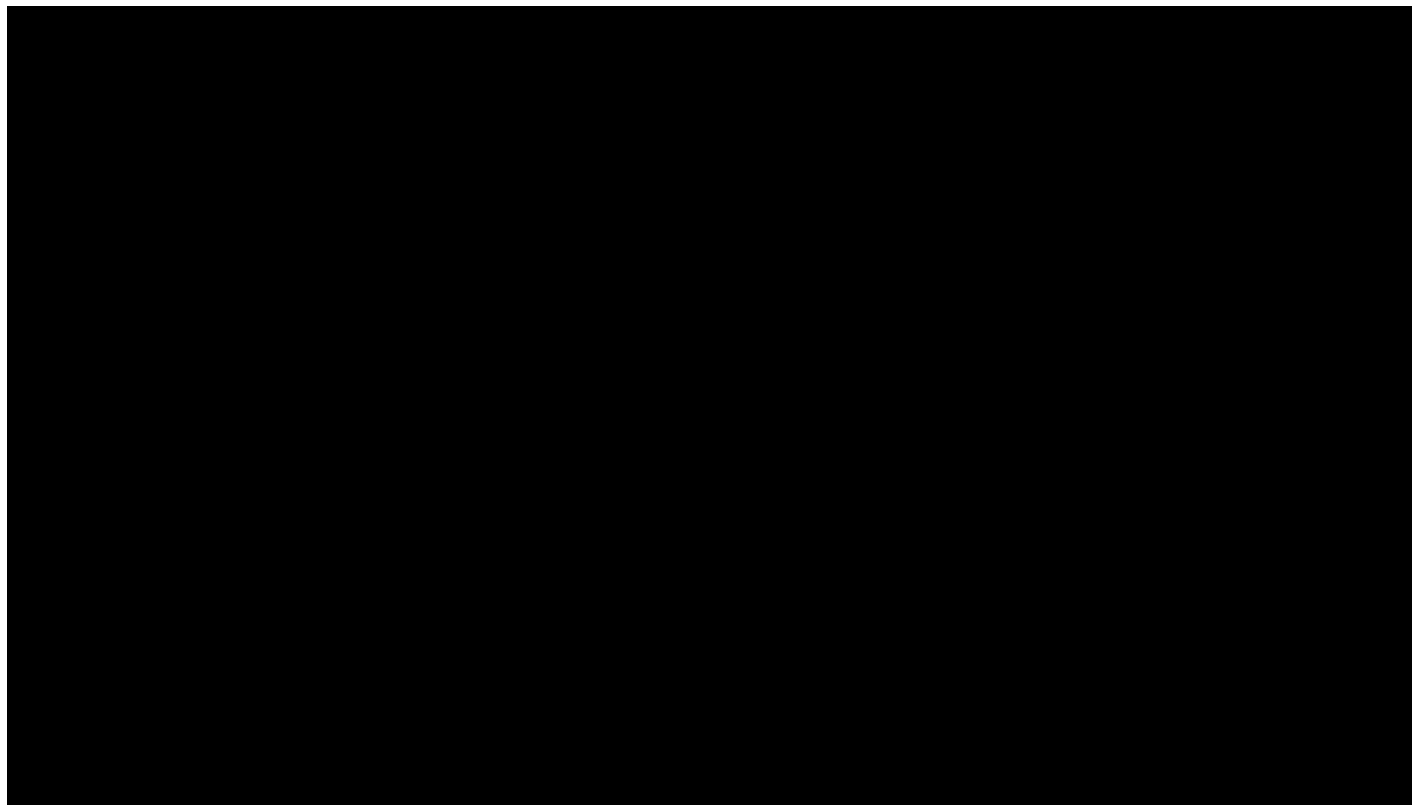
Module 1

Articulate Why It Is Important to Engage the Public in Asset Management



Engaging the Public in Infrastructure and Asset Management





<https://www.youtube.com/watch?v=Wpzvaqypav8>



Engaging the Public in Infrastructure and Asset Management



Communication and Engagement

- Infrastructure assets are often invisible to the public until something goes wrong.
- Communicating and engaging with the public throughout the asset management process helps constituents develop a deeper understanding of services and what it takes to deliver them.



