

# ASSET MANAGEMENT

CREATING YOUR  
SUSTAINABILITY STORY



My life as an  
ASSET MANAGEMENT  
advocate



# ASSET MANAGEMENT?

(we have more  
important things to  
talk about)





AN ASSET  
MANAGEMENT  
MINDSET:

SHIFT THE  
NARRATIVE

First, it is an intention.

Then a behaviour.

Then a habit.

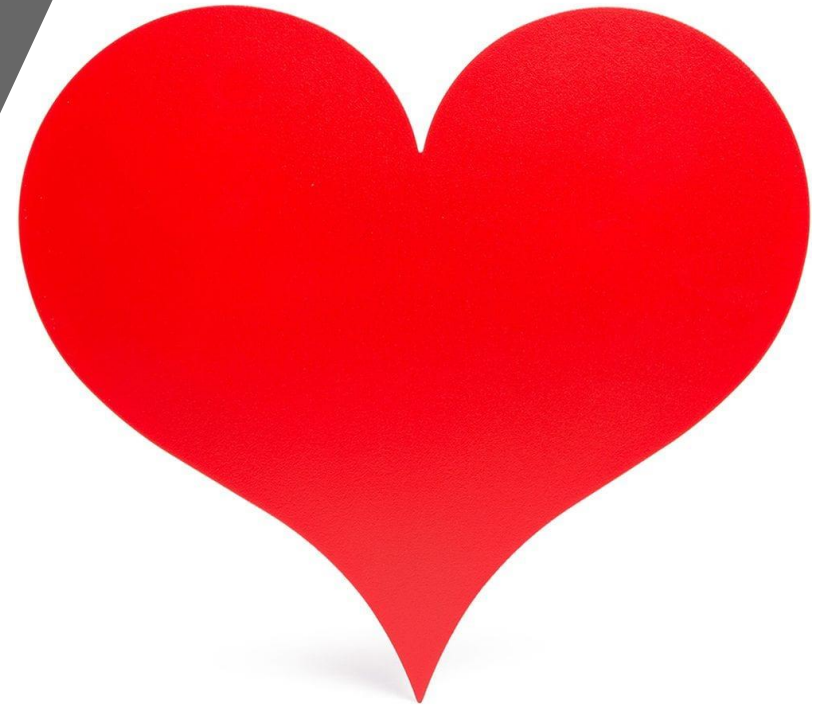
Then a practice.

Then a second nature.

Then it is simply who you  
are.

*Brendon Burchard*

MY INTENTION



# BACK TO BASICS

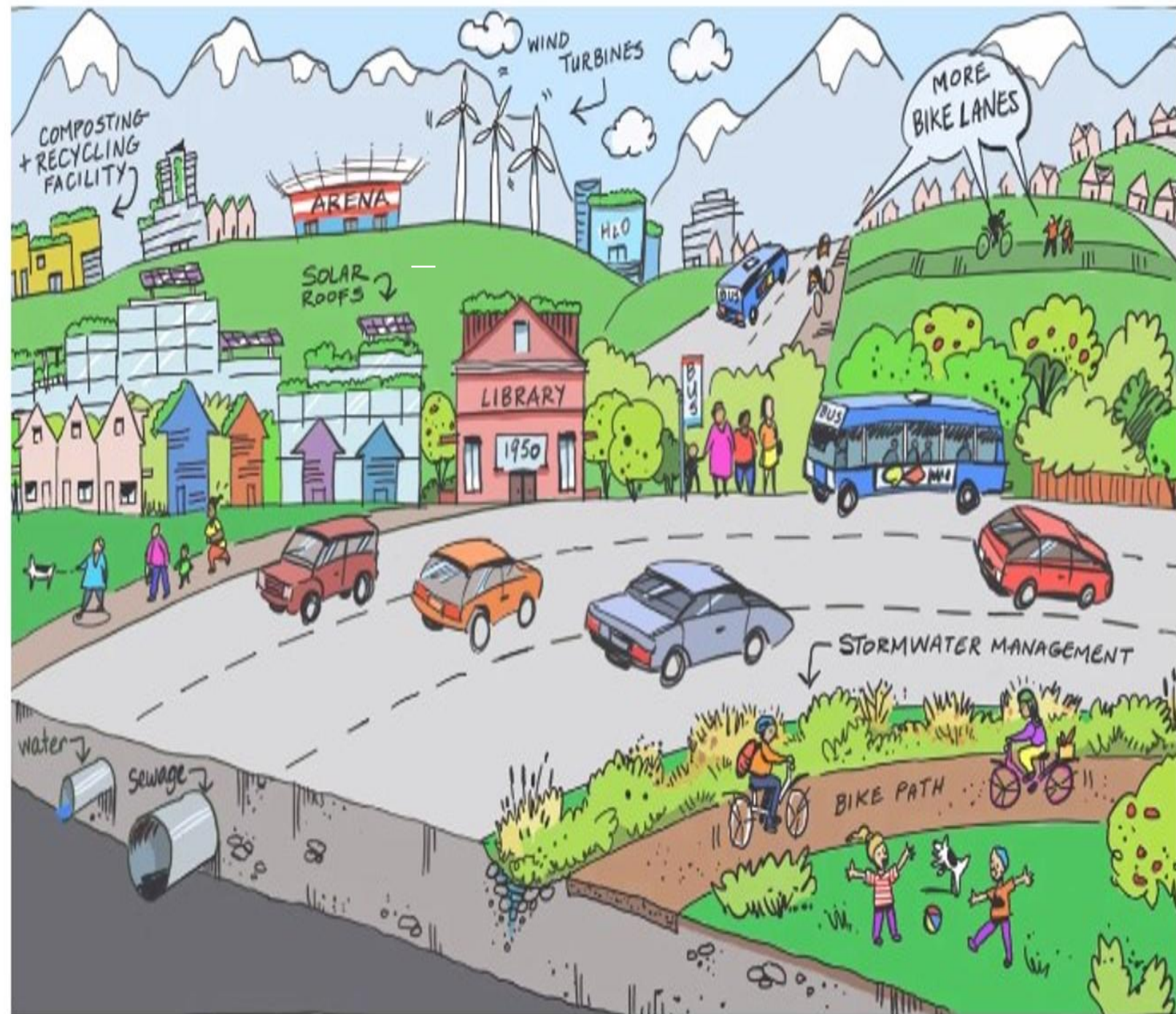
WHY DOES YOUR  
ORGANIZATION  
EXIST?



