



Beyond the Numbers

Presented by the AMO CCBF Team & Christina Benty

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Canada Community-Building Fund

Permanent

Predictable

Upfront

The CCBF is used for priority infrastructure and asset management is a great tool to identify your priorities.

Ontario Regulation 588/17

2019

Asset Management Policy

2022

Asset Management Plan for Core Assets

2024

Asset Management Plan for All Assets

2025

Asset Management Plan with Proposed Levels of Service

Role of Council

- ❖ Pass a resolution to approve each Asset Management Plan
- ❖ Conduct an annual review of asset management progress
(on or before July 1 in each year)
- ❖ Roles are defined in the Asset Management Policy

Resources

- ❖ Webinars & Guides
- ❖ AMP Map
- ❖ Measuring progress in asset management
- ❖ Our team CCBF@AMO.ON.CA

Beyond the Numbers:

Building a Brave Culture for Asset Management Success

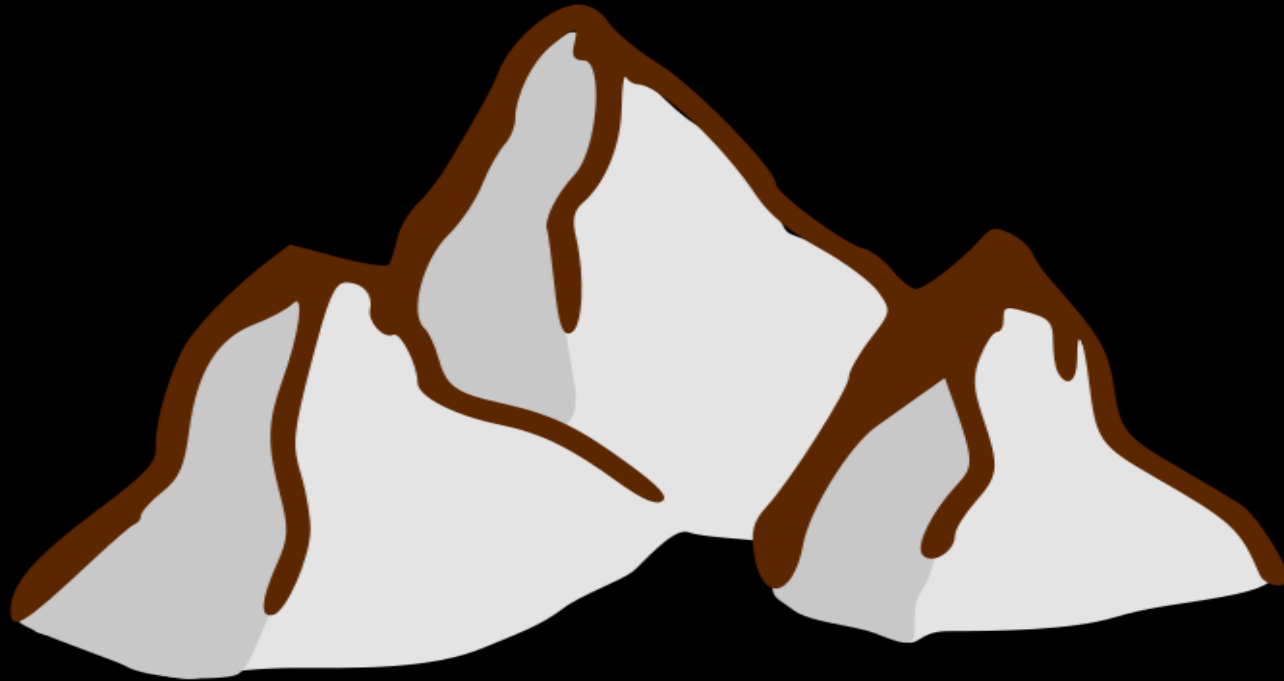


WHAT THE PUBLIC THINKS COUNCIL IS ELECTED TO DO

- Hold the line on taxes
- Keep the staff from wasting time and spending frivolously
- Act as the complaint department
- Reactively grant wishes



When there are more wishes and complaints than resources, you need leaders.



