About Guelph

Introductions

- Single-tier municipality 100 km west of Toronto.

- Population of approximately 130,000.

- 13 member Council, 6 Wards.

- Ranked the top city in Canada to buy real estate, according to Money Sense magazine.

- Tied for lowest unemployment rate in Canada (Statistics Canada, 2017)

Agenda
Communicating with Council

Case Study Introductions
- Stormwater Utility
- Asset Management
- Infrastructure Levy
- Internet Voting

Applications of the Model
- Stormwater Utility
- Asset Management
- Infrastructure Levy
- Internet Voting

The Communications Model
- Laying the Foundation
- Engagement
- Business Case
- Predictability
- Building Trust

Lessons Learned
- Key Takeaways
- Re-cap on the Model

Stormwater Utility

Case Study Introductions

- Stormwater has been typically funded at 50% of what is required.

- Stormwater Utility approved as part of the 2017-2026 capital budget process.

- All residences will be charged the same flat fee of $4 a month for stormwater.

- The Goal: Sustainable funding by 2026.

Dedicated Infrastructure Levy

Case Study Introductions

- Infrastructure (such as roads and bridges) have been traditionally underfunded.

- A 0.5% dedicated infrastructure levy was request in the 2017 Capital Budget.

- Council went above and beyond and approved a 1% levy dedicated to infrastructure.

- The Goal: Sustainable funding source for infrastructure.

Corporate Asset Management

Case Study Introductions

- Asset Management has traditionally been completed with no dedicated resources.

- Created a corporate asset management division for the first time in March 2016.

- Developed an Asset Management communications strategy both internally and externally.

- The Goal: Shared understanding of good AM between community, council and staff.

Internet Voting
Case Study Introductions

- 2014 election had in-person and remote voting (internet)

- 44% voter turnout, 33% of those ballots were cast online which represented approx. 13,000 of the total ballots cast in the election.

- Recommendations for 2018 included internet voting, however Council opted not to pursue.

- The Goal: Modernized election service delivery, with an eye towards improved accessibility
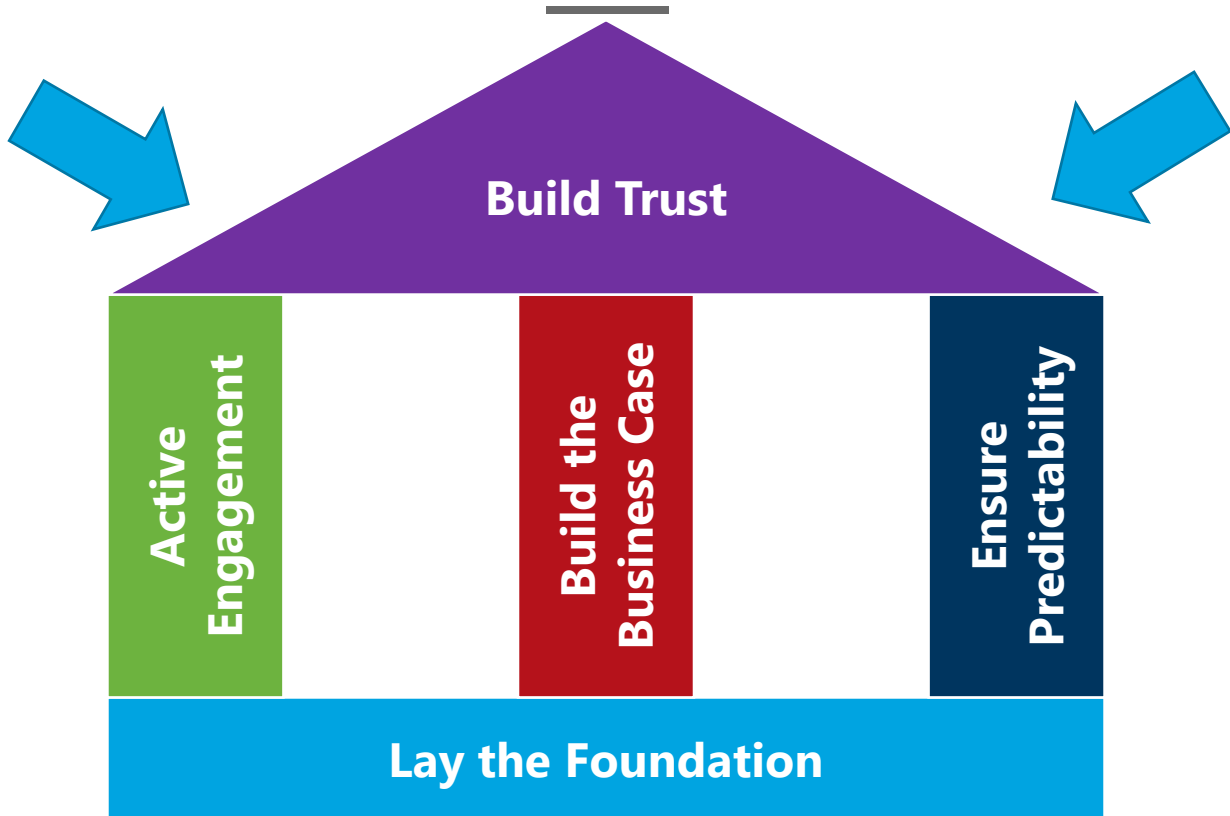
Our Communications Model