Transportation networks including roads,  
sidewalks, bike lanes, trails,  
Snow clearing, street sweeping, pothole filling  
Storm drain management  
Clean, clear, safe drinking water  
Waste water systems  
Community and cultural events  
Garbage and recycling services  
Land use planning and zoning for the future  
Parks and sports fields  
Sports facilities  
Play places & recreation programs for ALL ages  
Bylaw enforcement  
Enforcement of building standards

Flood protection  
Fire protection  
Emergency management  
Community safety programs  
Public inquiries  
FOI requests  
Grant writing  
Support for seniors – families – businesses etc  
Animal services – licensing/dog park/shelter  
Signage  
Attractive public spaces – flowers/lawn care  
Communication and engagement  
AND MORE.....

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





If your local government provides safe, sustainable, secure services in a predictable, cost-effective manner...

You must tend to your assets.....

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

# How do we achieve sustainability? AM Mindset

- What do we own?
- Where is it?
- What is it worth?



- What condition is it in?
- What do we need to do to it and when?
- How much money do we need?

- What are the risks and consequences?
- Where are we vulnerable?

- Do we still need it?
- What do regulators require?
- What are public's 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?

# Why do we need a Council?

*(How do we make  
ourselves relevant?)*







# # 1

What services  
does our  
community want  
and need now  
and in the future?

(and at what level)

# # 2

What are the  
services our  
community is  
willing and able to  
pay for?

Does the community know what they are paying for?

Identify link between the cost and the level of service.