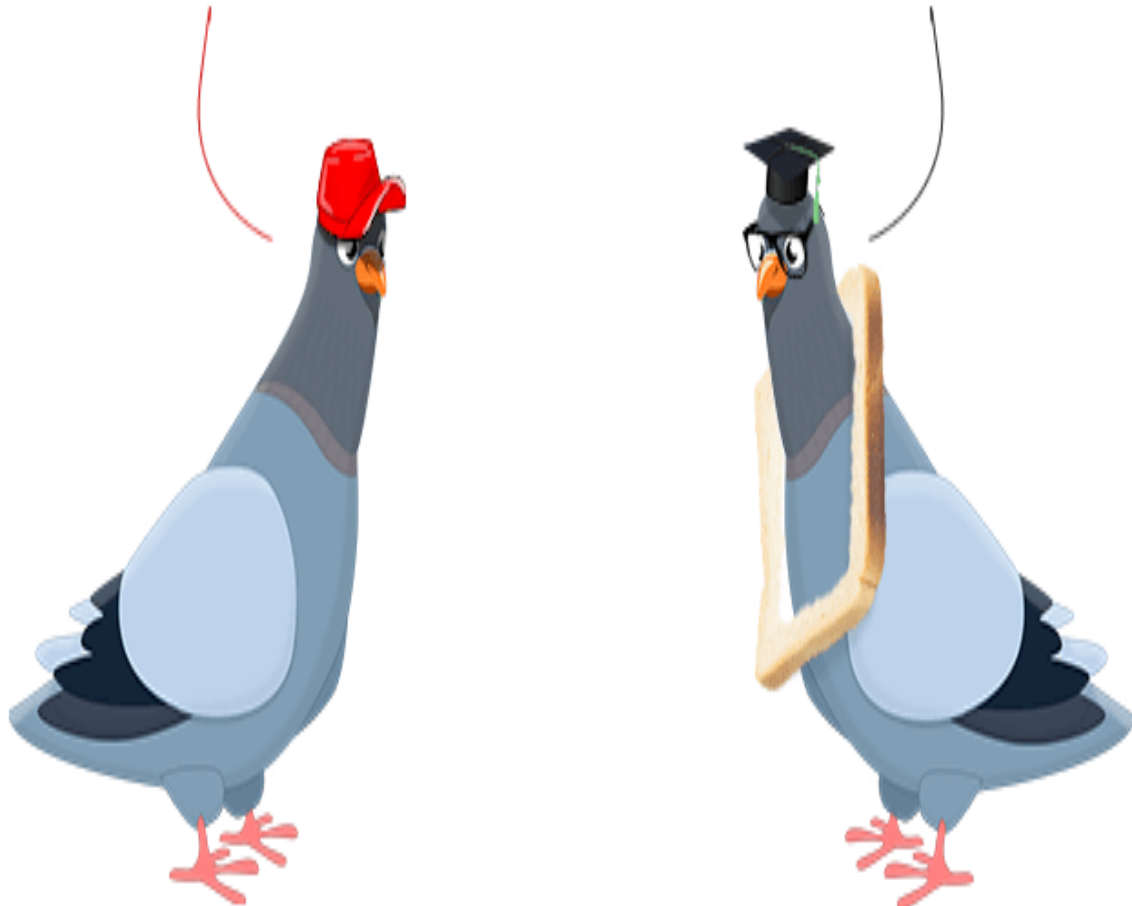
Wishes and Complaints



Resources

what's the
opposite of
accidental?

planned, intentional,
deliberate, intended,
premeditated, essential,
expected, designed, decided



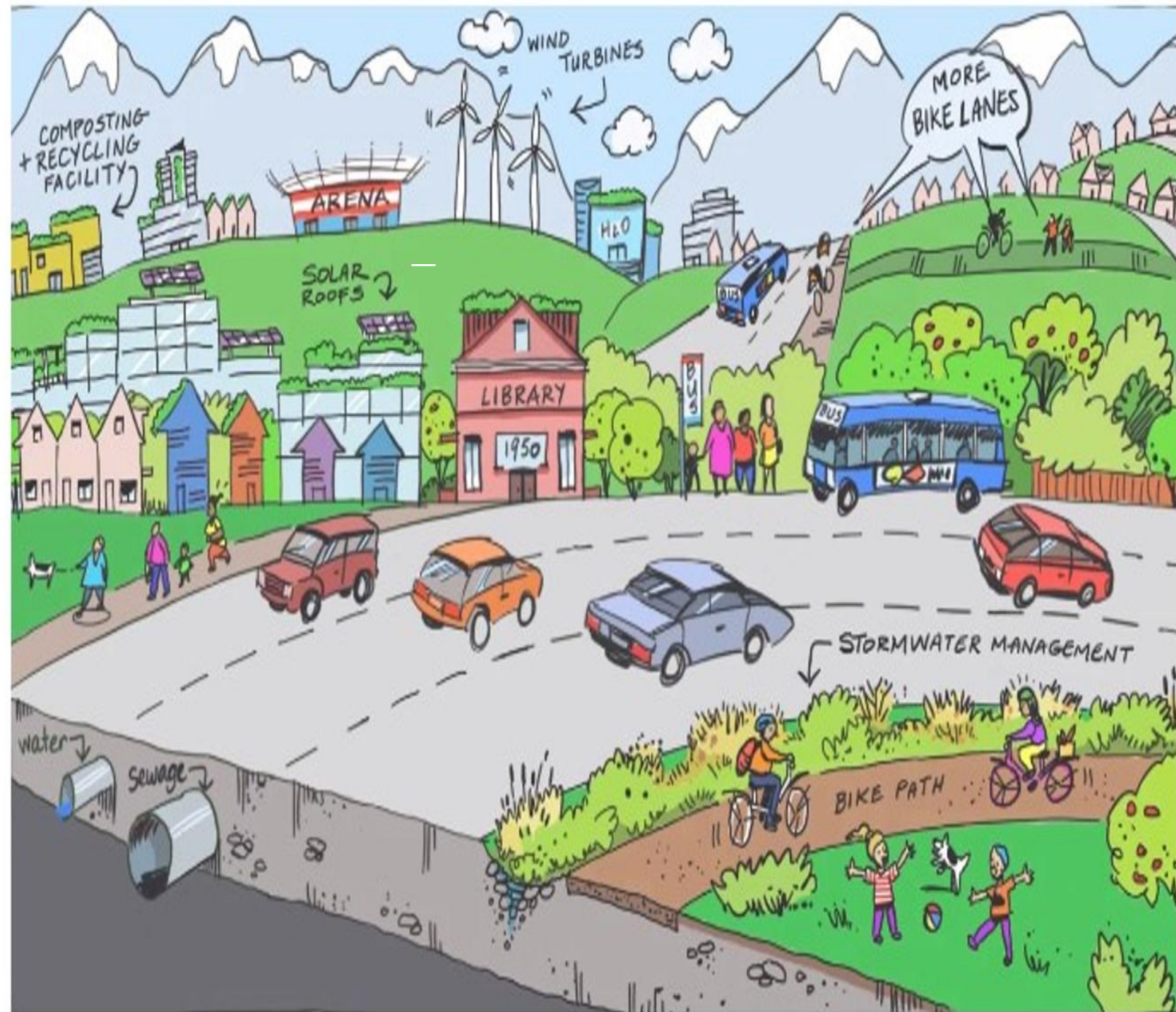
WHAT COUNCIL IS REALLY ELECTED TO DO

- To think strategically and plan wisely for the future
- To minimize risk in the future by being proactive rather than reactive
- To represent the public on the services and service levels they want now and into the future at a cost they are willing and able to pay
- To work with the staff as a team to achieve that



"I'm a doctor from the future, with revolutionary health advice. Exercise, drink plenty of water and eat your veggies."