The Communications Model

External Climate:

- Global Events
- Media
- Regulatory
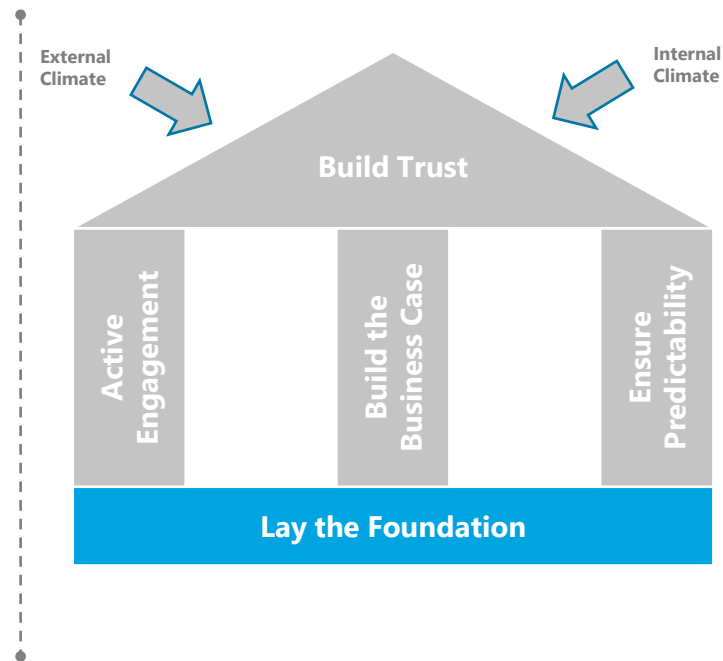- Timing
- Proponents vs. Opponents

Internal Climate:

- Priorities
- Council's Agenda Volume
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Communicating with Council – Strategies and Lessons Learned
MFOA Annual Conference
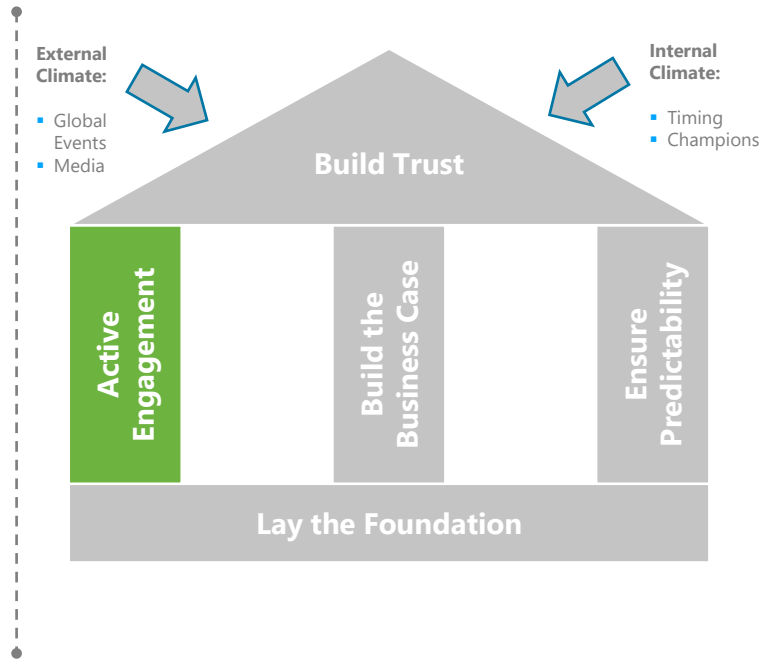
Lay the Foundation
The Communications Model

- Building the story over time.

