

Wise Stewardship

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Outline

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Wright Brothers



<https://faculty.etsu.edu/gardnerr/wright-brothers/1903photo-small.jpg>

The Role of Municipal Politics

Legal Status and Capacity

- 4 (1) A municipality is a municipal corporation.
- (2) The purposes of municipalities are the following:
 - (a) to provide good government;
 - (b) to provide services, facilities and other things that, in the opinion of council, are necessary and desirable for all or a part of the municipality;
 - (c) to develop and maintain a safe and viable community;
 - (d) to foster economic, social and environmental well-being;
 - (e) to provide wise stewardship of public assets.



Lessons Learned

Applying Wise Stewardship

Lesson Learned

- ▶ **Keep it Simple**
 - ▶ **Beauty**
 - ▶ **Justice**
 - ▶ **Fulfillment**
 - ▶ **Relationships**

Keeping it Simple: Beauty

- ▶ **Comprehensive:**
 - ▶ **Hygiene including water and waste water**
 - ▶ **Environment like garbage and nuisance**
 - ▶ **Esthetically appealing such as community, roads, buildings**

Keeping it Simple: Justice

- ▶ **Economic, Financial, Relational and Social sustainability**
- ▶ **Governance**
- ▶ **Reduce risk**
- ▶ **Safe buildings and spaces**

Keeping it Simple: Fulfillment

- ▶ Arts
- ▶ Culture
- ▶ Leisure
- ▶ Recreation
- ▶ Service
- ▶ Worship

Keeping it Simple: Relationships

- ▶ Buildings
- ▶ Design
- ▶ Official Community Plan
- ▶ Space
- ▶ Zoning Bylaws

Lesson Learned

- ▶ **Wise stewardship involves making the right decision at the right time with the right scope for the whole community.**

Lesson Learned

- ▶ **Fundamentally, we the elected and the appointed, rationalize the irrational.**

Lesson Learned

- ▶ **Build the whole community**



Lesson Learned

- ▶ **Work within municipal limits.**
 - ▶ **As stewards of our communities, we need to be disciplined.**

Dear ...

Thank you for your recent correspondence outlining the needs of STARS. The Town of Kindersley has been a strong partner of STARS providing assistance with emergency landings and, through Kindersley Regional Airport, allocating space for the caching of fuel. We appreciate the service you provide to communities like Kindersley that are at least a couple of hours from a hospital that provides a range of experts and services.

The Town of Kindersley provides a broad range of goods and services to our residents:

- ▶ Safe drinking water,
- ▶ Waste water treatment,
- ▶ Solid waste facilities,
- ▶ Road infrastructure,
- ▶ Recreation and culture facilities, and
- ▶ Recreation and culture programming.

Sir, the municipal mandate can be understood as: beautifying communities, safe communities, facilitate opportunities for fulfillment, and provide an environment for healthy relationships.

The delivery of effective and efficient health care is a provincial responsibility. Unfortunately, municipalities are directly and indirectly asked to contribute to the effective and efficient delivery of healthcare services through:

- ▶ Recruitment and retention of physicians,
- ▶ Subsidize physician clinic operations,
- ▶ Contributing funding towards new medical facilities,
- ▶ Landlords of physician clinics, and
- ▶ Provision of emergency personnel to respond to emergency incidences including providing personnel for STARS emergency landing s.

It is our estimate that currently the Town of Kindersley donates, through emergency personnel to provide safe landings, more than \$2 per capita towards the operation of STARS.

We recognize the service you provide is important and we value your service. However, we have no jurisdiction regarding healthcare and our budgets are stressed to fulfill our mandates in a growing community. We are proud to cache fuel for you and to assist your landing requests as required. However, we are unable to contribute more funds to your worthwhile cause.

We wish you success as you serve the people of Saskatchewan and thank you for our existing partnership.