LG exists to provide safe, sustainable, secure services in a predictable, cost effective manner.



Local government
provides safe,
sustainable, secure
services in a
predictable, cost-
effective manner...

THEREFORE
you must tend to your
assets.....

AM is a structured and strategic
approach to managing your assets
in alignment with community
expectations.

Asset Management starts with...

What services do we provide and WHY?

What level of service do we provide?

What does it cost to provide this level of service?

Is this service level:

Sustainable?

Fully funded?

Needed, desired?

Think about the services you used:

- today
- this week
- this month

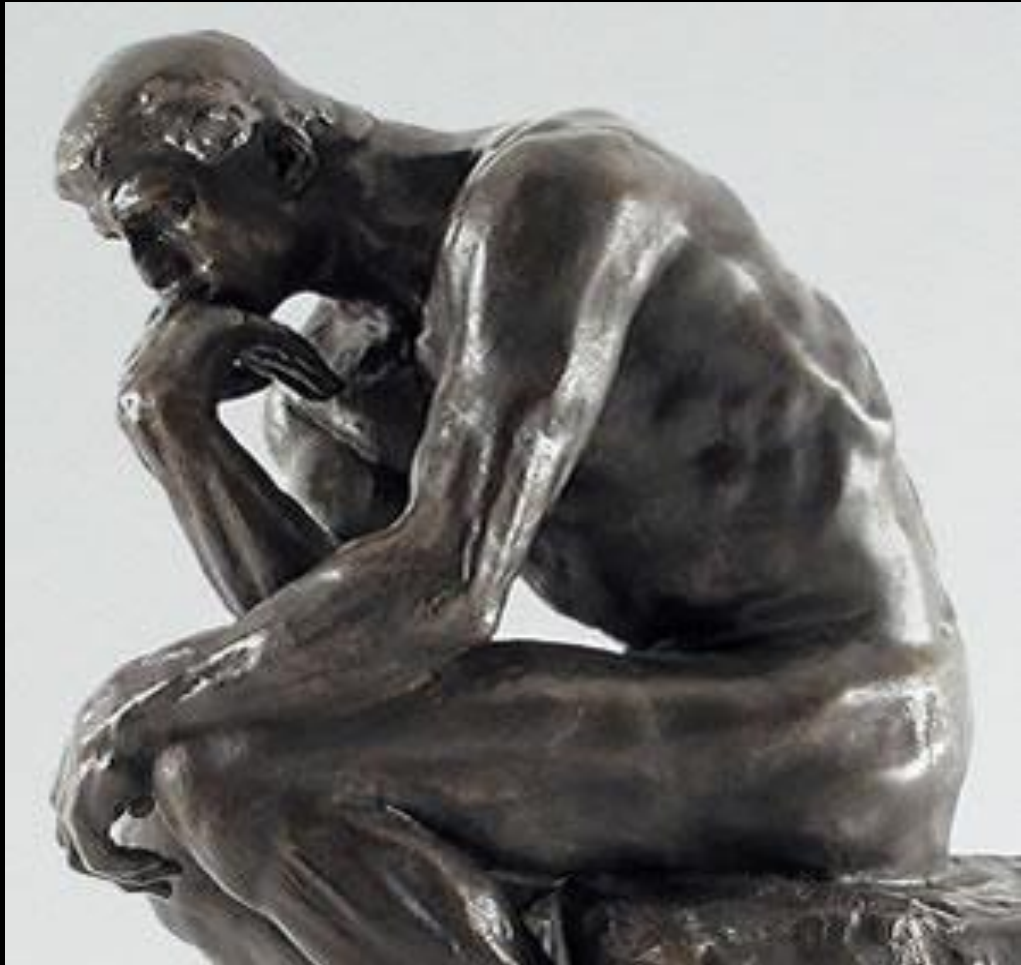
How important is it that these services are reliable, in decent working order and experience minimal disruptions?

ANTI-TAX = ANTI-SERVICE

Can't cut taxes without cutting services.



What DO I DO?



Engage your community to determine affordable service levels that also meet legislative requirements.

Establish Service Levels

- Width and classification of a local road
- Sidewalks/boulevards on both sides or one side
- Weekly or bi-weekly garbage collection
- Frequency of snow removal
- Recreation amenities
- Hours of operation for recreational facilities
- Beautification/maintenance of public spaces such as parks and trails
- Land use planning tools
- Bylaw enforcement

Establish Service Levels

- Is this LOS sustainable?
- If not, what decisions need to be made?
- What assets/services can or should be retired?