- Fact-based information sharing with Council and Staff.

- Linking to key corporate strategies.

- Developing your long term communication roadmap (when and how key messages will be delivered).

External Climate

Internal Climate

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Active Engagement

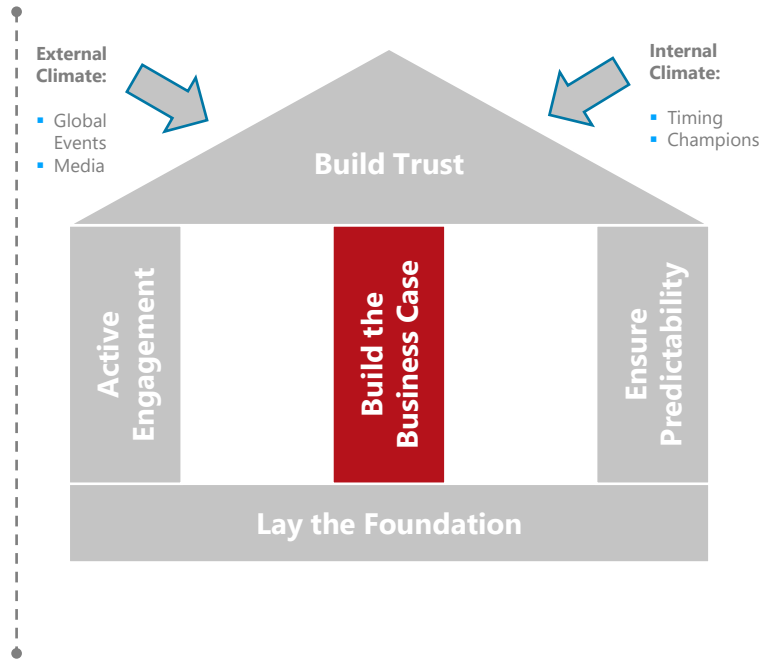The Communications Model

- Multiple communication mechanisms:
  - Information/Workshop Council meetings.
  - Staff reports and presentations.
  - Meetings with council outside of the council meeting.

- Robust public consultation.

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

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Ensure Predictability

Lay the Foundation

CITY OF Guelph Making a Difference
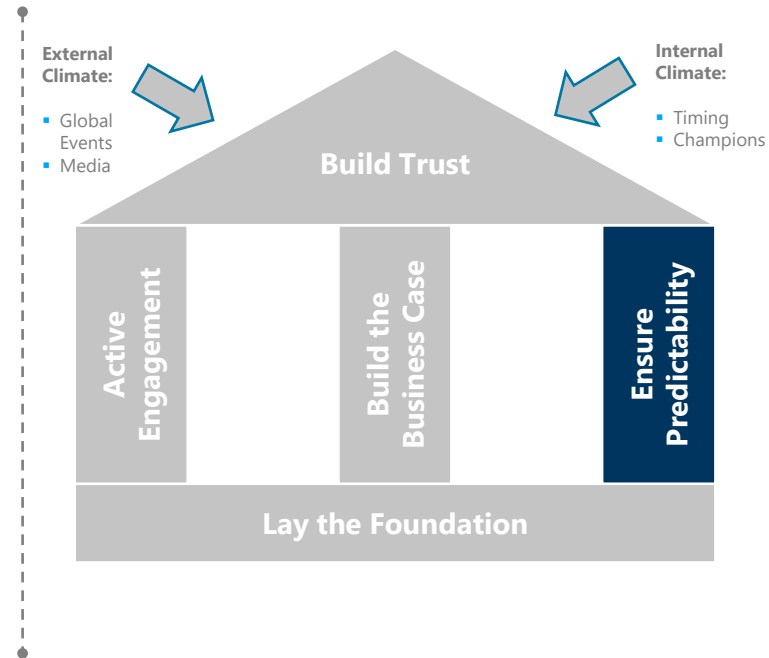
M FOA

Business Case

The Communications Model

- Evidence based.

- Being honest and open about what you know, and what you do not know.

- Highlighting the risks of not doing the initiative.

- Leveraging advocacy work of supporting associations.

- Being opportunistic about outside events.

