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MUNICIPAL INFRASTRUCTURE FORUM

Inaugural Face-to-Face Meeting Summary February 7, 2012 Ottawa, ON

On February 7, 2012 the Municipal Infrastructure Forum (MIF) met in Ottawa to begin a cross-sectoral discussion of Canada's municipal infrastructure challenge. The agenda for this meeting can be found in Annex 1 below.

MIF will provide a place for municipalities, professional associations and business and industry organizations to share information, exchange ideas and build consensus around municipal infrastructure needs into the future.

MIF will act as a information-sharing resource for the infrastructure sector as it provides input to the federal government's recently announced process to develop a long-term infrastructure plan (LTIP). This support will be imperative as over 40% of federal investments in Canada's municipal infrastructure are set to expire in 2014.

Meeting Summary

Mayor Jim Watson provided the opening address for the Forum, welcoming members to Ottawa. Following the welcoming comments from the Host Mayor, FCM President Vrbanovic opened the meeting and led the introductions.

Infrastructure Canada provided a brief update on the objectives, activities, and status of the federal process to develop a LTIP (see Annex 3). Officials outlined the phase 1 and phase 2 initiatives including plans to release various spotlight pieces on infrastructure asset categories (e.g. transit, Gas Tax Fund, small and rural communities) as well as larger jurisdictional reviews. Further, Infrastructure Canada staff provided initial information to Forum members on plans to build out the department's knowledge and resources around infrastructure issues as part of its phase 2 work.

Forum members then dedicated the morning and early afternoon to presentations from FCM and member infrastructure stakeholder associations and organizations. MIF members were asked to prepare these presentations to:

1. Introduce the positions of their organization or association on municipal infrastructure
2. Respond to a series of discussion questions prepared in advance (see Annex 4)

For many members, the presentations provided an opportunity to learn about the positions and approaches from each organization represented on MIF. Each member organization and association was given 10 minutes for presentation and roughly 10 minutes for questions and answers.

In the afternoon, members received a summary of the morning's discussions from FCM staff, with a particular focus on pulling out common themes and synergies that arose out of the member presentations. The afternoon was spent discussing the areas of commonality and divergence between MIF member positions on long-term infrastructure planning.

FCM has pulled together the themes from both the MIF member presentations as well as the fulsome afternoon discussions below.

Areas of Commonality/Shared Interests

- **All infrastructure stakeholders (public and private) benefit from increased certainty and predictability in federal infrastructure programming.** Long-term planning, predictability and certainty are key to all the work of all infrastructure stakeholders on a daily basis. The builders, planners, owners and operators of municipal infrastructure want an LTIP that provides long-term investments going forward. Furthermore, MIF heard that it will be critical to better match investments from all governments with the full life-cycle costing which goes into maintaining that infrastructure in the long-term.
- **Infrastructure must compete in an extremely competitive financial environment.** All the presenters acknowledged that advocacy around the Long-term Infrastructure Plan (LTIP) will be taking place in parallel to discussions about renewing other significant federal services (e.g. health transfers). It will be important to keep up the momentum of a national discourse around Canada's municipal infrastructure needs.
- **Intergovernmental and cross-sectoral collaboration is critical.** FCM has long argued that municipalities cannot fix the infrastructure deficit alone. MIF members unanimously agreed that greater collaboration and cooperation between all governments and infrastructure stakeholders will be key to developing a true LTIP.
- **Investments in Infrastructure need to be linked to productivity, economic competitiveness as well as quality of life.** Forum members, one and all, brought forward a message that encouraging long-term investments in infrastructure as part of the norm will rely on infrastructure stakeholders making the case that these investments provide the economic, social and environmental foundations that fuel the economy. These investments are key to achieving the objectives of all levels of government.
- **The tools by which we measure, report and collect data need to align with program objectives and improve overall accountability.** Forum members took great efforts to emphasize that recent infrastructure programs under the *Economic Action Plan* were very much about stimulus, where job creation was the number one goal. For

LTIP, a broader set of metrics need to be used. FCM and CCA recommended more research to determine which economic indicators would best demonstrate the economic

impacts of infrastructure investments. CPWA and EC suggested that LTIP should include life-cycle costing and asset management as a measurement of success. CUPE suggested additionally that apprenticeships and training be considered as integral components of LTIPs success