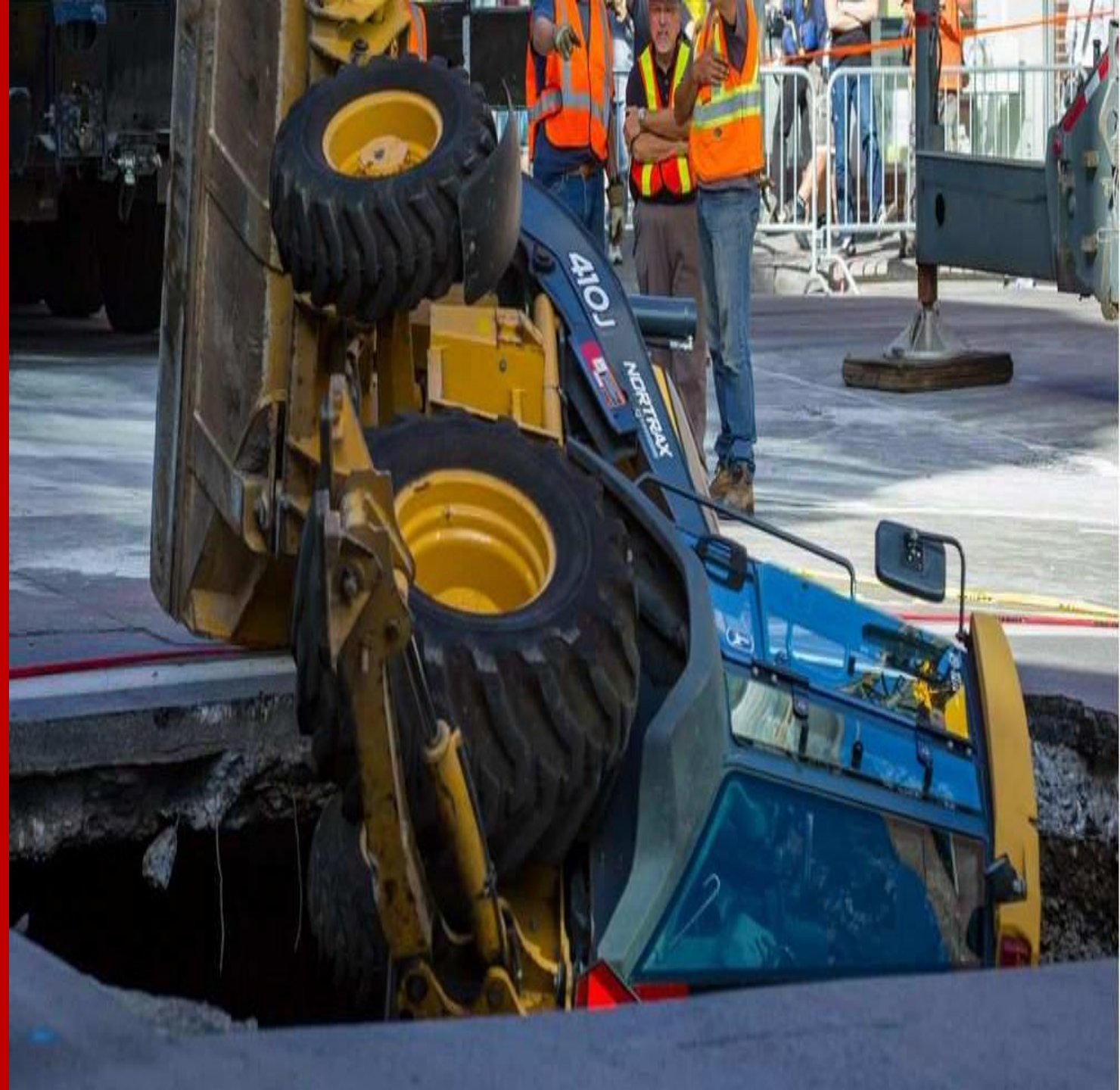
AM IS

Logical
Rational
Strategic
Data driven

WE 
METRICS

Sooooooooo
what is the
problem?

How did this
happen?