Lesson Learned

- ▶ **Make sure the basics are covered; don't just do what is sexy.**

Lesson Learned

- ▶ **Creating a beautiful community isn't accidental, it requires intention and patience; a purposeful creation through good design.**
- ▶ **Ask yourself: What will my community look like in 50 years (2066)?**

Lesson Learned

- ▶ **Transactional friendships**
 - ▶ **Do what is right for the Town, not your friends or your favourite group**

Lesson Learned

- ▶ **Be visionary: but, be realistic and clearly define what is involved to turn vision into reality.**
- ▶ **Be Generous with your vision: Share it Constantly!**

Lesson Learned

- ▶ **Governance: Council managing its delegation of power, how it makes decisions, and accountability.**
- ▶ **Self-Interest and Enlightened Self Interest**

Lesson Learned

- ▶ **Continuous Learning**
 - ▶ **Don't stop learning! Seize the opportunity and learn!**

Lesson Learned

▶ Manage Expectations

- ▶ How are you giving people purpose?
Hope?
- ▶ How are you going to spend/steward
your political capital?

Lesson Learned

- ▶ **Design community buildings and space for good relationships**



Lesson Learned

- ▶ **Cultivate good relationships at every level and with every age.**

Tools



Asset Management

Maximizing Facility Effectiveness & Efficiency

Operations & Maintenance Best Practices and Critical Success Factors

Goal	Action	Task #1	Task #2	Task #3
Increase Use	Maximize Use	Enhance peak capacity and effective use	Apply demand management	Optimize availability/reduce downtime
	Enhance User Experience	Adopt a customer centric operating model	Enhance the end-to-end user experience	Use smart technologies to refine user performance
Decrease Total Cost	Reduce O&M Costs	Implement lean and automated processes	Optimize procurement costs and outsourcing	Rightsize management and support functions
	Manage Risk	Arrange comprehensive sustainability plans	Embed sustainability into routine operations	Cooperate with relevant stakeholders
Increase Lifetime Value	Extend Life	Invest in preventative and predictive maintenance	Control excessive asset consumption and stress	Enhance disaster resilience
	Reinvest with a Life Cycle View	Prioritize project options with whole life cycle	Select contracting mode for best value for money	Prepare for efficient project delivery
Enable O&M Best Practice	Ensure Funding	Dedicate user taxes via maintenance funds	Apply inclusive user charges	Capture ancillary business opportunities
	Build Capabilities	Introduce asset management planning	Apply data, benchmarks and tools	Conduct training and develop talent
	Good Governance	Corporatize and professionalize public agencies	Foster cooperation between agencies	Consider private-sector participation and competition

Continuous Learning

- ▶ Advisory Services
- ▶ Canadian Conference Board
- ▶ George Cuff's Column
- ▶ Governance Coaching
- ▶ Institute of Corporate Directors
- ▶ The Casual Vacancy
- ▶ Mayors' School
- ▶ MLDP Workshops
- ▶ Municipal World
- ▶ Other Municipal Leaders
- ▶ Podcasts:
 - ▶ Placemakers
 - ▶ The Urbanist
- ▶ Public Sector Digest
- ▶ SUMA
- ▶ SUMA Conference
- ▶ Webinars

Mind Map



Strategic Plan





Summary

Lessons Learned

Wise Stewards:

- ▶ Keep it simple
- ▶ Right decision, right time, right scope
- ▶ Rationalize the irrational
- ▶ Work within municipal limits
- ▶ Make sure the basics are covered; don't just do what is sexy

Wise Stewards

- ▶ Create a beautiful community through good design
- ▶ Make tough decisions for the whole community; not just their friends
- ▶ Are visionary and clearly define what is involved to turn vision into reality
- ▶ Practice good governance

Wise Stewards

- ▶ **Continuously learn**
- ▶ **Manage expectations**
- ▶ **Manage their political capital**
- ▶ **Consider how community space facilitates relationships.**
- ▶ **Cultivate good relationships at every level**

Pulling it Together

- ▶ **Beauty**
- ▶ **Justice**
- ▶ **Fulfillment**
- ▶ **Relationships**

Questions?