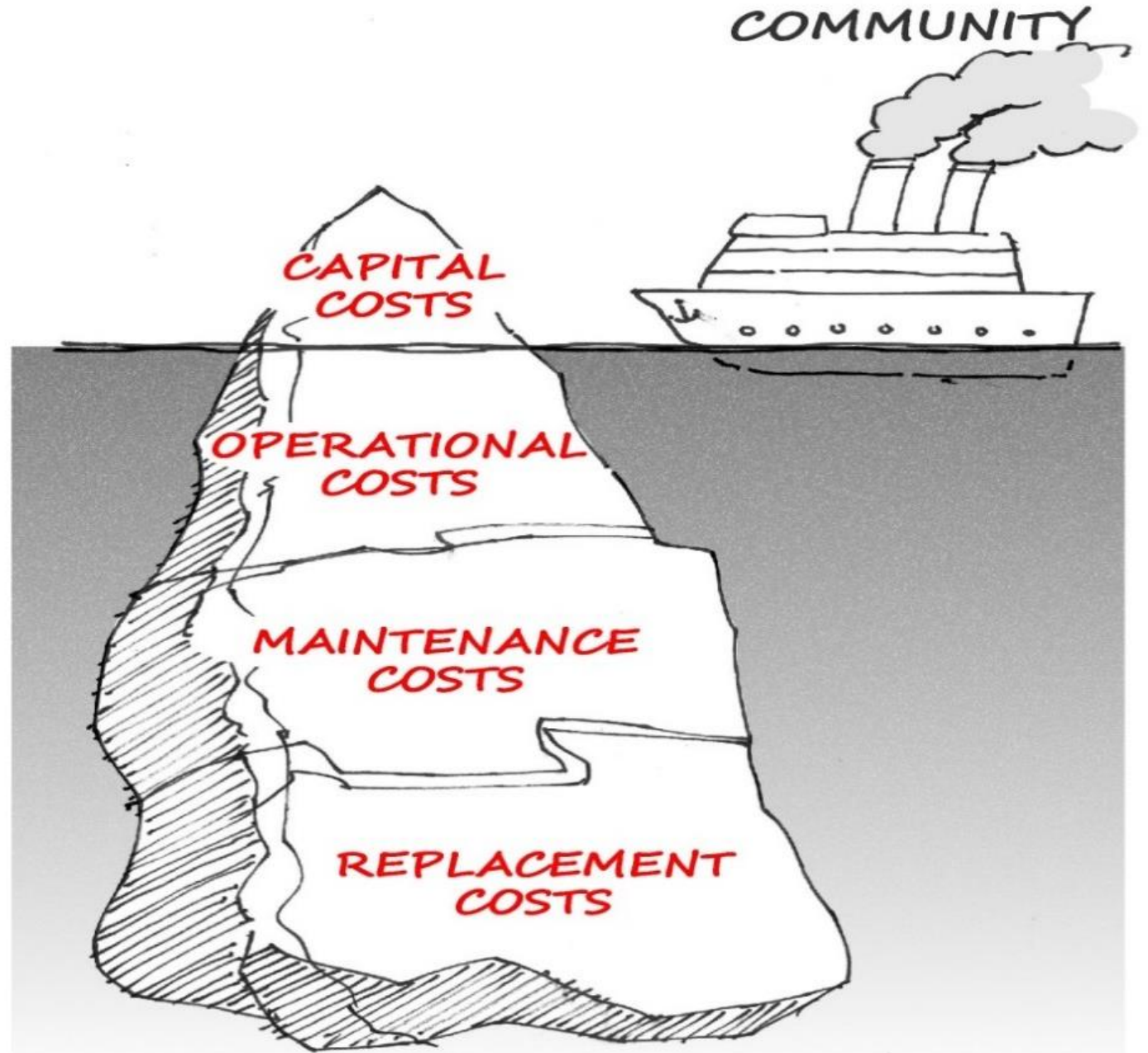


# # 3

What are we spending to maintain our services? Is it enough?

What should we be spending?

Can we prove we are sustainable?



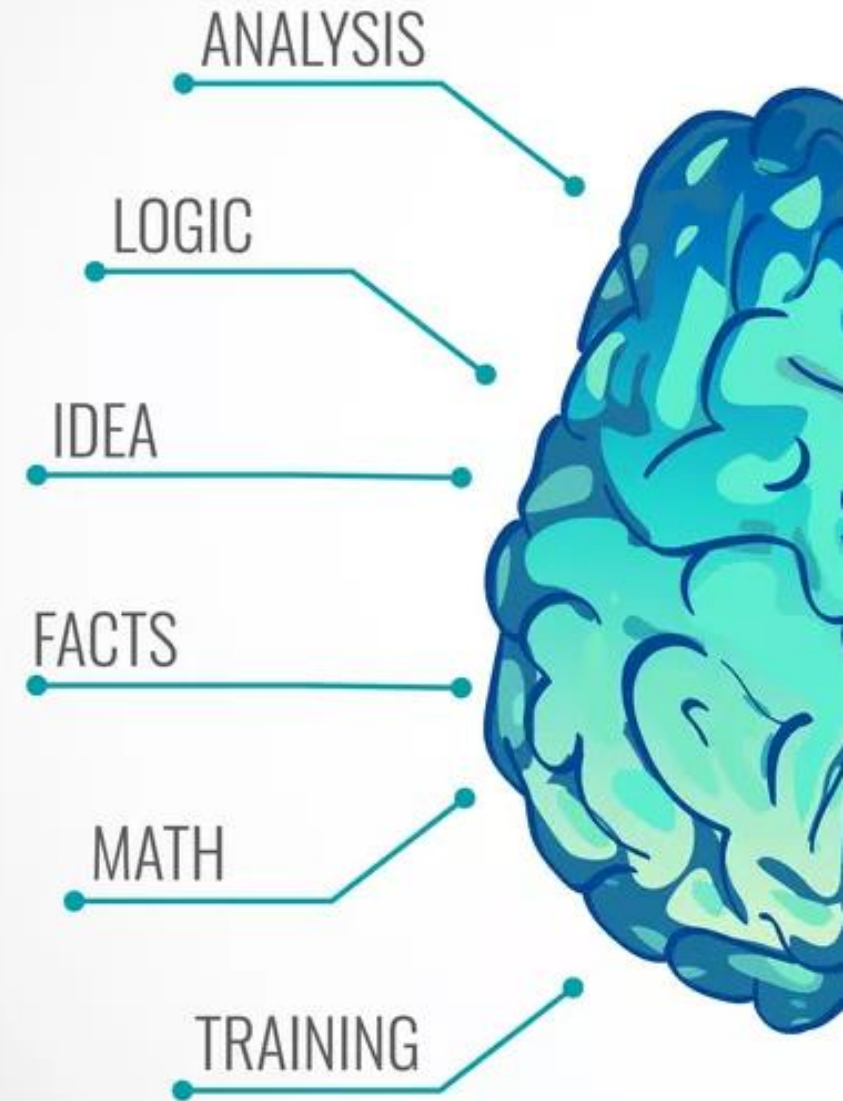


If your municipality provides safe, sustainable, secure services in a predictable, cost-effective manner...