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation
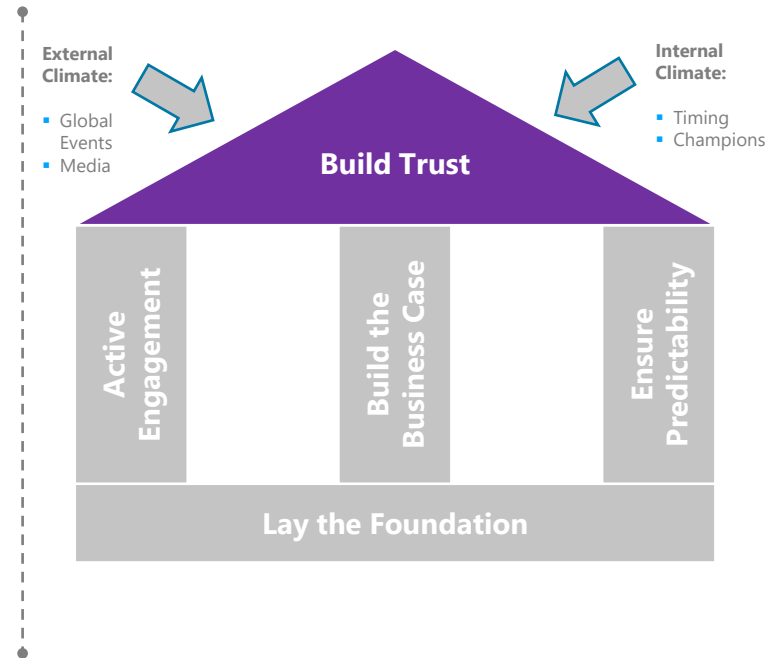
Predictability

The Communications Model

- Forecasting the Council agenda.

- Preview meetings.

- Avoiding the "ambush" (staff to Council, Council to staff, and public to Council).

- Briefing the Executive Team and Council.

- Uniform templates and communication standards.

- Putting out agendas early (10 days in advance).

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability
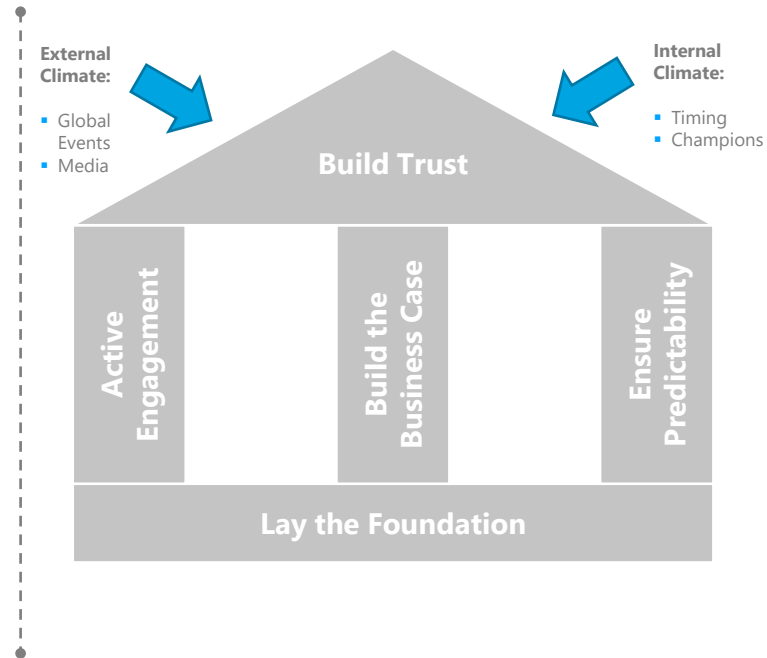
Lay the Foundation

Build Trust

The Communications Model

- Impacted by any of the previous components.

- Takes time to build trust.

- Building a common understanding of challenges and issues.

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Other Factors

The Communications Model

- The curve balls…

- Can be used to your advantage or against you.

- Be aware of potential factors that can impact your plan.

