

Adapting to Change

Reimagining Regional Collaboration



URBAN
systems

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OUR VISION

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OUR MISSION

CEA promotes a sustainable consulting engineering industry for the benefit of society. We provide exceptional value to our member firms and their clients.

OUR VALUES

We act with **INTEGRITY** as a trusted advisor.
Our **PEOPLE** make the difference. We encourage **INNOVATION**. We achieve success through **TEAMWORK**. We strive for **EXCELLENCE** in all we do.

Adapting to Change

“For Canada to embrace the 21st century with confidence, it needs communities that contribute their full potential. The only way they can do this is with tools adapted to their new realities and roles.”

- **Federation of Canadian Municipalities, State of Canada’s Communities: 2013**

The Emerging Future

- Changes to the Municipal Government Act have introduced a broader purpose for local governments:

“to work collaboratively with neighbouring municipalities to plan, deliver, and fund inter-municipal services.”

A New Reality

- Bill 21 introduces Part 17.2 to the MGA – Inter-municipal Collaboration
 - *“to provide for the integrated and strategic planning, delivery and funding of inter-municipal services”*
 - *“to steward scarce resources efficiently in providing local services”*
 - *“to ensure municipalities contribute funding to services that benefit their residents”*

Introducing a new Acronym...

Inter-Municipal Collaboration Framework (ICF)

- Mandatory within “2” years with each shared boundary
- Must include a plan for implementation
- Intended to balance benefits of receiving services with burdens to provide them

What does the ICF require?

- Plans to be evaluated within regional/inter-municipal context :
 - Integrated Transportation Master Plan
 - TIA adjacent to boundary
 - Water servicing
 - Sanitary Sewer servicing
 - Integrated Stormwater Master Plan
 - Emergency services
 - Parks and Recreation Master Plans
 - Inter-Municipal Development Plan

Is it the right thing to do?

Is it a solution to our problems?

What are the potential benefits?

Intermunicipal collaboration

How will it impact our services?

What are the short term and long term risks?

What are the costs?

How do we do this efficiently?

Asset management is 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.

Provincial Approach to AM



PHASE 1 (2015-2017)

1. Complete and publish an inventory of current tools and resources.
2. Support the development and rollout of tools for AM
3. Enhance existing advisory services and training opportunities.



PHASE 2 (2018-2023)

1. Assist municipalities to implement corporate planning regulatory requirements.
2. Expand tools and resources where gaps are identified.

http://www.municipalaffairs.alberta.ca/documents/ms/Asset_Management_Approach.pdf

Provincial Help – Grants Pending Budget Approval

- Alberta Community Partnership
 - “The objective of the ACP program is to improve the viability and long-term sustainability of municipalities by providing support for regional collaboration and capacity-building initiative”
- Federal Gas Tax Fund
- Water For Life

Provincial Help – Grants Pending Budget Approval

- Federal Public Transit Infrastructure Fund
- Green Transit Initiative Program
- Strategic Transportation Infrastructure Program