...then the quality of your services is directly linked to keeping infrastructure assets in state of good repair.

# Asset Management:

Logical  
Rational  
Data Driven  
Strategic  
Pragmatic



Sooooooooo  
what is the  
problem?  
How did this  
happen?

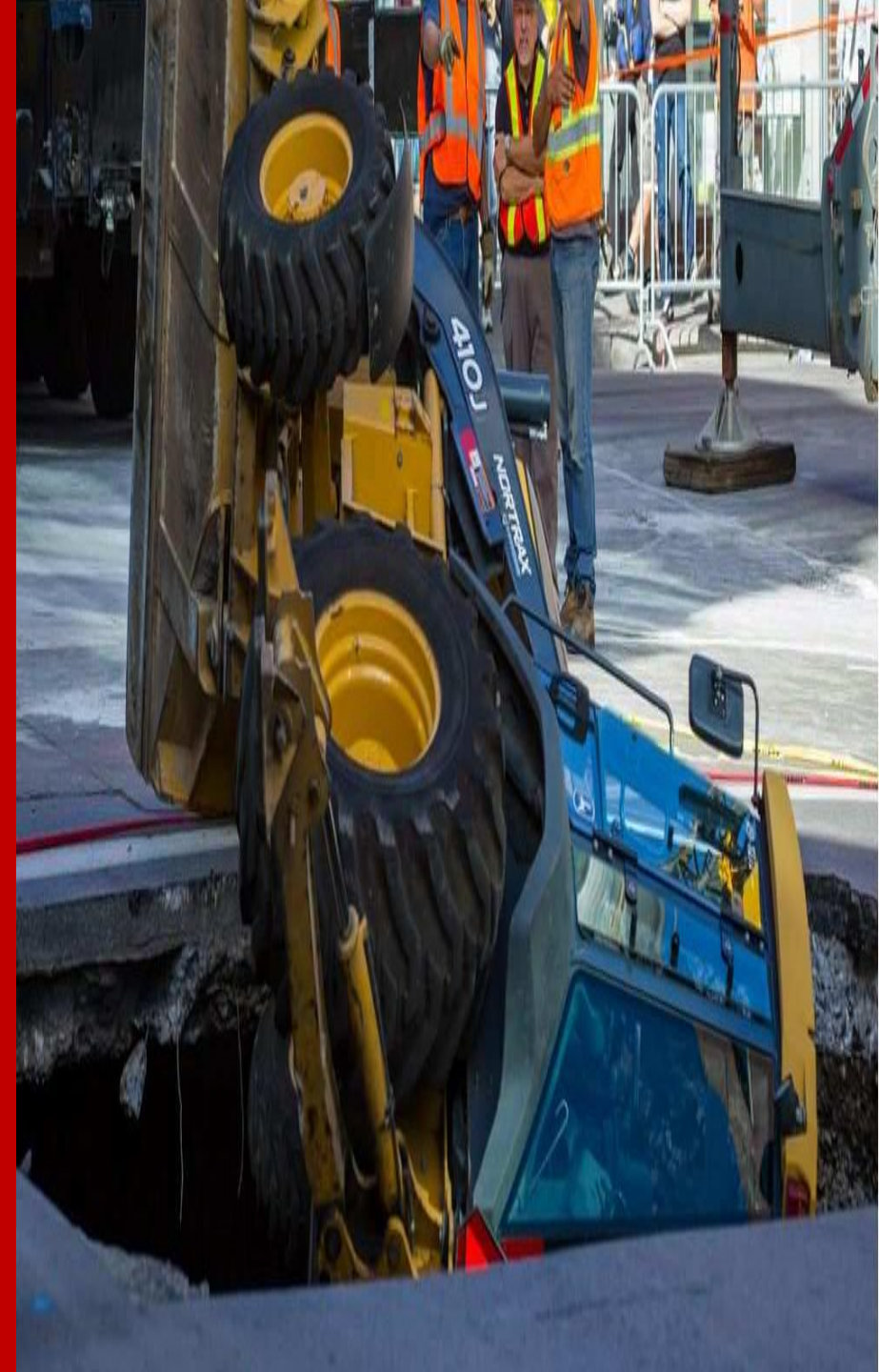




What could possibly get in the way of evidence-based decision making?