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

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Ensure Predictability

Lay the Foundation

Applying the Model

The Communications Model

- Stormwater Utility

- Dedicated Infrastructure Levy

- Corporate Asset Management

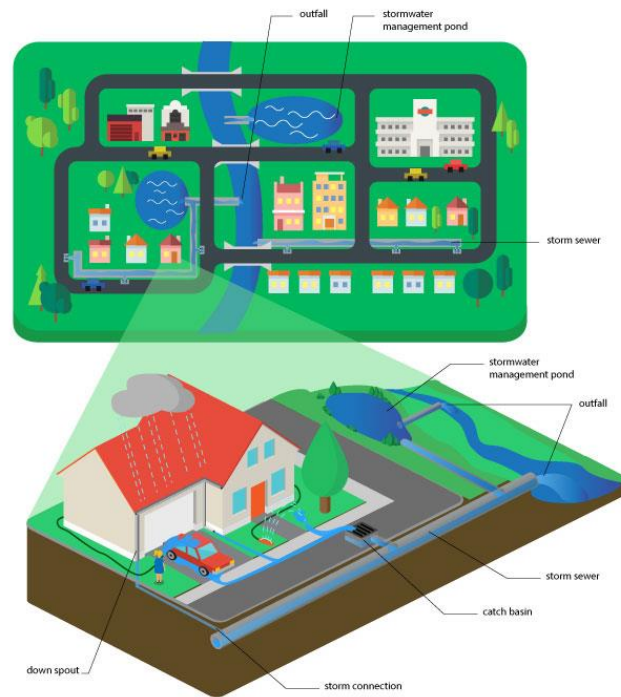- Internet Voting

Stormwater Utility

Case Study Introductions

- **2012 –** Infrastructure sustainability assessment study.

- **2012 –** completed a Stormwater Master Plan and presented the needs to Council.

- **2013 –** Asset Management Policy Report

- **2014 –** Began a stormwater funding study including consultation.

Asset Group	2006-2010 Average	2011 Grade	2012 Grade	Comments	6 Year Trend
Water System	D (66%)	B (81%)	A (90%)	The Water System 2012 budget is 90% of the Average Annual Cost. This is an improvement from the 2011 budget levels, and a significant improvement from the 2006-2010 average.	↑
Wastewater System	D (63%)	C (71%)	C (79%)	The Wastewater System 2012 budget is approximately 79% of the Average Annual Cost. This is insufficient to maintain the system in perpetuity; however it is an improvement from previous years.	↑
Storm System	F (32%)	F (36%)	F (41%)	The Storm System 2012 budget is significantly inadequate to sustainably maintain the system. It meets neither the Average Annual Cost, nor the needs for the current decade.	→
Transportation System	D (60%)	D (62%)	F (57%)	The Transportation System 2012 budget is approximately 57% of the projected requirement. This is insufficient to maintain the system in perpetuity and a decrease from the historical budget levels.	↓

Stormwater Utility

Case Study Introductions

- **2015 –** Completed an updated infrastructure report card staff report.

- **2016 –** Staff reports restating the 2016 tax budget for the stormwater service as a rate supported service.

- **2016 –** Approval of the Stormwater Utility as part of the capital budget process.

Stormwater Utility

Case Study Introductions

Laying the foundation
- Consistently presented the stormwater funding shortfalls and risks over a number of years.

Active Engagement
- Lots of deliberation, and public consultation prior to the actual request through staff reports and presentations.
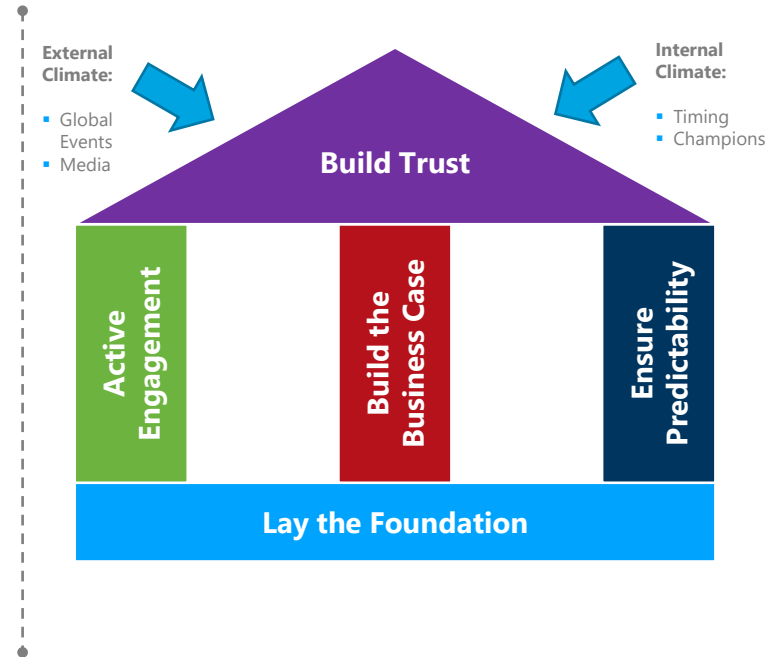
Building the Business Case
- Established a clear business case of the risks to the community and cost of the growing backlog, and the long term impacts.

Ensuring Predictability
- Told the story over a number of years, did not surprise Council.