Did You Know?



- 60% of Canada's core public infrastructure is owned and maintained by municipal governments
- One-third of municipal infrastructure is in fair, poor, or very poor condition.
- Canadian Infrastructure Report Card found that "All communities, particularly smaller municipalities, would benefit from increased asset management capacity."



Some Vocabulary...



Communication | The process of keeping constituents and stakeholders informed about decisions and activities that are relevant to them.

Engagement | The process of interacting with constituents and stakeholders to build awareness and communicate decisions and activities that are relevant to them, and also to collect and incorporate their feedback into those decisions and activities.



C&E and Asset Management

- Focus on relevant topics that will impact services the public receives and what they pay
- Informs public so they can fulfill their roles: receiving services, paying taxes and rates, and providing feedback on priorities
- Supports council in making decisions that support sustainable service delivery that represent priorities of constituents



Purpose of Engaging the Public

1. To build public awareness about assets and provide relevant information on asset management.



Purpose of Engaging the Public

2. To be transparent about investment decisions and levels of service.



Purpose of Engaging the Public

3. To understand and consider public expectations and input in setting priorities and levels of service, as well as understand willingness-to-pay.

Did You Know?



As of July 23, 2018, municipalities are required to have a public participation policy under Section 216.1 of the Municipal Government Act.

Policy must identify:

- How municipalities will approach public participation and engagement
- The types or categories of approaches the municipality will use to engage municipal stakeholders
- The types or categories of circumstances in which the municipality will engage municipal stakeholders”



Benefits of Engaging the Public



Engaging the Public in Infrastructure and Asset Management



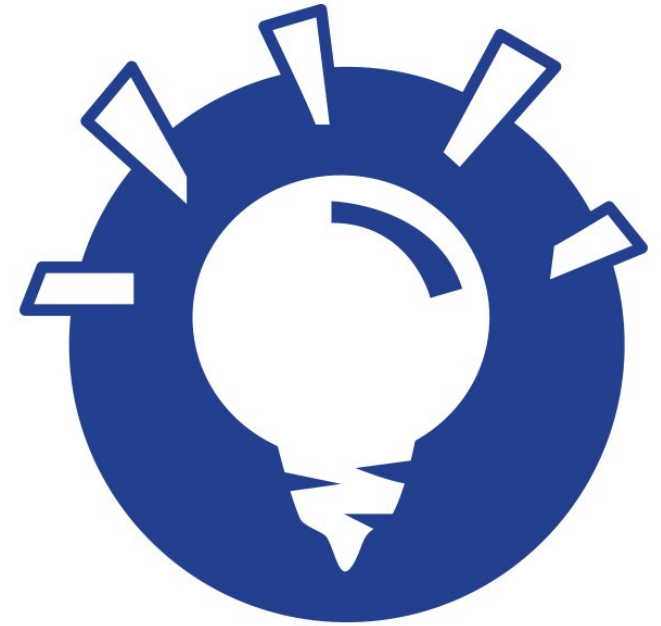
Benefits of Engaging the Public

- Minimizes surprises to constituents
- Demonstrates transparent decision-making
- Increases public trust
- Educates and engages the public on service delivery and trade-offs
- Informs realistic expectations of service levels
- Enables constituents to communicate their priorities and willingness-to-pay



Activity

See page 8 in Workbook



'It seems outrageous': Engineer says province grossly overbuilding southwest ring road