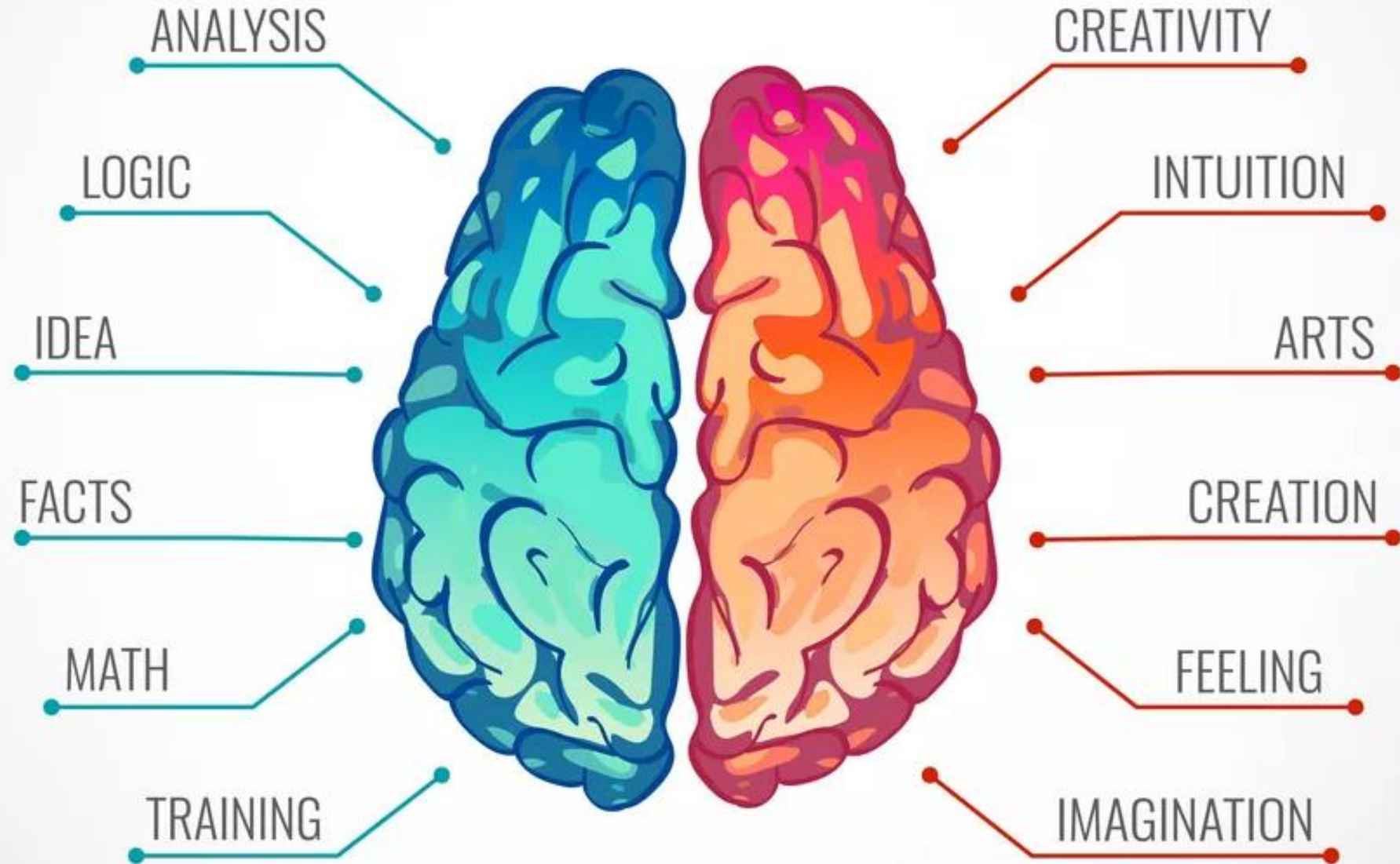
Why do we ignore the things we should not ignore?