- **The elimination of regulatory duplication and administrative costs will be central to LTIP going forward.** Forum presenters, one and all, commented that recent initiatives under the EAP to reduce or eliminate regulatory red tape is a strong step forward to ensuring that federal infrastructure investments reach the governments, industries and businesses that count effectiveness and efficiency of partnerships a top-tier needs. Municipal members commented that streamlining application processes under EAP allowed them to undertake stimulus projects in a quick manner. CCA and CPWA pointed out that red tape reduction meant quicker approvals and less headaches getting infrastructure built.
- **No one-size-fits-all approach will do.** Canada is a diverse country. Forum members recognized the unique contexts of providing long-term infrastructure investments to a wide variety of local realities: from our large urban centres to medium sized cities and small rural and northern/remote communities. All members recognized that there is no one-size-fits-all solution to our shared infrastructure challenges.
- **New federal investments must increase municipal capacities to plan and manage infrastructure.** To support a broader strategy that continually builds asset management knowledge, skills and abilities at the local level, a new federal long-term infrastructure plan must include consideration of supporting the work municipalities do to better manage their infrastructure. Forum members cited the requirements under the various agreements of the Gas Tax Fund where municipalities must develop an Integrated Community Sustainability Plan (ICSP) as a positive step. By the same token, members also supported the notion that the federal government must support municipalities to fulfill these requirements.
- **Climate Change Adaptation is a growing concern for infrastructure owners, managers and builders.** Presentations by IBC and EC brought this shared concern to focus for Forum members. How we respond to the growing impacts of climate change – how we build, how we pay for, and how we innovate – will determine how Canada is positioned in the world in the years ahead. The impacts of climate change are having direct and severe impacts on infrastructure stakeholders and a new federal LTIP must provide the long-term vision and support for innovations in building and maintaining our municipal infrastructure.

Future Discussions

Forum members identified a number of areas for further discussion investigation and analysis in the future. While the list is not exhaustive by any means, these questions will help inform future meetings of the Forum. Furthermore, these questions can help to populate Infrastructure Canada's Phase 2 activities under the LTIP process.

- What is the balance between job creation vs. infrastructure assets?

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- What is the federal role in addressing growing operating costs borne by infrastructure stakeholders as we build more new infrastructure?
- Should the federal government provide focused support for the rehabilitation and maintenance of municipal infrastructure as a key to good asset management?
- Public engagement: there was a consensus among Forum members on the need to build public support for this plan
- Risk management approaches to infrastructure planning?
- What is the appropriate share of investment by each order of government?
- How can we balance the politicization of infrastructure planning and allocation decisions?
- R&D and innovation in infra planning, building, and management is needed
- Municipal infrastructure financing tools – are there better ways to secure the revenues required to be responsible, forward-looking owners, operators and managers of municipal infrastructure?
- Exploring and increasing the use of sustainable infrastructure standards

Next Steps

The first face-to-face meeting of the Municipal Infrastructure Forum presented members with an opportunity to share ideas and information around the federal process to develop a LTIP.

Forum members committed to continuing to share intelligence and information on LTIP on an ongoing basis.

Forum members committed to meeting in person in late-May/early-June 2012 around FCM's Annual Conference in Saskatoon, SK. In the interim, the staff support group of the Forum will meet within the month to plan the next face-to-face agenda and to tackle some logistical issues highlighted in the meeting such as the creation of a Forum public relations strategy.

For more information about the Municipal Infrastructure Forum, please contact Adam Thompson, Policy Advisor, with FCM at athompson@fcm.ca or 613-907-6247.

ANNEX 1**MUNICIPAL INFRASTRUCTURE FORUM FACE-TO-FACE MEETING
OTTAWA CITY HALL – Champlain Room****February 7, 2012 – 8:15am (EST) / 4:00pm (EST)**

BREAKFAST (Councillor's Lounge)	8:15am – 8:45am
Welcome Address from Host Mayor Jim Watson	8:40am – 8:45am
Welcome and Introductions from the Chair	8:45am – 9:00am
• FCM President Berry Vrbanovic will provide welcoming comments	
• Forum members will briefly introduce themselves and their organizations	
Review of LTIP Process (Infrastructure Canada)	9:00am – 10:30am
• Infrastructure Canada Officials to provide briefing to the Forum on the status of the federal process to develop a LTIP as well as prospective opportunities in the coming months for consultation and supportive contribution from the Forum	
BREAK – refreshments provided	10:30am – 10:45am
Forum Member Presentations – Key Infrastructure Positions	10:45am – 12:00pm
• Forum members to deliver a 10 minute presentation on key issues, challenges and strategies relating to infrastructure from their perspective	
• NOTE: FCM will provide a series of discussion questions to help shape these presentations	
LUNCH – (Councillor's Lounge)	12:00pm – 1:00pm
Forum Member Presentations (Continued)	1:00pm – 2:30pm
General Discussion – Areas of Commonality/Divergence	2:30pm – 3:30pm
• After each organization and association makes their presentation, Forum members will be asked to discuss areas or issues that exhibit convergence or divergence with respect to the objectives of the forum	
• These discussions will aid in defining future items for discussion	
Next Steps	3:30pm – 4:00pm
• Items identified include the date of the next face-to-face meeting, opportunities to feed into the federal process in the short term, and any other emergent issues	