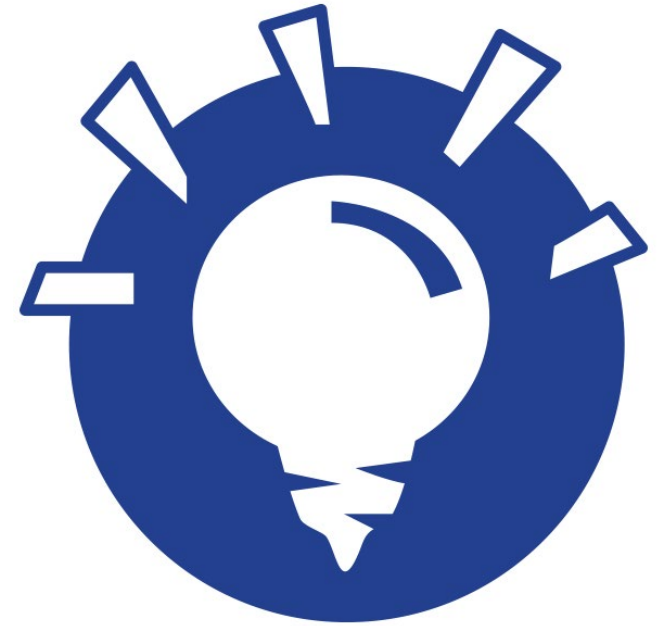


Promise to fix aging rural Alberta bridges a 'good start' but millions more needed



Activity

See page 9 in Workbook



Council's Role in C&E

- Talk to constituents about how decisions are made
- Reporting information on service issues identified by constituents to staff
- Enabling staff to improve communication and engagement through financial and human resources
- Participating in public consultation processes to gain input that can help council make informed decisions



Council's Role in C&E

- Understand and engage in the municipality's approach to setting priorities and making decisions that consider long term risks, costs and service objectives



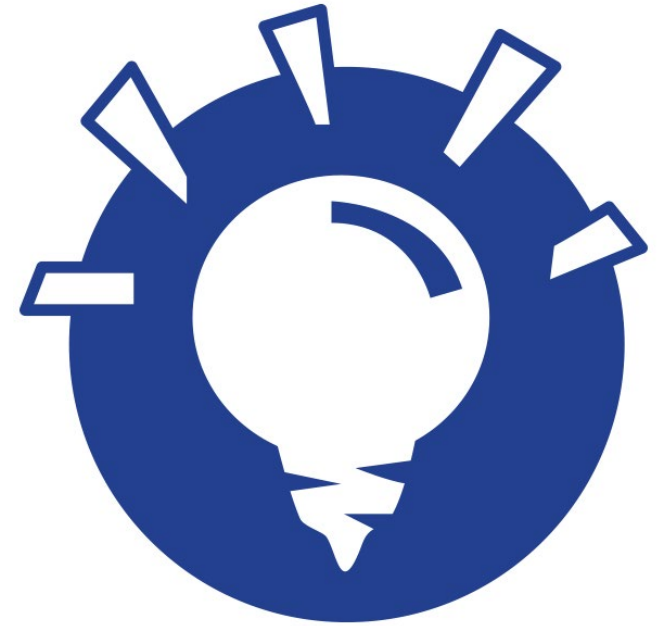
Staff's Role in C&E

- Providing the right kind of information and tools that elected officials need to fulfill their role
- For example:
 - Developing a communication and engagement plan
 - Developing Information to share publicly
 - Arranging opportunities to gather community input



Activity

See page 11 in Workbook



Module 2

Identify Who Should Be Engaged and What the Messages Should Be



Engaging the Public in Infrastructure and Asset Management



Targeted Communication and Engagement

Before beginning any communication or engagement with the public, it is important to understand:

1. Your objectives for communicating or engaging
2. Your audience
3. Your methods of engagement



Your Objectives for Communicating or Engagement

- Be clear about whether you are communicating a message or asking for input.
- If you are asking for input, communicate how that input will be considered in the decision-making process.
- Report back to the community on what was heard and how the input will be considered – this is critical in creating trust in the engagement process.