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

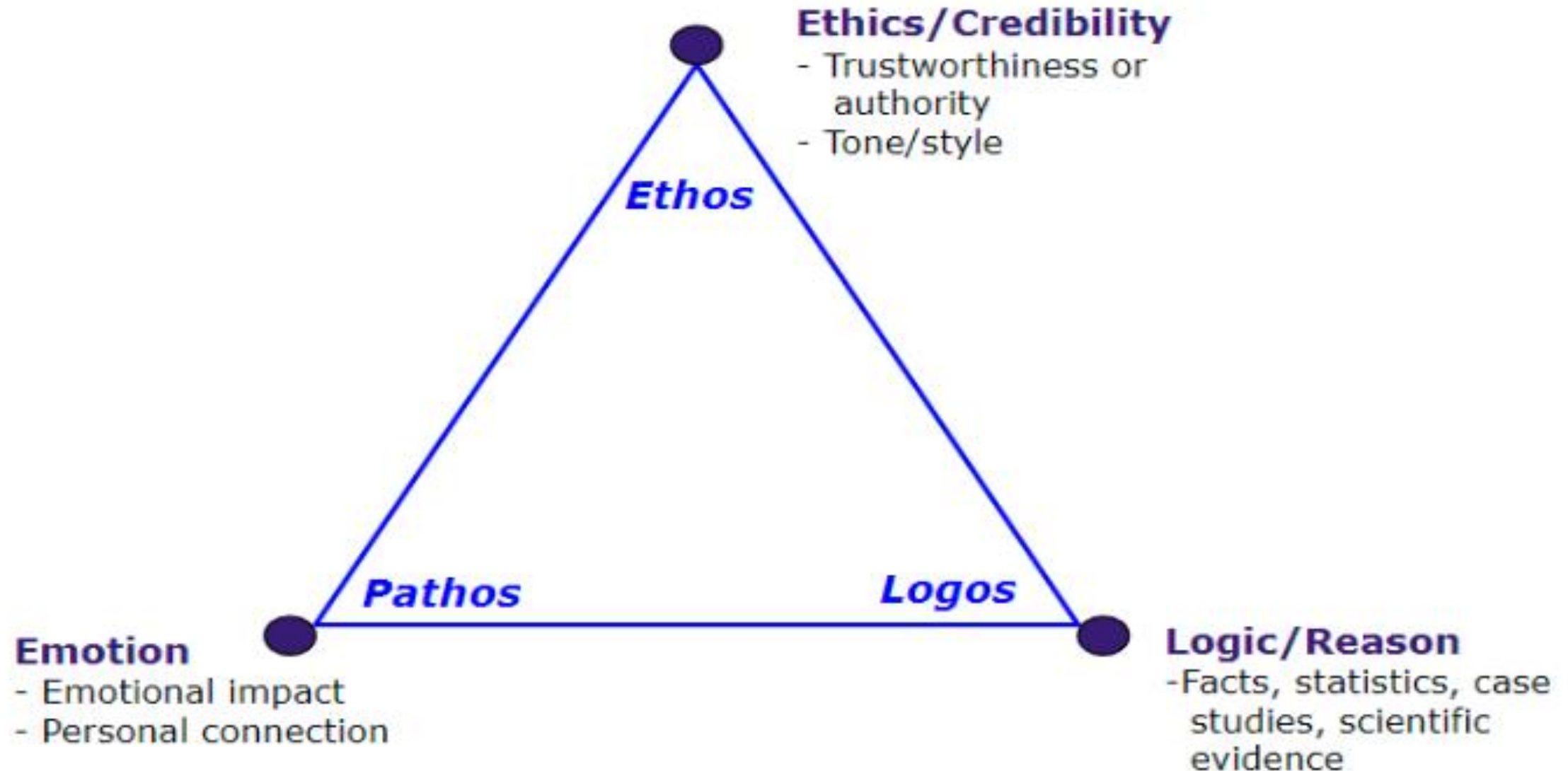




# LEFT vs RIGHT BRAIN



# Aristotle's Rhetorical Triangle





**"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