ANNEX 2**MUNICIPAL INFRASTRUCTURE FORUM****List of Participants – February 7, 2012**

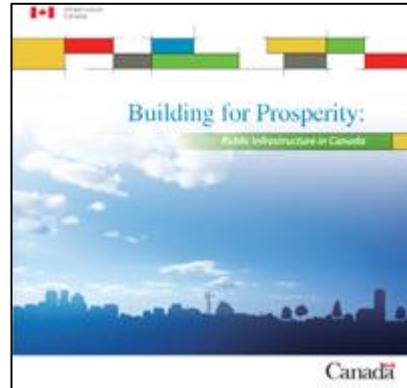
Name	Municipality/Organization/Association
<i>Municipal Members</i>	
Berry Vrbanovic	President, FCM
Pat Fiacco	Mayor, City of Regina, SK
Pauline Quinlain	Maireess, Ville de Bromont, QC
Joël Arseneau	Maire, Municipalité des îles-de-la-Madelaine, QC
Raymond Louie	Councillor, City of Vancouver, BC
Bev Buckway	Mayor, City of Whitehorse, YK
President Bob Barss	Alberta Association of Municipal Districts and Counties (AAMDC)
Warden Lloyd Hines	Municipality of the District of Guysborough, NS
Brock Carlton	CEO, FCM
<i>Infrastructure Stakeholder Members</i>	
Leah Littlepage	Director, Canadian Chamber of Commerce (CCC)
Darwin Durnie	President, Canadian Public Works Association (CPWA)
Juan Gomez	Director, Toronto Board of Trade (TBOT)
Michael Roschlau	Canadian Urban Transit Association (CUTA)
Paul Moist	Canadian Union of Public Employees (CUPE)
Christopher White	Vice-President, Insurance Bureau of Canada
Michael Atkinson	President, Canadian Construction Association (CCA)
Chantal Guay	CEO, Engineers Canada (EC)
<i>Observers</i>	
Karen Leibovici	Councillor, City of Edmonton, AB, FCM 1 st Vice President
Doug Dobrowolski	President, Association of Manitoba Municipalities
Gary McNamara	President, Association of Municipalities of Ontario

From Infrastructure Canada [webpage](#):

Developing a Long-Term Infrastructure Plan

The Government of Canada is engaging its key partners – provinces, territories, the Federation of Canadian Municipalities and other stakeholders to develop a long-term infrastructure plan ([see announcement](#)). Building on past achievements while strengthening partnerships between all orders of government, the process will roll out in three phases:

Phase 1 – Taking Stock (Fall 2011-Winter 2012)



Taking Stock is about working with our partners to review the accomplishments and results of past infrastructure investments. The Government of Canada will work together with provincial, territorial and municipal partners to review past infrastructure investments and initiatives and examine their benefits for communities.

Phase II – Identifying Priorities (Winter-Summer 2012)

To help ensure all levels of government have the right information to make informed decisions on infrastructure investments, we will work with our partners and stakeholders, as well as with technical experts and academics, to build knowledge around five broad themes:

1. Infrastructure and the Economy
2. Infrastructure and the Environment
3. Infrastructure and Stronger Communities
4. Financing Infrastructure
5. Asset Planning and Sustainability

Phase III – Informing the Next Agenda (Summer-Fall 2012)

Building on the work of the first two phases, we will have in-depth and constructive discussions with our provincial, territorial and municipal partners and other key stakeholders. Together, we will explore the broad principles and future directions for public infrastructure in Canada, and discuss key lessons learned from past plans and programs that can help develop the next long-term public infrastructure plan.

As this engagement process unfolds, www.infrastructure.gc.ca will feature regular updates, along with research publications as they are developed.

Municipal Infrastructure Forum

FORUM MEMBER PRESENTATIONS

February 7, 2012

Introduction:

In order to facilitate the face-to-face meeting of the Municipal Infrastructure Forum, FCM has prepared a series of discussion questions meant to provide guidance to each presentation made by Forum member associations or organizations. This portion of the meeting will be important to achieving one of the core objectives of the Forum: the sharing of information, intelligence and analysis related to the Government of Canada's process to develop a long-term infrastructure plan (LTIP).

Each forum member association will have 10 minutes to deliver their presentation based on these discussion questions, with a further 5-10 minutes for questions and discussion. FCM, in collaboration with municipal members of the Forum, will be presenting the perspective of the municipal sector.