Your Objectives for Communicating or Engagement

- Example Objectives:
 - Provide information about an important infrastructure upgrade
 - Obtain input on discretionary items in the budget
 - Inform people about the costs of providing services
 - Obtain input on levels of service and willingness to pay



Your Audience

- Different audiences will care about different things and will engage in different ways.
- Knowing your audience will help identify key messages and engagement methods.
 - Example audiences:
 - Specific neighbourhoods impacted by an infrastructure upgrade
 - Users of a community facility, to get feedback on the facility
 - Non-users of a community facility, to understand why they don't use it
 - Industrial customers who will be impacted by a water rate increase
 - Special interest groups who have specific uses for parks and park amenities



Your Audience

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 - Specific neighbourhoods impacted by an infrastructure upgrade
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Your Methods of Engagement

- How will you be able to best achieve your objectives?
- How can you best reach your audiences and gain their perspectives?
- What is practical and cost-effective for your municipality to do?
- What will get people's attention?



Your Methods of Engagement

- Example engagement techniques:
 - Mail outs (often included with tax or utility bills)
 - Posters/public ad campaigns
 - Roadside message boards
 - Open houses or pop up displays
 - Surveys
 - Focus groups
 - Coffee shop chats
 - Social media



Social Media Considerations

- Can be effective for:
 - Generating excitement around an initiative
 - Getting people thinking about a big question
 - Inviting community members to events and tracking RSVPs
 - Disseminating information quickly
 - Knowing who you are reaching
 - Linking followers to other information



Social Media Considerations

- Interactive
- Expectation that communication is two-way through public comments
- Unique opportunity to see what people are thinking – good and bad
- When used effectively, opportunity to address misinformation and criticism
- A social media administrator should ensure that your municipality’s “public face” is viewed as engaging, open and trustworthy.



General Asset Management Communication

- A municipality can incorporate key asset management messages in consultation about a community vision, plan, or annual budgeting engagement.
- Sustained and consistent messaging, conveyed using plain language and graphics/visuals will be most effective in building general awareness.



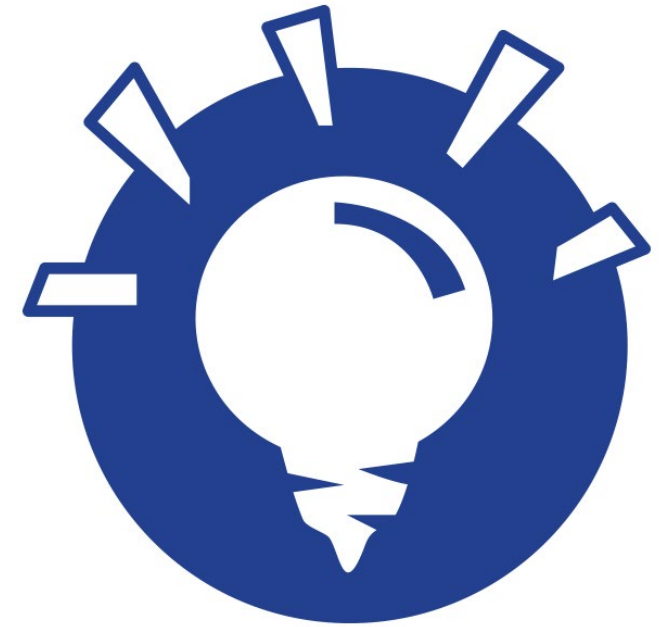
Key Asset Management Messages

- Infrastructure exists to deliver services.
- These services need to meet the needs of today and consider future needs.
- Expectations for levels of service need to be considered in the context of willingness-to-pay.
- Asset management is a process that the municipality uses to responsibly manage risks and deliver services while containing costs.
- Asset management is critical to the long-term viability of the community.
- Because the municipality is practicing asset management, the public can be confident that the services provided are reliable and stable.