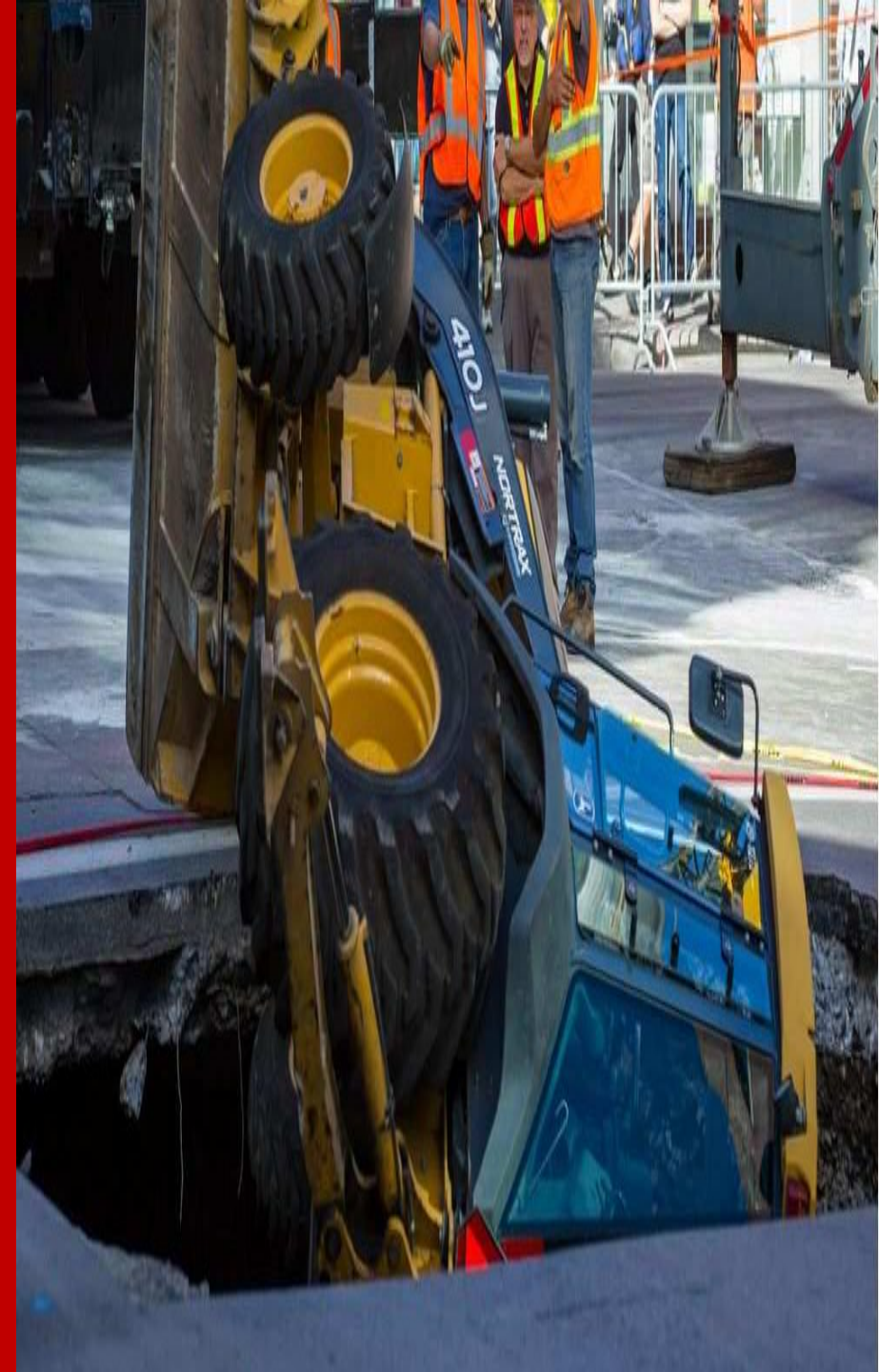
AND
THIS



What could possibly get in the way of evidence-based decision making?

Why do we ignore the things we should not ignore?

Why do we not attend to the things we should attend to?





Positive

IMPACT

Negative



Immediate

TIMING

Future



Certain

CERTAINTY

Uncertain

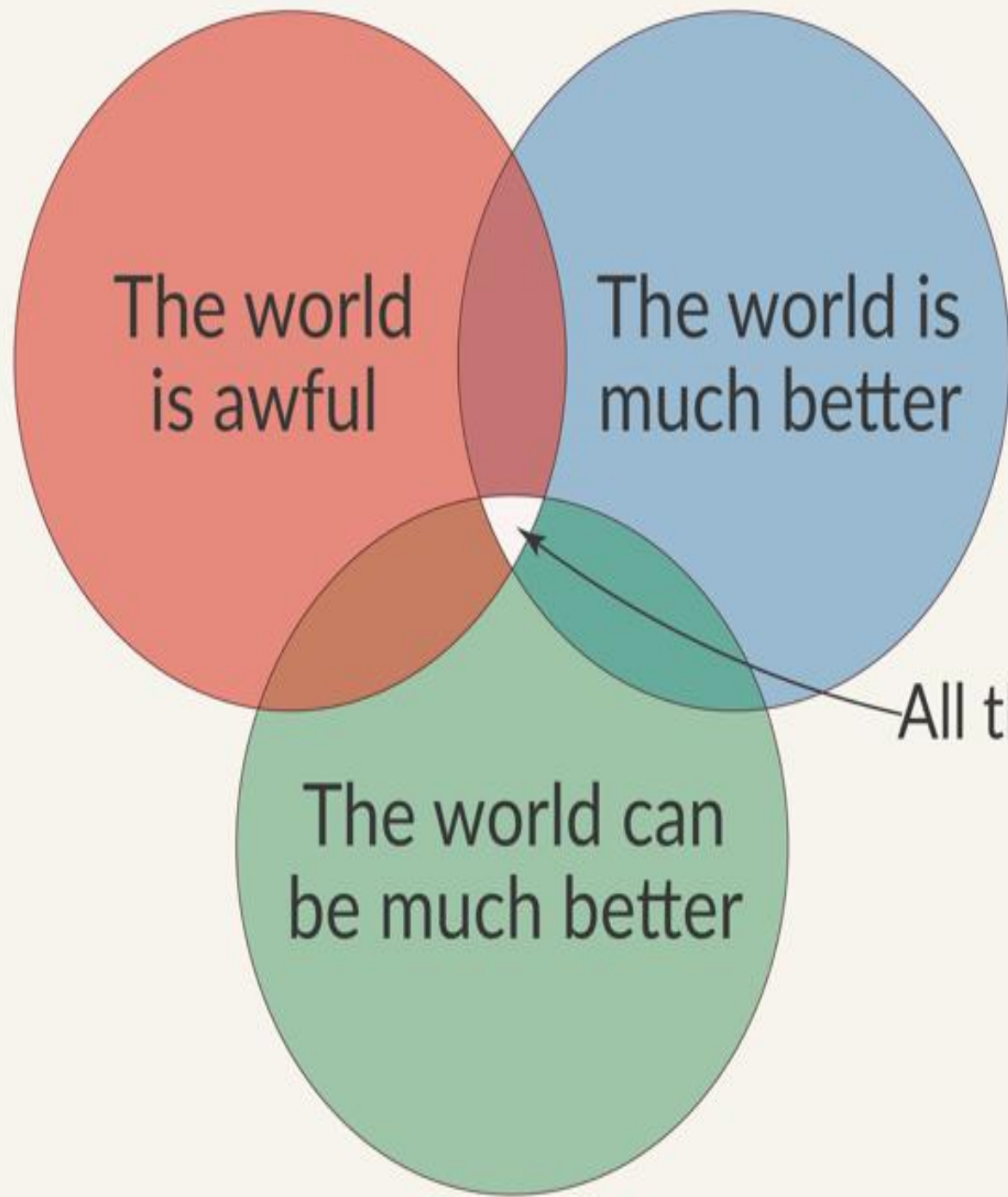


Thesis

Data doesn't
drive results,
culture does.