<http://www.municipalaffairs.alberta.ca/municipalgrants-ministry>

Federal Help – Federation of Canadian Municipalities

Municipalities for Climate
Innovation Program

Municipal Asset
Management Program

Community Economic
Development Initiative

Community
Infrastructure
Partnership Project

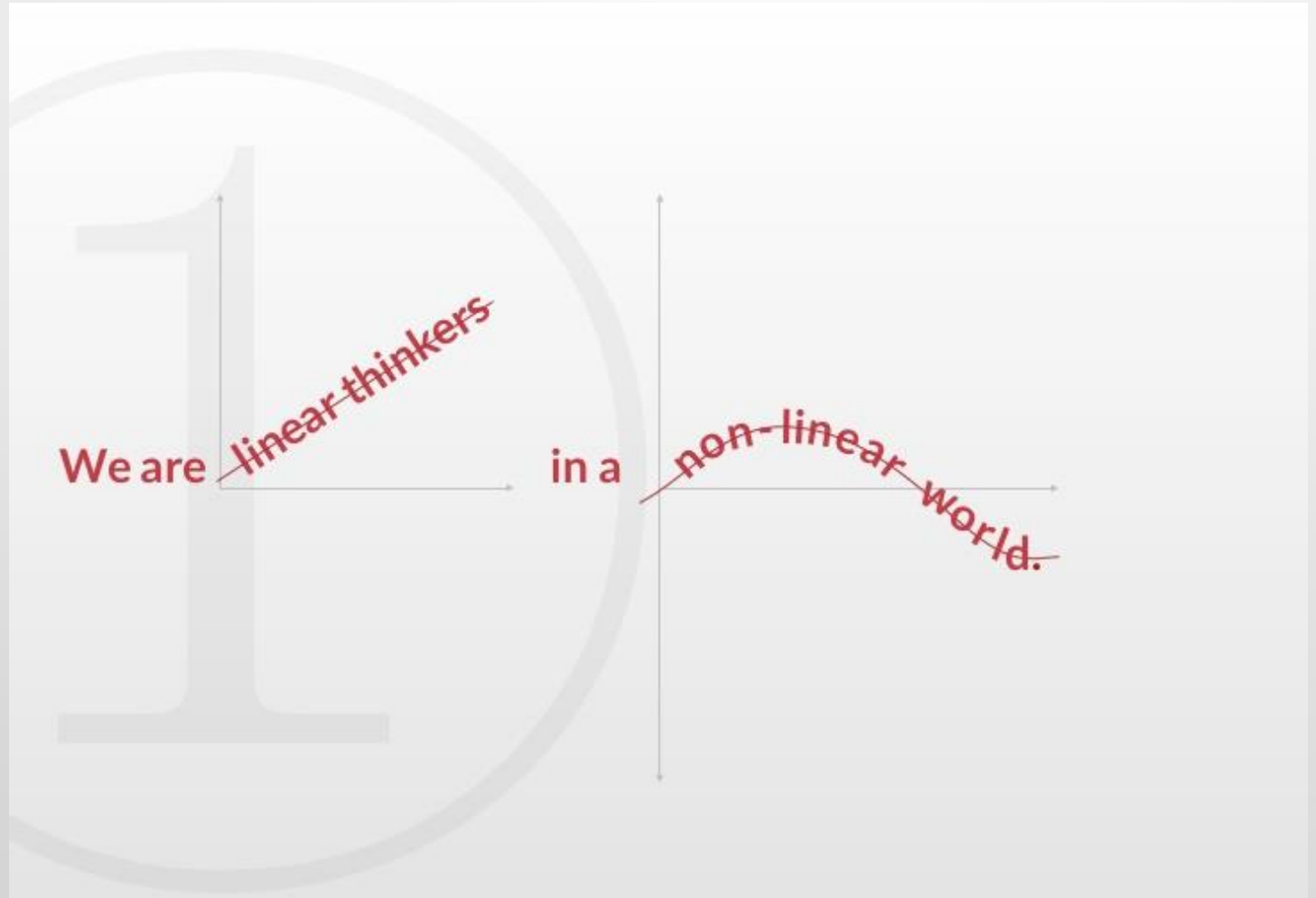
Green Municipal Fund

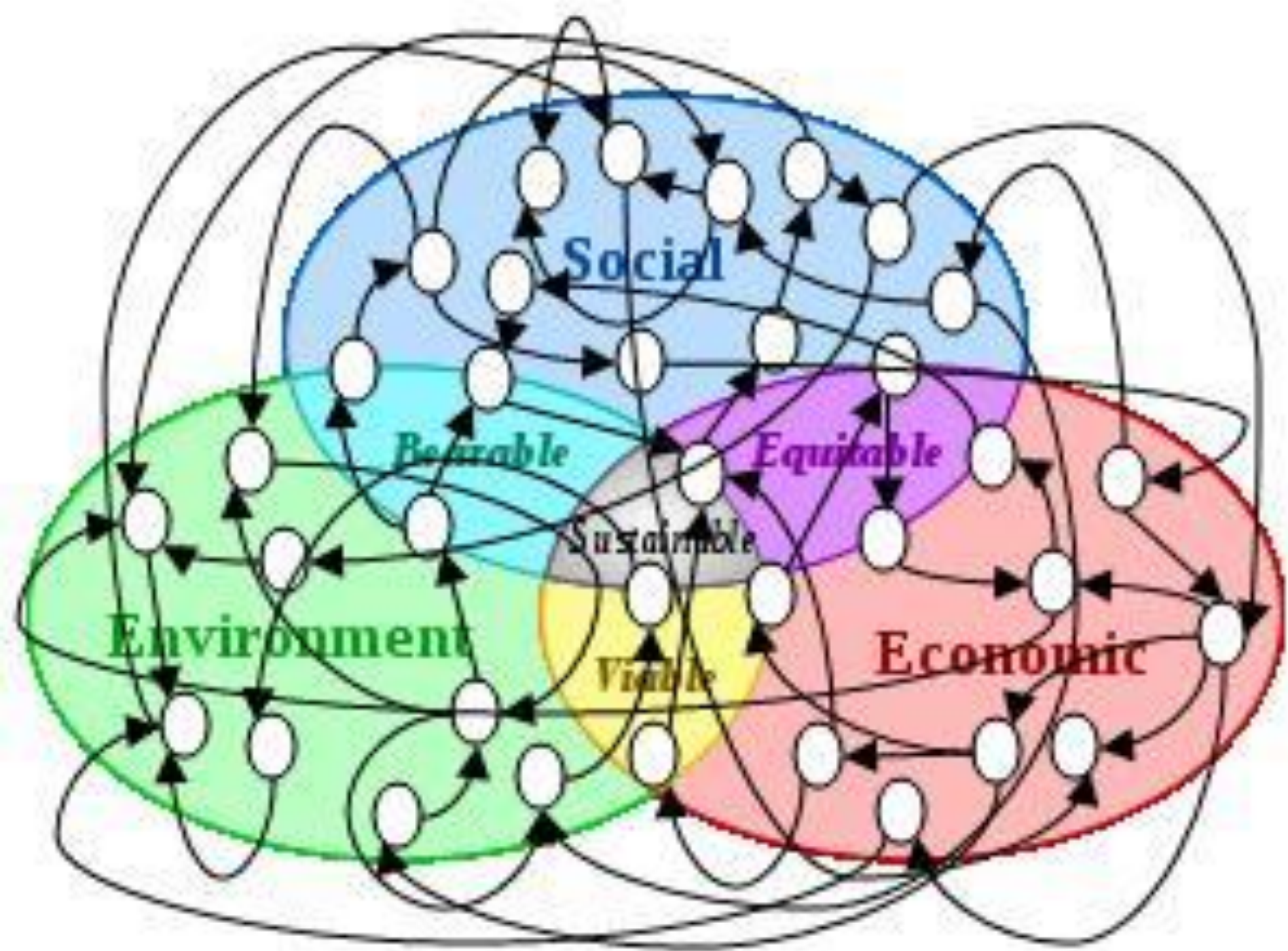
[http://www.fcm.ca/home/issues/
advocacy/budget-2017.htm](http://www.fcm.ca/home/issues/advocacy/budget-2017.htm)

It's complicated...or is it complex?