Discussion Questions:

1. The Building Canada Plan (BCP), launched in 2007, represents a significant financial and political commitment by the federal government into addressing Canada's aging municipal infrastructure. Covering seven years of program funding, the BCP represents an evolution in intergovernmental program design. **What elements of the BCP have improved the ability of your members to build, operate, maintain or plan for the infrastructure needed to secure Canada's long-term economic competitiveness and quality of life?**
2. In response to the significant economic downturn in this country, beginning in budget 2009, the Government of Canada began one of the most intensive periods of infrastructure investment in recent history: dedicating over \$10 billion over two years to building and repairing municipal infrastructure from coast to coast. The *Economic Action Plan* (EAP) accelerated federal investments under the BCP, streamlined the application process for cost-shared infrastructure programs and eliminated duplication of Environmental Assessments by different levels of government among other changes. **Which of these or other measures had the greatest impact the work of your members? Which of these changes would be integral to the new LTIP and why?**
3. All levels of government and the private sector are increasingly recognizing the need for modern infrastructure programs to include measurable targets to ascertain

impacts, successes and lessons learned from these types of investments. This type of quantifiable evidence helps governments and the private sector to learn from, and improve upon, policy decisions over time. **Which metrics or targets would best allow us as infrastructure stakeholders, and the federal government, to measure the success of LTIP?**

4. As Forum member organizations and associations prepare their individual submissions to the federal government on LTIP, **what are the high-level principles that your organization will highlight for consideration by the Government of Canada?** For example: more local input into program design; recognition of the unique needs and limited capacities of small, rural or remote communities; elimination of duplication or overlap in application, administration and reporting requirements, etc....
5. Phase 1 of the Government of Canada's three-phase process to develop a long-term infrastructure plan will be focused on taking stock of the successes of recent federal infrastructure programs such as the BCP, the Gas Tax Fund as well as stimulus investments under the *Economic Action Plan*. To accomplish this, Infrastructure Canada will be releasing a series of spotlight pieces on projects in the areas of urban transit, small and rural communities, climate change and adaptation, to name a few. **Which areas would help us as infrastructure stakeholders tell our story of the past successes and opportunities for continued federal investments as part of a LTIP?**
6. Phase 2 of the Government of Canada's process to develop a long-term infrastructure plan will be focused on identifying priorities and building out the analytical knowledge that will serve as the empirical basis for the development of a LTIP. **Based on the needs and challenges of your members, are there research questions that would inform the general topic areas identified by Infrastructure Canada under Phase 2 of the process?** These areas include:
 1. Infrastructure and the Economy
 2. Infrastructure and the Environment
 3. Infrastructure and Stronger Communities
 4. Financing Infrastructure
 5. Planning and Sustainability

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Afternoon Summary Presentation



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Ottawa City Hall

Discussion Summary and Next steps
Long Term Infrastructure Planning

07/02/12

Rolling discussion summary

Areas of convergence / shared interests?

1. Long-term, predictability, certainty, life-cycle planning
2. Fiscal constraints: Infrastructure must compete in an extremely competitive financial environment. Nothing is assured.
3. Intergov't and cross-sectoral collaboration critical
4. Link infra investments to productivity, econ. Competitiveness and growth, quality of life
5. Reduce red tape, regulatory duplication
6. No one size fits all diverse sector and diverse needs
7. Measurement, reporting, data: The choice, use and dissemination of measurement and reporting tools needs to align with program objectives and to improve accountability.
8. Increase municipal capacity to plan, manage infrastructure
9. Climate change adaptation – driver of needs, costs, innovation
10. Internal commitment by MIF members to share info, intelligence on



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Meeting Summary – Tuesday, February 7, 2012 – 8:15am – 4:00pm (Ottawa City Hall)

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Rolling discussion summary

Need further discussion?

1. Job creation vs. infrastructure assets: what is the balance?
2. Operating costs: federal role; managing increasing operating costs as we build more new infrastructure
3. Support for rehab and rehabilitation key to good asset mgmt
4. Public engagement: need to build public support for this plan
5. Risk management approach
6. Appropriate share of investment by each order of gov't
7. Politicization of infrastructure planning and allocation decisions
8. R&D and innovation in infra planning, mgmt, building needed
9. Municipal infrastructure financing tools
10. Sustainable infrastructure standards
- 11.



Rolling discussion summary

Probing questions

- a. Feedback – shared interests list: anything missing?
Anything to remove?
- b. Feedback – further discussion list: anything missing?
Anything to remove?
- c. Which, if any, items on the list for further discussion could be moved to shared interest list?
- d. From the list of shared interests, what are your top priorities for INFC to focus on in Phase II?



Next steps and feedback

1. Where should MIF focus its energies in the coming months?
2. Any changes to MIF's membership, objectives or work plan?
3. Next meeting(s): Conference call? Face-to-face? Meeting of the staff group?
4. Feedback: What worked well today, and what should we adjust next time to maximize our collective time?