Activity

See page 16 to 17 in Workbook



Module 3

Identify How to Engage



 Engaging the Public in Infrastructure and Asset Management



Communication and Engagement Practices

- Keep it interesting
- Tell a story
- Make it fun
- Leverage current events
- Find ambassadors
- Collaborate



Did You Know?

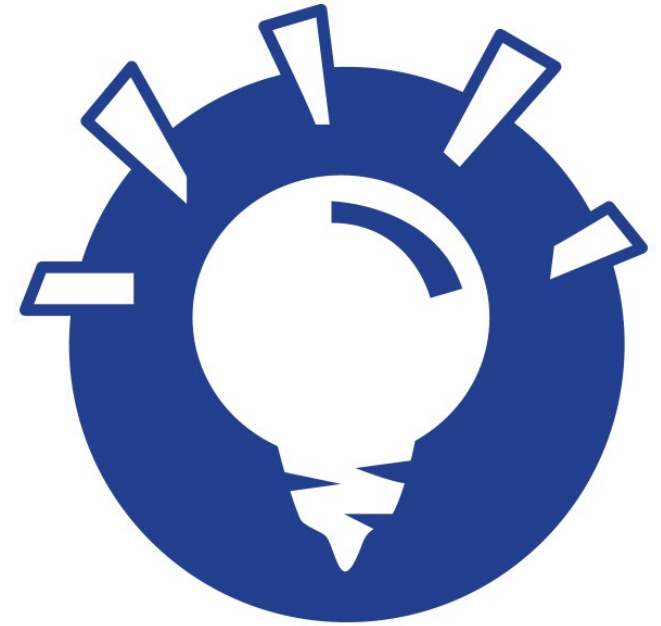


- The International Association for Public Participation (IAP2) Canada offers training and best practices on community engagement that is used by local governments across Canada.
- Infrastructure Asset Management Alberta (IAMA) is a great forum to find resources on communication and engagement for asset management, and to learn strategies from peer municipalities.