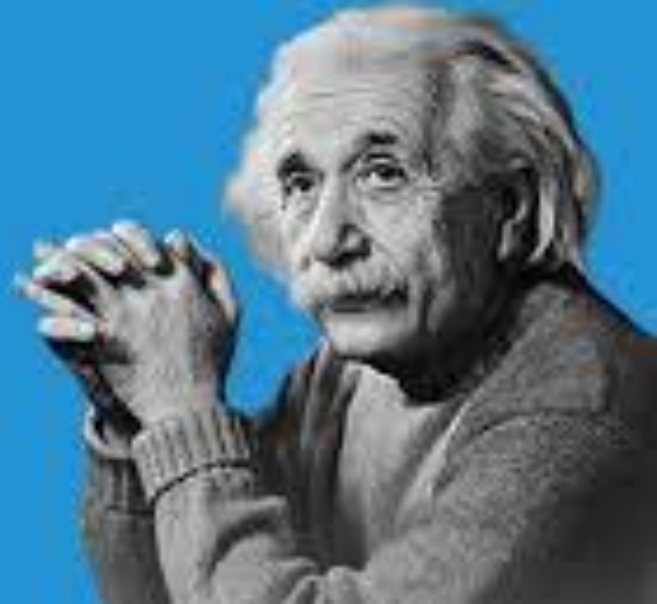
Complex Systems need Complex Thinking





“If you **always** do what you
always did, you will **always** get
what you **always** got”