Result
- **Unanimous approval**

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Dedicated Infrastructure Levy

Case Study Introductions

- **2012 –** Infrastructure Sustainability Assessment

- **2013 –** Asset Management Policy

- **2013 –** City 2014 Capital Budget Key Messages – Infrastructure Gap and Asset Management is a priority

- **Q1 2015 –** FTE ask for Asset Management (Did Not Get Approved)

- **2015 –** City 2015 Capital Budget Key Messages – "Taking Care of What We Own"

- **Q4 2015 –** FTE ask for Asset Management (Got Approved)

Fix today

Fix tomorrow
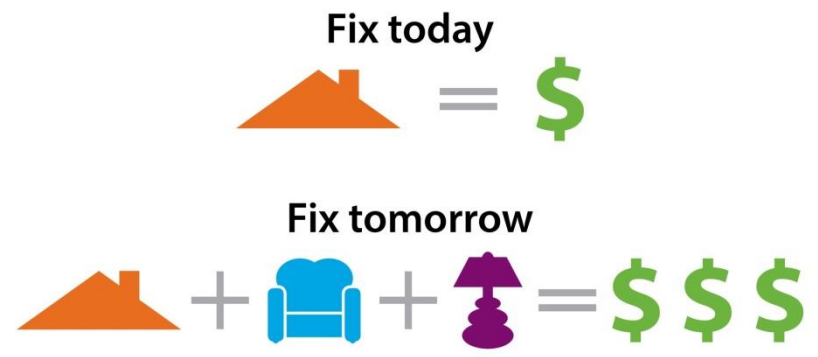
Dedicated Infrastructure Levy

Case Study Introductions

- **Q1 2016 –** "Options on how to address funding of infrastructure"

- **Q2 2016 –** Capital Budget Workshop – Re-enforce same message

- **Q4 2016 –** 2017 Capital Budget Presentation

- **Q4 2016 –** Staff recommend formally a special levy of 0.5%

- **Q4 2016 –** 2017 Budget approval – 1% special levy for infrastructure

- Council voted 7-5 to endorse the continuation for 10 years.

Levy impact on backlog
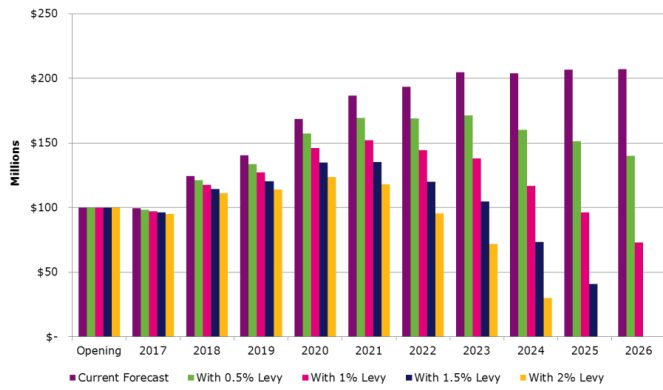
Dedicated Infrastructure Levy

Case Study Introductions

Laying the foundation

- Consistently presented the infrastructure gap at every opportunity.

Active Engagement

- Lots of deliberation prior to the actual request through staff reports and presentations.
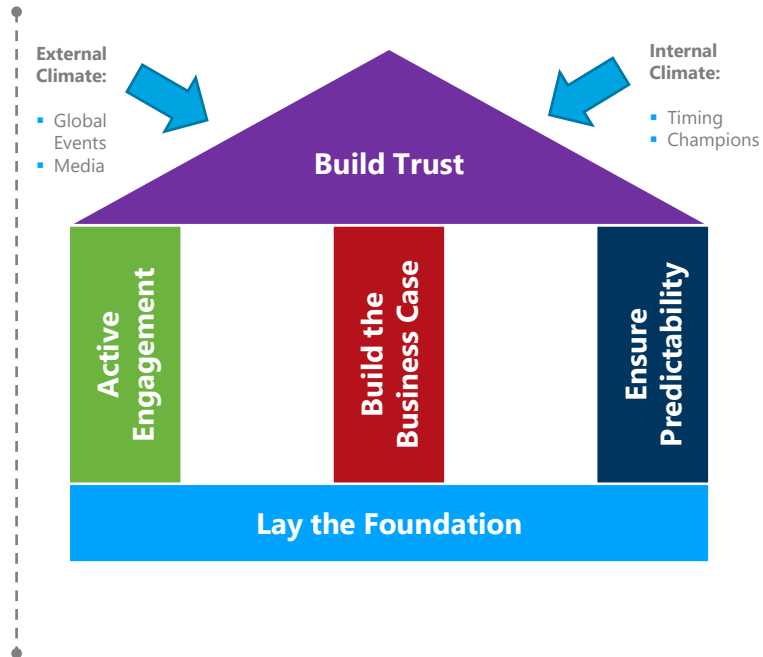
Building the Business Case

- Established a clear business case of the risks and cost of the growing backlog.