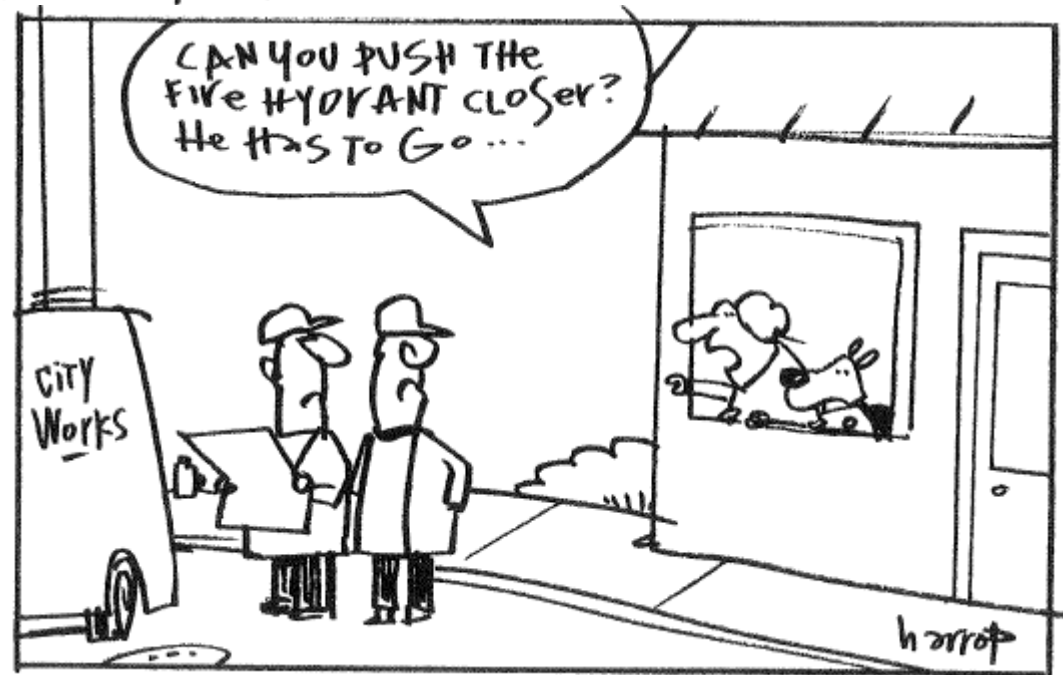
Activity

See page 19 in Workbook

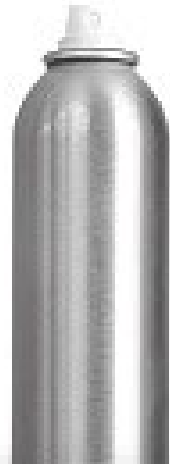




THE GREAT CANADIAN INFRASTRUCTURE CHALLENGE



Where does the metal you recycle end up?





I'M HAVING FUN
I'RE LOOKI
YOU NEED .org



FREE DRINKING WATER

NEARLY 900 MILLION
PEOPLE IN THE WORLD
HAVE NO OTHER CHOICE



TAP PROJECT

FLOW

SHOW FEDERAL CANDIDATES THAT WE

ABOUT TRANSPORT UPGRADES IN SEQ

GIVE A
BEEP

BEEP HERE NOW

Everyone from families to tradies to truckies will benefit from faster, safer transport links.

So help South East Queensland's Council of Mayors convince Federal candidates to commit to funding transport upgrades - hit the horn to show your support!



4,311

South East Queensland locals Give a BEEP



**INVISIBLE NEW
YORK: THE HIDDEN
INFRASTRUCTURE
OF THE CITY**

ARTIST IN RESIDENCE



INFRASTRUCTURE & CITY PLANNING TOUR



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Implementation Fund](#)[Growth Plans](#)[Growth Plan for the Greater
Golden Horseshoe, 2006](#)[Supporting Documents](#)

Youth Engagement

In 2010, the fourth year of the Youth Engagement Project, the Ministry of Energy and Infrastructure challenged 63 young people from Brampton, Burlington, Guelph, Kitchener-Waterloo, Pickering, Toronto (Scarborough), Vaughan and Whitby to find solutions to urban growth issues using their own communities as their laboratories.



Over three months, the high school students aged 16 to 18 completed individual assignments and attended workshops to learn about urban design, sustainable transportation and green energy. The project culminated in a final Design Workshop where they built 3-D models of their communities and presented their 25-year visions to the Minister

[2009 Youth
Engagement
Project](#)[2008 Youth
Engagement
Project](#)[2007 Youth
Engagement
Project](#)

San José Citizens Play Innovation Games to Prioritize 2012-2013 Budget Proposals

The seriously fun way to do work — seriously!

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Jan 26th, 2012

In : [Buy a Feature](#), [Events](#), [News](#)

By : [tcarter](#)

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Tags: [Buy a Feature](#), [Games for Democracy](#), [Innovation Games](#), [San Jose](#), [collaboration](#), [government](#), [prioritization](#), [prioritization games](#), [success stories](#), [trained facilitators](#)

On January 21, 2012, more than 100 community leaders from San José, CA, played a specially designed version of *Buy a Feature*, dubbed *Budget Games*, to reveal their priorities for the City of San José's 2012-2013 budget. This is the second year that the city of San José, CA, has worked with The Innovation Games to bring citizens, community leaders and city officials to a priority setting session to kick off the six month budgeting process. (Read about last year's results [here](#).)