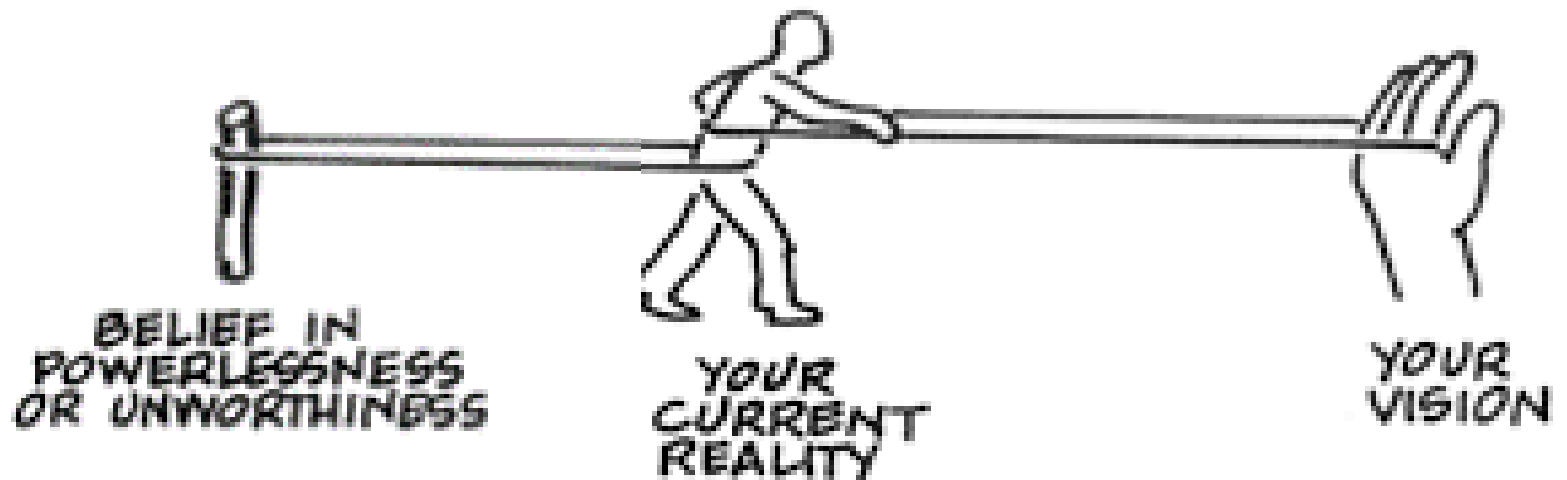
-ALBERT EINSTEIN



Change



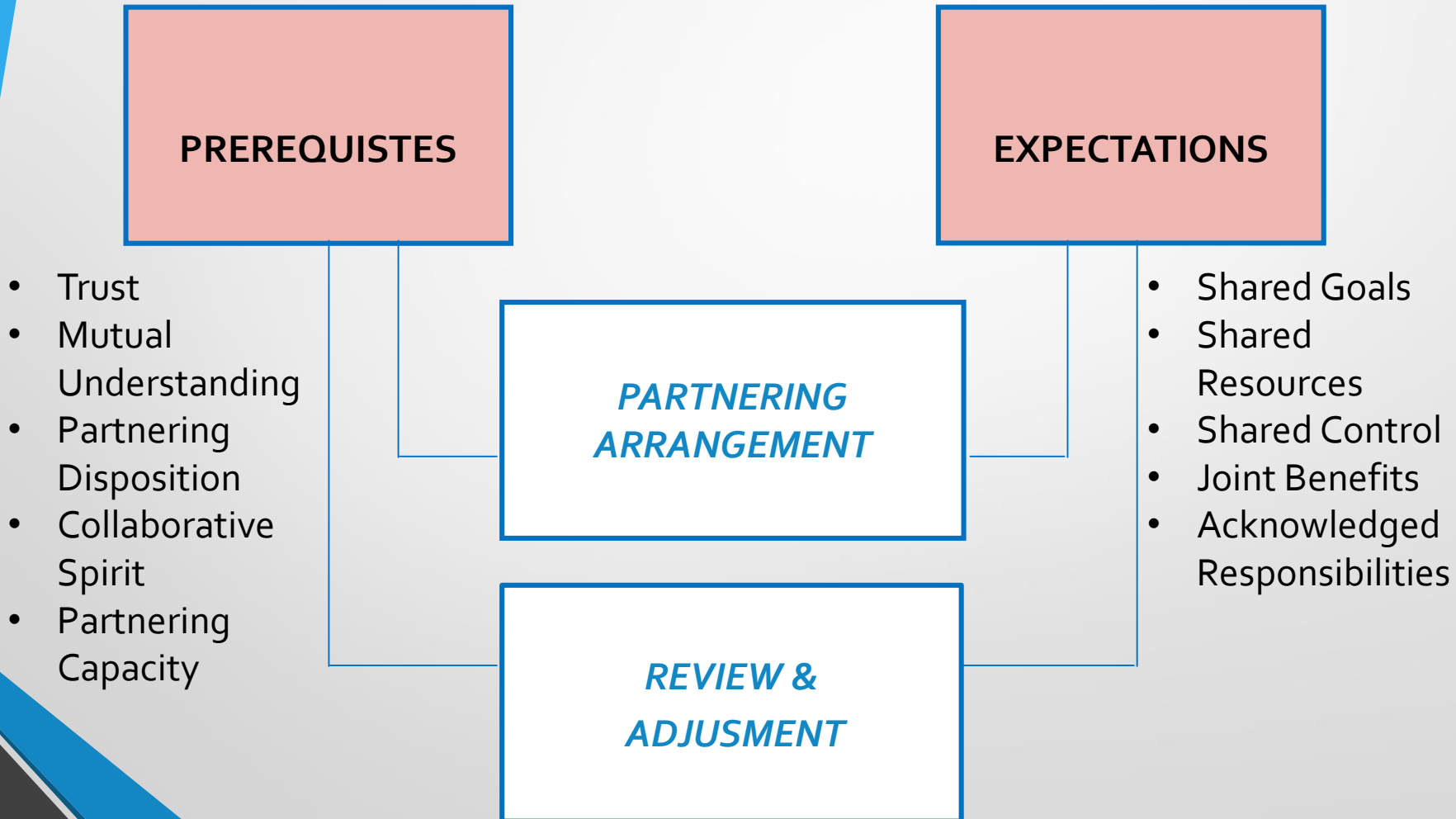