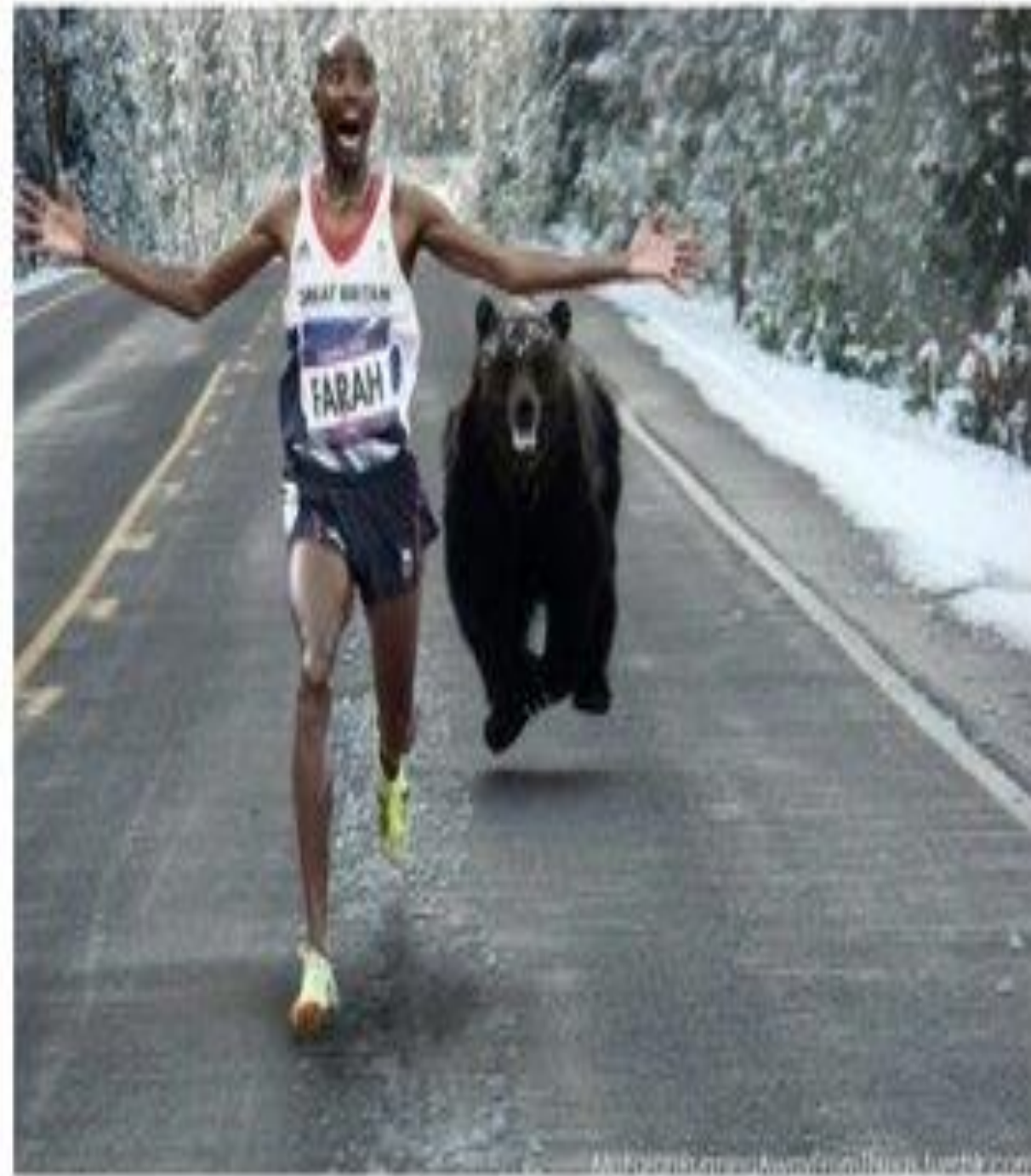


## **Limbic Brain**

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

# LIMBIC OVERLOAD

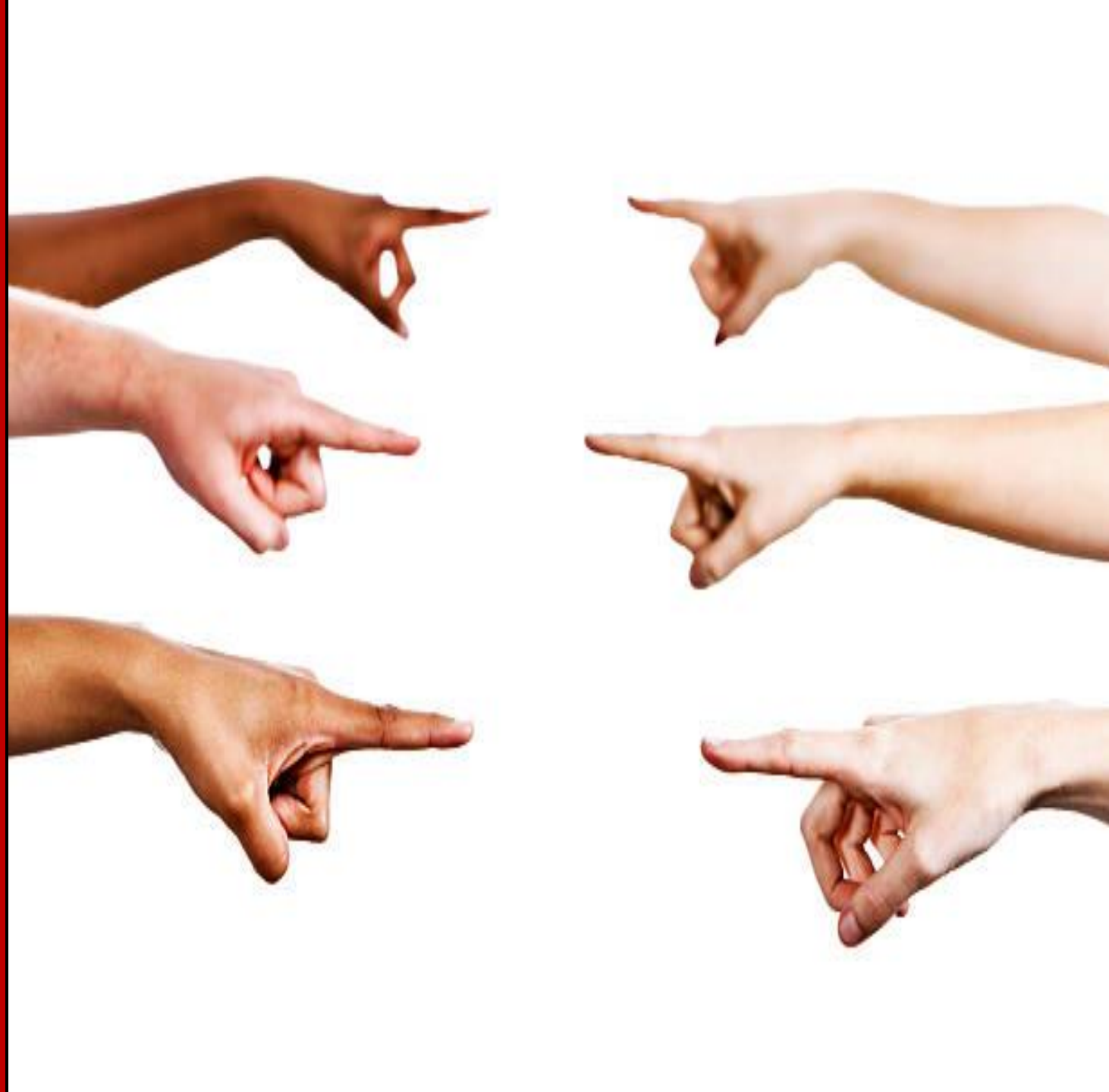
SYMPTOMS OF AN UNHEALTHY  
ORGANIZATION.