San José, CA, like many cities across the U.S., is facing another year of budget shortfalls, with an [anticipated deficit](#) in the General Fund for 2012-2013 of \$80.5 million. The city faces difficult choices as it starts the budgeting process and wanted input from its citizens on what city programs and



Activity

See page 19 in Workbook



Incorporating Community Input

- Why ask for input
 - Understand priorities
 - Identify desired levels of service
 - Assess willingness to pay
- How to use input
 - Council priorities
 - Plans and strategies
 - Operations



Council Priorities

- Councillors develop their understanding of community needs through:
 - Informal conversations during community events
 - Calls and visits from constituents
 - Reports from staff
 - Formal community engagement processes
- Feedback helps shape council and staff understanding of community priorities



Plans and Strategies

- May have public engagement component
- Feedback is collected and documented to identify community priorities, needs, or issues
- Public input can be incorporated into plans and strategies
 - Prioritizing discretionary items in the municipal capital plan and budget
 - Identifying desired amenities within a neighbourhood park
 - Developing a long-term recreation strategy
 - Deciding to extend piped water service to residents currently on individual well service



Operations

- Formal C&E may lead to changes to day-to-day operations of services
- Regular feedback is also part of monitoring of service delivery
- Staff need to monitor and assess feedback and decide where to incorporate the feedback



Summary of C&E

- Ongoing process
- Can be formal or informal
- When making decisions, feedback is balanced with professional judgement, financial realities of the community, and other priorities
- Promote transparency and build trust by communicating back to the public what was heard, how their input was considered, and what the final decision is



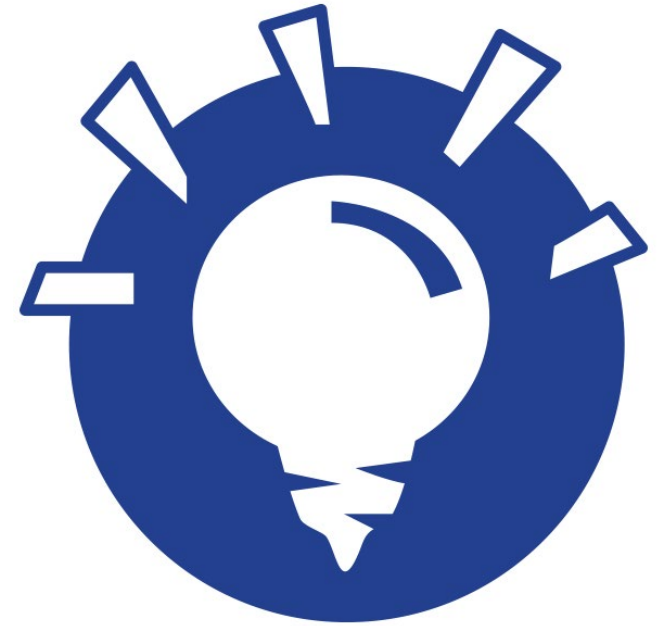
Measuring Effectiveness of C&E

- Communication and engagement can be measured by their activities and immediate outputs such as:
 - Number of people attending an open house
 - Number of mail-out fliers delivered
 - Number of views on website
 - Number of survey responses



Activity

See page 21 in Workbook



Activity

See page 22 in Workbook



You've Made It!



 Engaging the Public in Infrastructure and Asset Management



Asset Management Mindset Checklist

- Do we have the information we need to make a decision?
- Have trade-offs between cost, risk, and service been considered?
- Are we focusing on service delivery?
- What are the long-term implications?
- Have all the relevant disciplines been properly engaged in this decision (e.g., planning, engineering, public works, finance, etc.)?
- Are we thinking about both short- and long-term needs?



Half-Day Specialized Courses

- Boring Until It's Broken: Engaging the Public in Infrastructure Asset Management
- Risk: How Asset Management Can Help
- “I want a Five-Star Experience for a Two-Star Price”: Setting and Communicating Levels of Service
- It's Got Teeth but Doesn't Bite: Developing and Implementing an Effective Asset Management Policy
- Weathering the Storm: Asset Management and Climate Change



Engaging the Public in Infrastructure and Asset Management



Questions?



Engaging the Public in Infrastructure and Asset Management



Evaluation Form



Engaging the Public in Infrastructure and Asset Management