Recipe for a Courageous Culture

- * Accept and expect a lack of closure
- * Challenge past assumptions
- * Listen to understand
- * Treasure curiosity over certainty
- * Pay attention to your internal landscape
- * Stay present and non-anxious
- * Be willing to say what matters
- * Tell the truth compassionately



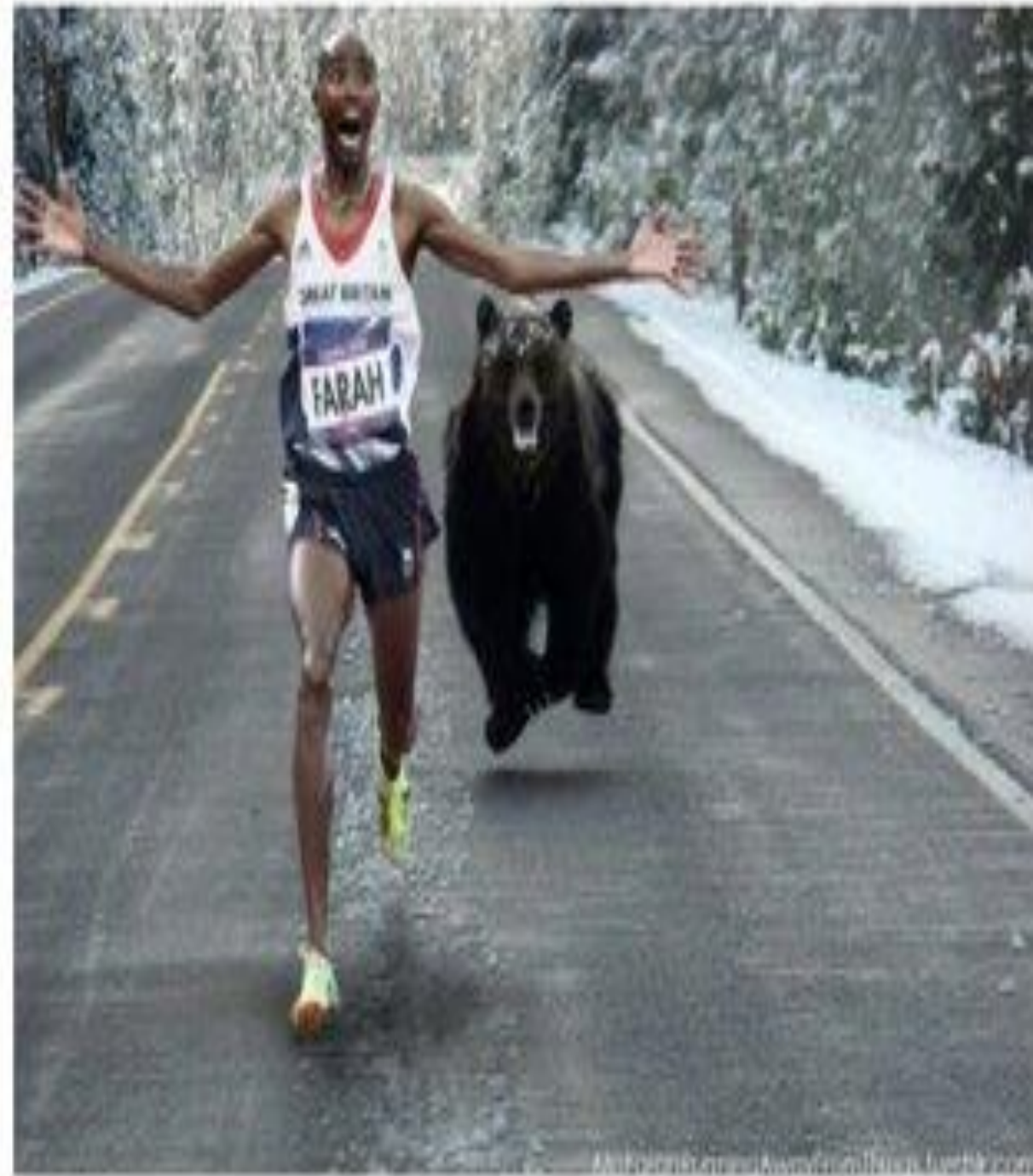
All three statements are true at the same time