# CULTURE:

- SHAME
- BLAME
- FINGER POINTING  
'OTHERING'



Overwhelm



FEAR OF BEING  
WRONG



GOTCHA





LACK OF TRUST



IT IS UNSAFE TO  
TELL THE TRUTH



# COGNITIVE DISSONANCE



HIDE BEHIND POLICY





# FEAR OF OTHERS

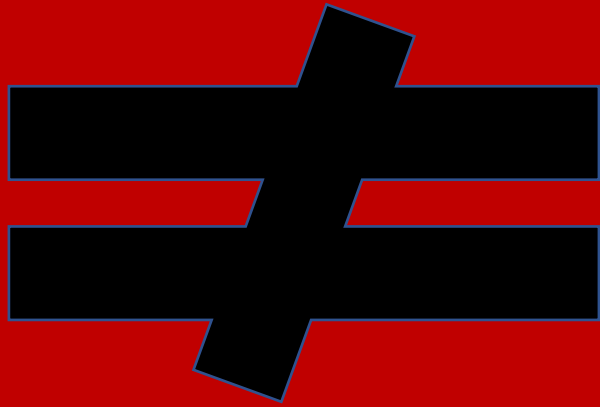


STRESS





RIGHT INFORMATION



GOOD DECISIONS









# 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 design the future.



# What are the Right Conditions?

Healthy conflict is welcomed, and the group can hold the tension of discomfort. They refuse to take things personally.

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.





AN ASSET  
MANAGEMENT  
MINDSET:

INTENTION

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are.

*Brendon Burchard*

AN ASSET  
MANAGEMENT  
MINDSET:

NOT 'US' AND  
'THEM'



STAFF'S ROLE:  
YOU ARE THE VOICE OF  
THE ASSET

COUNCIL'S ROLE:  
YOU ARE THE VOICE  
OF COMMUNITY  
NEEDS AND DESIRES

AN ASSET  
MANAGEMENT  
MINDSET:  
PARTNERSHIP





**AN ASSET  
MANAGEMENT  
MINDSET:  
ITERATIVE**

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  
MINDSET:

NEEDS CHAMPIONS  
(BRAGGERS)



BUILDING AN ASSET  
MANAGEMENT  
CULTURE  
IS ABOUT SEVENTH  
GENERATIONAL  
THINKING

A person is holding a large black sign with white text. The sign is held in front of a black metal railing. The background shows green trees and a brick building. The text on the sign is: 

DO SOMETHING  
TODAY THAT  
YOUR FUTURE  
SELF WILL  
THANK YOU  
FOR



SO  
Be a Good  
Ancestor

A person is holding a large black sign with white text. The sign is held in front of a black metal railing. The background shows green trees and a brick building. The text on the sign is: 

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# Collaborative Conversation

## TEMPERATURE CHECK

- What is an AM mindset mean to you?
- Why is it important to sustainable service delivery?

# Collaborative Conversation

## TEMPERATURE CHECK

- Where are YOU at?
- What needs to stay the same - what do you need to do more of – less of - in order for you to feel like you have made some positive progress towards sustainability?

# Collaborative Conversation

## Courageous Conversations

- What are the most important conversations Council and staff need to have? What are the risks of not having those conversations?

# Collaborative Conversation

CO-CREATE THE SOLUTIONS

- What can be done to ensure continuous improvement in asset management?



# Collaborative Conversation

Based on today's session:

- What did you learn?
- What is one take away?

Thank you

Live and lead so  
you don't have  
to apologize to  
the future!



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  
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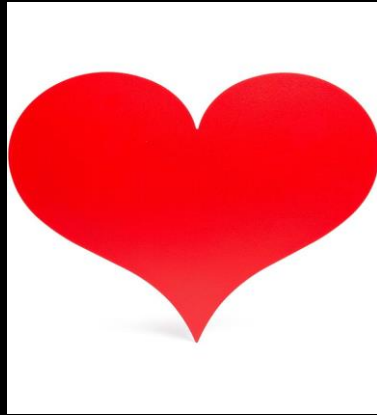


Better start behaving  
'cause the climate is changing  
Don't bury your head in the  
sand

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  
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It won't happen  
overnight COME ON**

# Asset Management



**DESIGN the future you want:**  
**Safe**  
**Sustainable**  
**Secure**