Ensuring Predictability

- Told the story over a number of years, did not surprise Council.

Result

- **Unanimous approval of more than what we recommended.**

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

CITY OF Guelph — Making a Difference

MFOA

Corporate Asset Management

Case Study Introductions

- Lots of expectations for asset management when we started

- People where unsure of what asset management really is.

- Built out a messaging and communications strategy to tell the story.

Making the Best Possible Decisions About Assets

Managing Risks

Providing Satisfactory Levels of Service

Optimizing Lifecycle Costs

All based on a clear understanding of the long term objectives and purpose

Corporate Asset Management

Case Study Introductions

- **Pre 2016 –** Levy and Stormwater

- **Q2 2016 –** Asset Management 101 Staff Report and Presentation

- **Q4 2016 –** Capital Budget Deliberations

- **Q1 2017 –** Special Council Workshop (Open Meeting)

- **Q2 2017 –** Council Presentation of AM Plan

- **Future:** Levels of Service and Risks

Corporate Asset Management

Case Study Introductions

Laying the foundation
- Several asset management 101 presentations.

Active Engagement
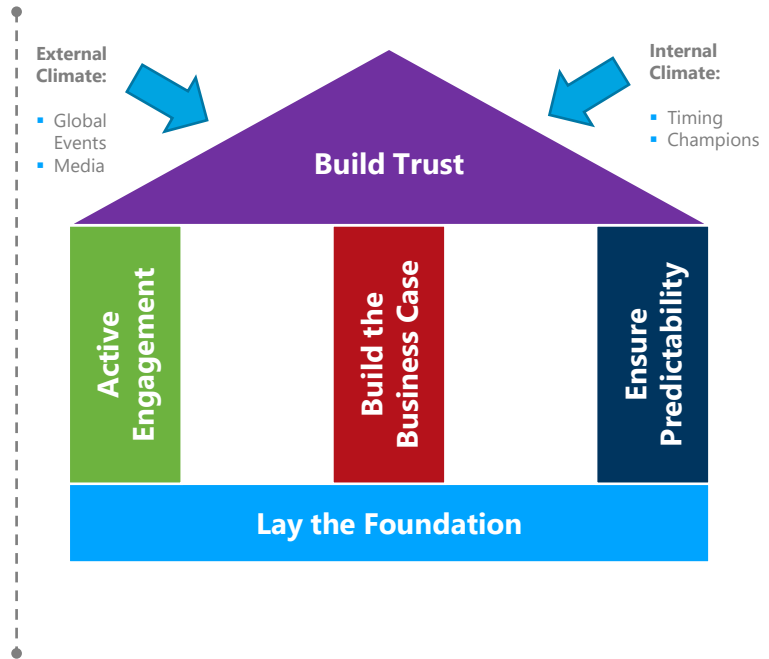- Open workshops on asset management policy.

Building the Business Case
- Well documented and evidence based asset management plans.

Ensuring Predictability
- Set expectations through the budget process on aspects such as the backlog.

Result
- **Unanimous approval of the Corporate Asset Management Plan and Policy.**

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Internet Voting
Case Study Introductions

- **Q3 2013 –** Internet voting <u>presented</u> as a complementary channel for 2014 election. Approved by Council (7-4).

- **Q4 2014 –** 33% of ballots cast online. No evidence of collusion or manipulation. 10% increase in turnout (33% to 43%).

- **Q1 2017 –** Public survey conducted regarding potential 2018 voting methods. 800 respondents across 6 ward. 67% indicated they would consider internet voting for 2018.

- **Q2 2017 –** <u>Report presented</u> to Council recommending internet voting. Not approved.

Internet Voting

Case Study Introductions

Laying the foundation

- Precedent set in 2014 with favorable results.