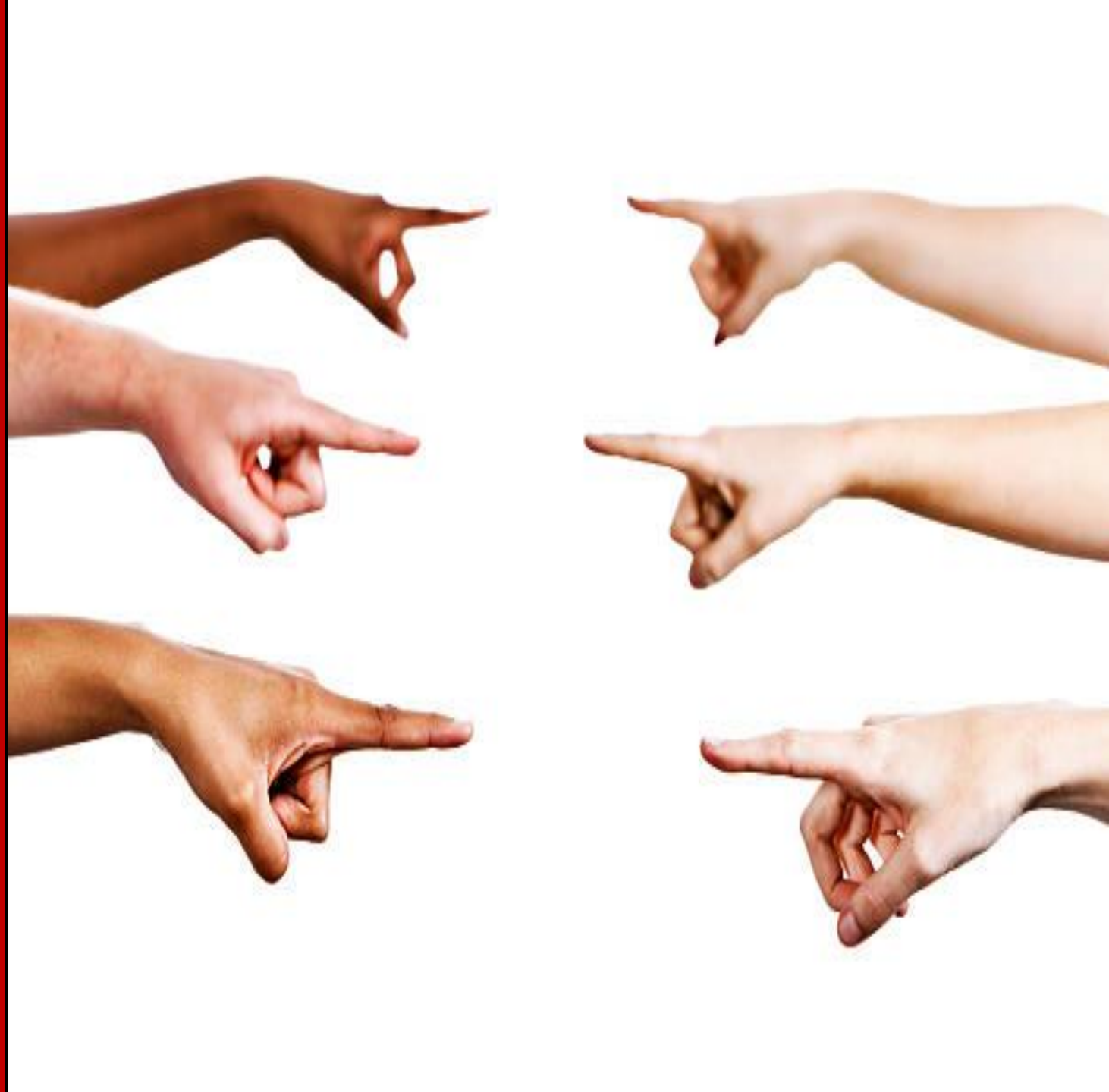
LIMBIC OVERLOAD

SYMPTOMS OF AN UNHEALTHY
CONDITIONS.



CULTURE:

- SHAME
- BLAME
- FINGER POINTING
'OTHERING'



Overwhelm



STRESS



FEAR OF BEING
WRONG



GOTCHA



LACK OF TRUST



IT IS UNSAFE TO
TELL THE TRUTH



COGNITIVE DISSONANCE

COGNITIVE DISSONANCE



IGNORING THE OBVIOUS



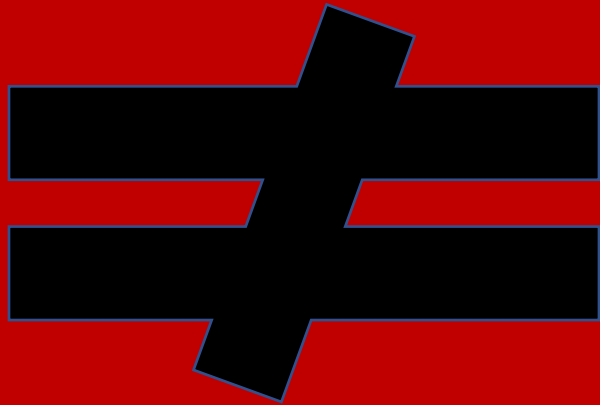
HIDE BEHIND POLICY



FEAR OF OTHERS



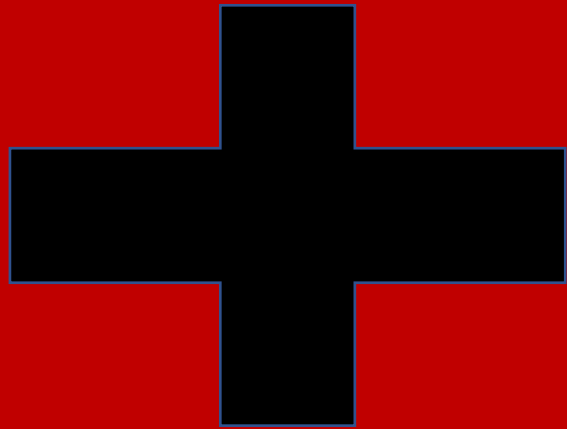
RIGHT INFORMATION



GOOD DECISIONS



RIGHT INFORMATION



RIGHT CONDITIONS



"Thinking about Thinking"