Change is also hard

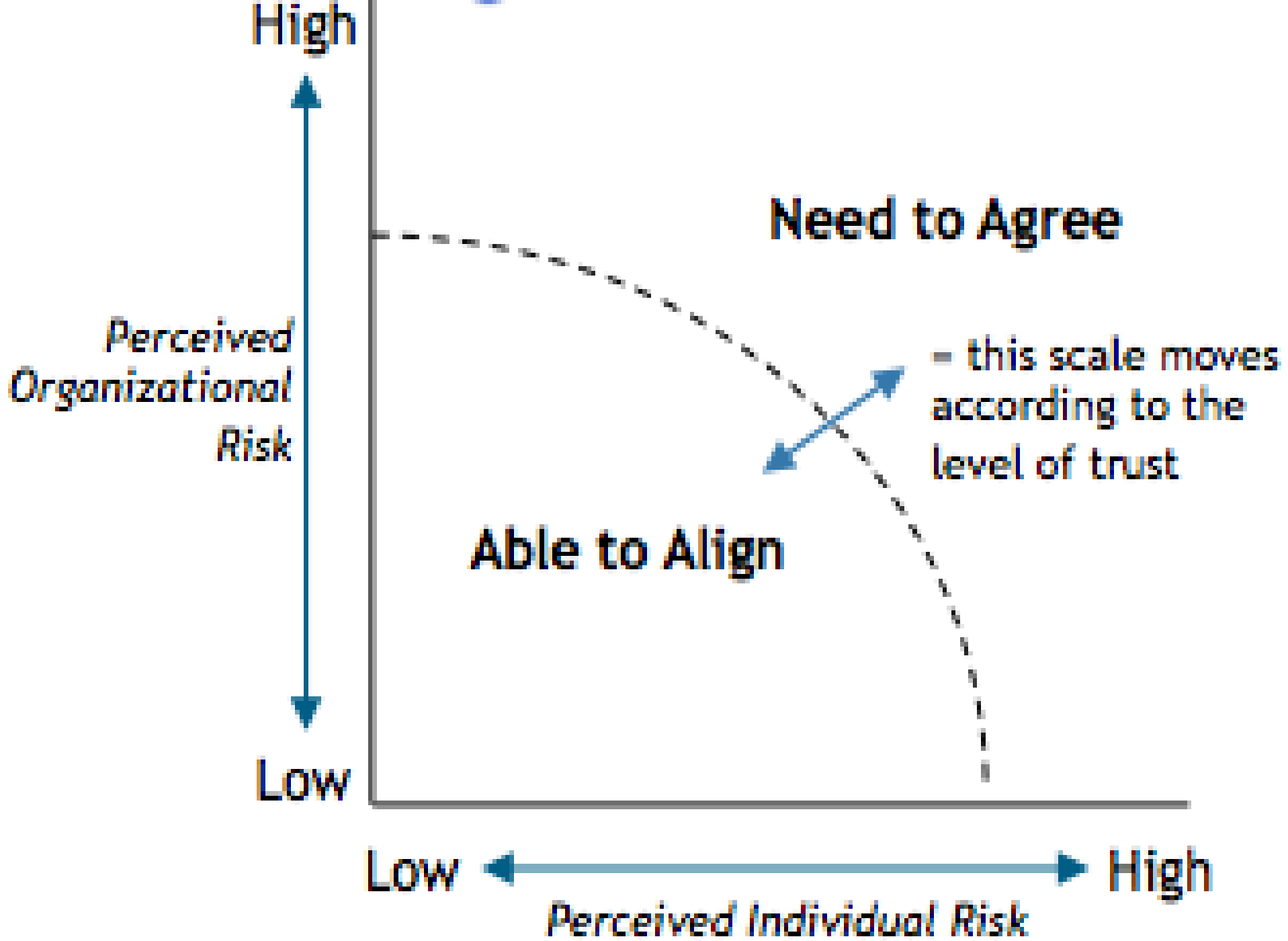


Relationships Matter



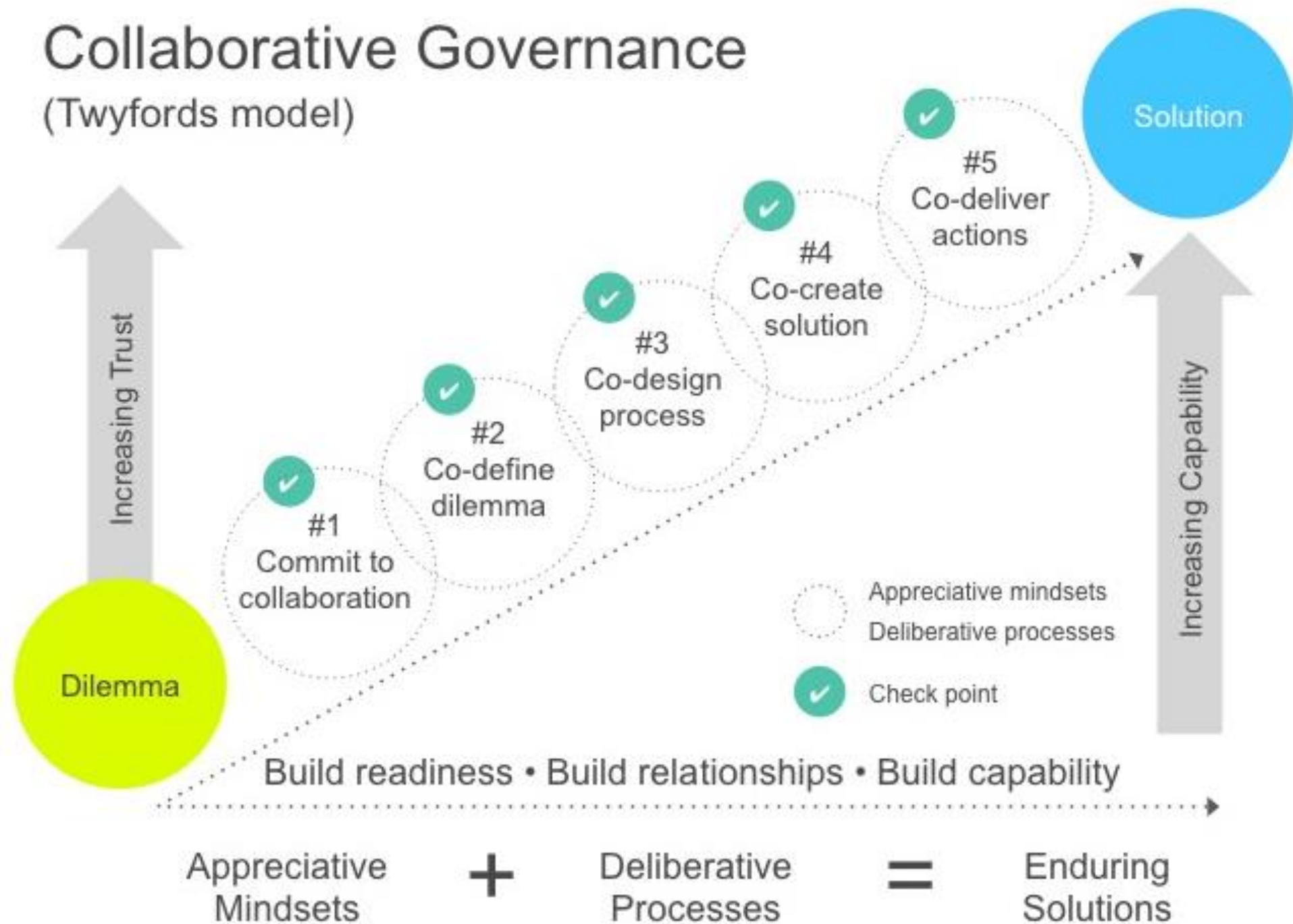
Rethinking Collaboration





Collaborative Governance

(Twyfords model)



No Easy Answers

$$2 + 2 = 5$$