Active Engagement

- Extensive engagement in advance of 2014 election. Supplementary engagement in advance of decision on 2018 methods.
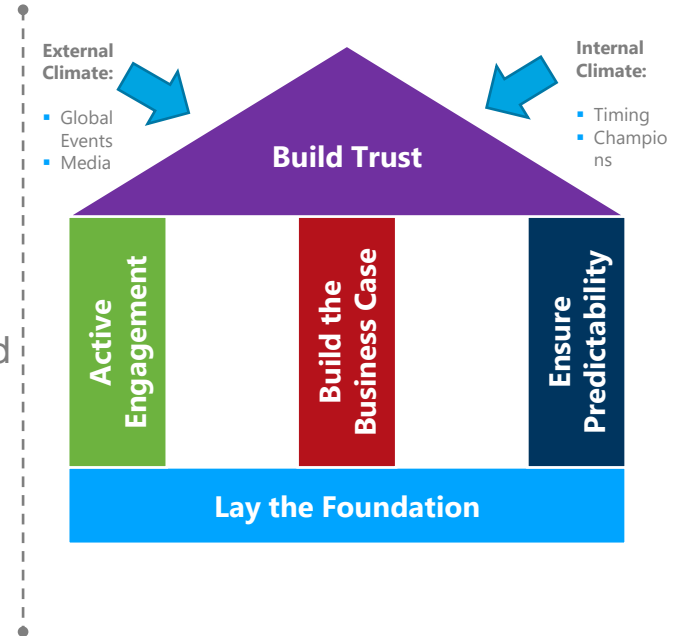
Building the Business Case

- Outlined cost savings, convenience to the elector, efficiency and accessibility of the process.

Ensuring Predictability

- Similar to laying foundation, anecdotal and data driven metrics that lent support.

Result

- **Defeated on a vote of 7-6. External factors (legislative change, global election concerns, etc.) impacted deliberations and debate.**

External Climate:
- Global Events
- Media

Internal Climate:
- Timing
- Champions

Build Trust

Active Engagement

Build the Business Case

Ensure Predictability

Lay the Foundation

Closing Remarks
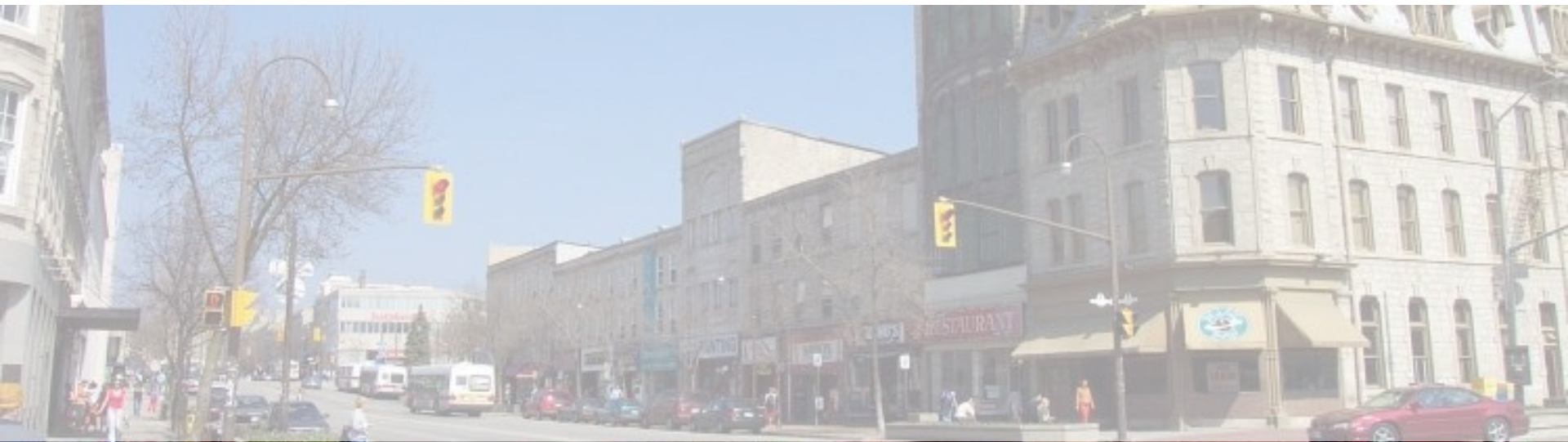## Communicating with Council

Key Takeaways:

- This takes time (in these cases 3-4 years).

- Be comfortable with the uncomfortable (discuss and be open with contentious items).

- Remember:
  - Lay the foundation (tell the story)
  - Use active engagement
  - Build the business case
  - Ensure predictability
  - Be aware of external factors

Thank you

Questions and Discussion

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