Higher Reasoning

Executive Function

Prefrontal Cortex

9 Functions of the Prefrontal Cortex

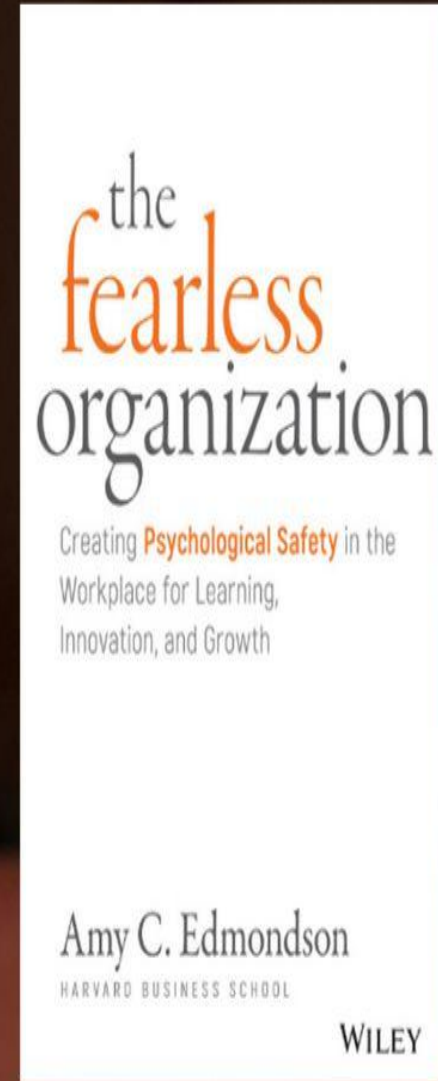
1. Empathy
2. Insight
3. Response Flexibility
4. Emotion Regulation
5. Body Regulation
6. Morality
7. Intuition
8. Attuned Communication
9. Fear Modulation



Limbic Brain

1. Fight, flight, freeze stress response
2. Thinks, "Am I safe? Do people want me?"
3. Emotions live here

“Psychological safety as a shared belief that the environment is conducive to interpersonal risks. People can be honest, ask for help, admit mistakes, and challenge assumptions in the presence of others.”



What are the Right Conditions?

Healthy conflict is welcomed, and the group can hold the tension of discomfort.

Clear, candid, and curious dialogue takes place, and the right things are talked about.

Conversations and debate take place in an atmosphere of relaxed alertness and open awareness.



What are the Right Conditions

Relational currency is prioritized, and others are humanized and not demonized.

Empathy and vulnerability lead to intelligent risk.

Fearless advice is given, and the collective intelligence thrives.



What are the Right Conditions

There is the ability to manage complexity and full ownership of decisions are taken and communicated with courage.

The group is optimistic and has the capacity to imagine the future.



ASSET MANAGEMENT CULTURE:

- *Accept and expect a lack of closure
- *Challenge past assumptions
- *Listen to understand
- *Treasure curiosity over certainty
- *Pay attention to your internal landscape
- *Be willing to say what matters
- *INFORMATION is not definition

ASSET
MANAGEMENT
CULTURE
IS ABOUT
ORGANIZATIONAL
ALIGNMENT



ASSET
MANAGEMENT
CULTURE:

A COMMON
UNDERSTANDING



**AN ASSET
MANAGEMENT
CULTURE:**

**NOT MORE
INFORMATION,
MORE INTEGRATION**

I exercised once, but found I was allergic to it. My skin flushed and my heart raced. I got sweaty and short of breath. Very dangerous.



AN ASSET MANAGEMENT CULTURE:

COURAGEOUS TRUTH TELLERS

We own infrastructure that provides services to support a great quality of life, protect the health and safety of our residents, and promote social, economic, and environmental well-being of our community. As your elected council, our role is to responsibly plan for the future. We will not put future generations at risk and compromise the ability of future generations to enjoy the same great quality of life by making short term decisions that could have a negative impact down the road.

**AN ASSET
MANAGEMENT
CULTURE:
NEEDS CHAMPIONS**

THE FIRST RULE OF

SUSTAINABLE SERVICE DELIVERY:

**TALK ABOUT
SUSTAINABLE
SERVICE DELIVERY!**

(LIKE, ALL THE TIME.

TALK, TALK, TALK, TALK

TALK, TALK, TALK.)

BUILDING AN ASSET
MANAGEMENT
CULTURE
IS ABOUT SEVENTH
GENERATIONAL
THINKING

A person is holding a large black sign with a white border. The sign contains the text:

DO SOMETHING
TODAY THAT
YOUR FUTURE
SELF WILL
THANK YOU
FOR

The person is wearing a blue shirt and jeans, and is standing on a balcony with a black metal railing. The background shows green trees and a brick building.

Be a Good Ancestor

(so you won't have to apologize to the future)

A person is holding a large black sign with a white border. The sign contains the text:

DO SOMETHING
TODAY THAT
YOUR FUTURE
SELF WILL
THANK YOU
FOR

The person holding the sign is wearing a blue shirt and jeans. The background shows a railing and some greenery.

Collaborative Conversation

TEMPERATURE CHECK

Where is my Local Government at?

Collaborative Conversation

TEMPERATURE CHECK

What needs to change for our organization to make some positive progress?

Collaborative Conversation

CREATE THE VISION

What experiences do we want to intentionally create as part of our organizational culture?

Collaborative Conversation

CO-CREATE THE SOLUTIONS

What concrete action will I take back into
my community?

Collaborative Conversation

Based on today's session:

What did you learn?

What challenges do you face?

What support or resources do you need?

Thank you

What are you
going to do
with what
you know?



CHRISTINA BENTY

I know ya think its boring
But the numbers are soaring
The deficit ain't going away

You think your getting hosed
'cause you still drive on the
roads
You're gonna have to fix 'em
someday

**Take'n care of business
Everyday
Take'n care of business
Everyway
Take'n care of business
It's alright
Take'n care of business
It won't happen
overnight COME ON**

Can't just defer
And only do what you prefer
The sewer needs to handle the
flush

Your kids will be annoyed
If the water's null and void
They'll wonder why you didn't
rush

**Take'n care of business
Everyday
Take'n care of business
Everyway
Take'n care of business
It's alright
Take'n care of business
It won't happen
overnight COME ON**

Better start behaving
'cause the climate is changing
Don't bury your head in the
sand

If the water lines are breaking
If ya think that staff is faking
Better listen to this song again
and again...

**Take'n care of business
Everyday
Take'n care of business
Everyway
Take'n care of business
It's alright
Take'n care of business
It won't happen
overnight COME ON**