



CAMA & the Next Big Things

Presented by Karen Thoreson, President, Alliance for Innovation

How did this get started?

1

Presentation last
year at CAMA

2

CAMA Board
gives us a
challenge

What's next
for
Canadian
Communities?





4 FORCES MODEL

DEVELOPED BY CECILY SOMMERS



4 FORCES



AGENTS OF MEGA CHANGE

RESOURCES



SIX TRENDS

19 TRENDS

TECHNOLOGY





DEMOGRAPHICS

11 TRENDS



GOVERNANCE

8 TRENDS

National Park Service
U.S. Department of the Interior



Because of the
Federal Government SHUTDOWN,
**All National Parks
Are CLOSED.**



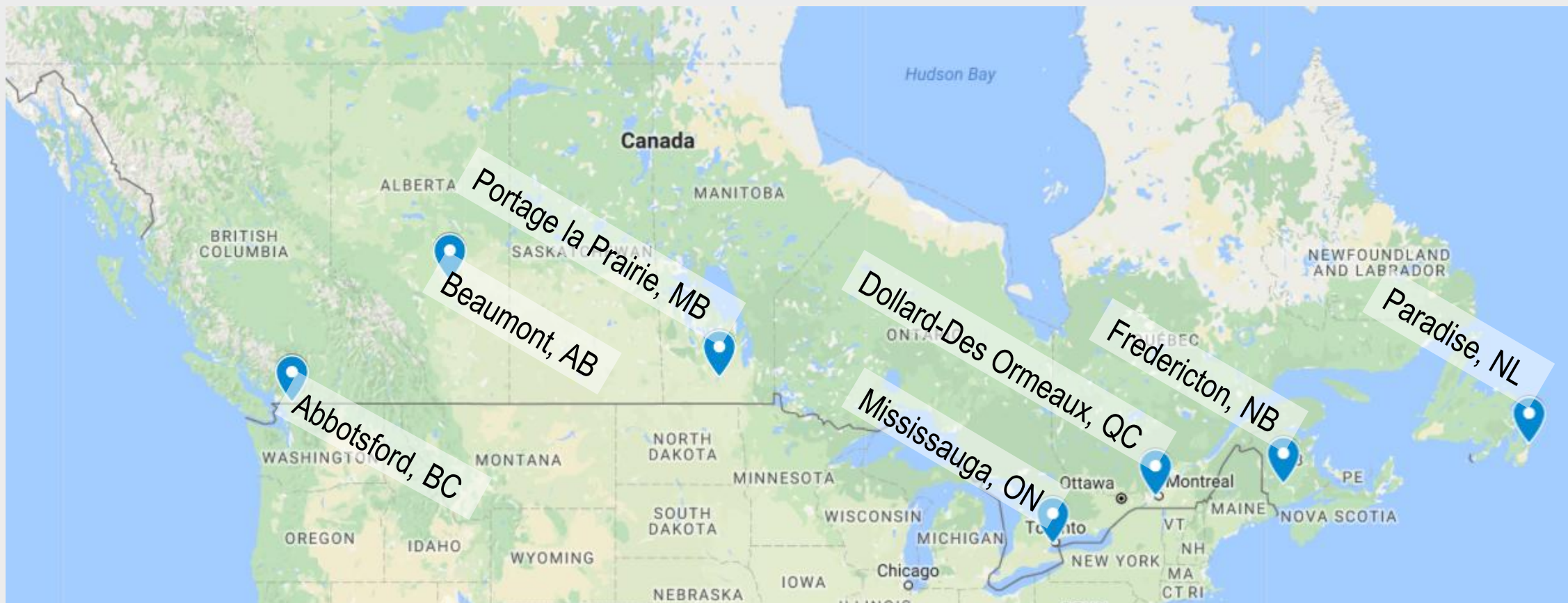
44 TRENDS

LITERATURE REVIEW, DELPHI PANEL, BIG SORT/SCENARIO PLANNING



Four trends were selected





Seven diverse communities were selected
for interviews

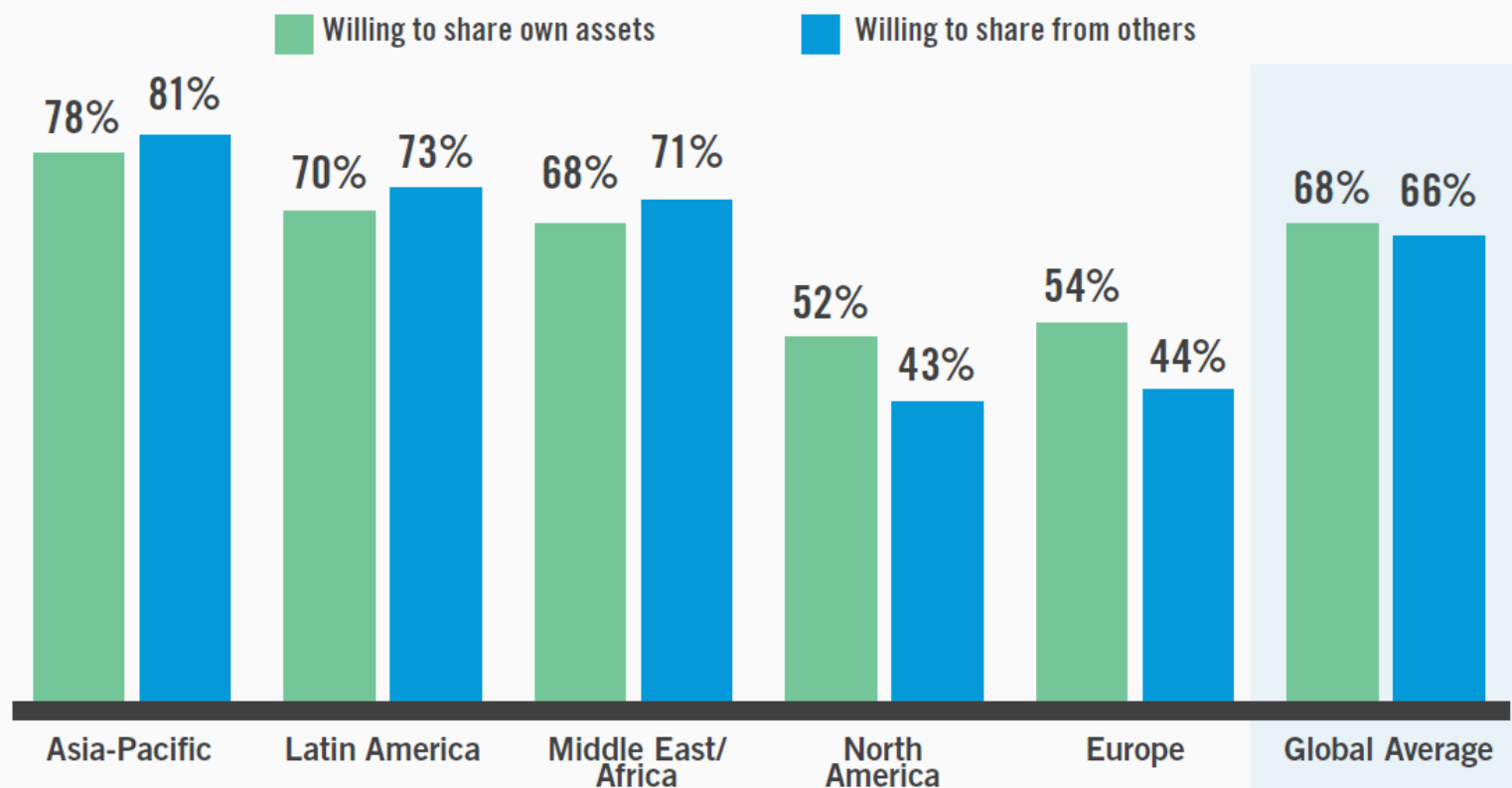
What did
we learn?

A LOT!



SHARING ECONOMY

Figure 7. The Rise of the Sharing Economy*



* based on an online survey among 30,000 consumers in 60 countries conducted in Q3 2013

Source: Nielsen and Statista

Sharing Economy

- *Only **Mississauga** had it seriously on their radar.*
- **Beaumont** has it on the “down the road” radar
- **Dollard des Ormeaux**, close to Montreal, but they see little activity in their community.
- **Portage la Prairie, Abbotsford, Paradise and Fredericton say it will be a long time.** Either their isolated geography, size or lack of tourism were the influencing factors.



Climate Change

- **The number one concern for half of the respondents**
 - More rain
 - Severe storms
 - Sea level and river rise
 - Increased erosion
 - Warmer, shorter winters



They said:

- **Native populations** are having difficulty with sustaining way of life
- **Storm sewers** are overpowered
- The loss of trees from **winds**
- **Infrastructure** needs upgrading, but provincial rules apply
- Rapidly **growing communities** are having difficulty shrinking their footprint



Two views on Infrastructure






- **Canada is so ahead of the US** in how you utilize Asset Management Plans
- **Newer cities** have good infrastructure, and it has been well planned.
- **Older communities** are struggling with out dated above and below ground assets
- **Planning and funding** of infrastructure fundamental

Infrastructure – Best practices

- Mississauga focused on transit, 2% property tax to maintain their assets
- Fredericton invests 25% of the general fund to maintenance
- Abbotsford spoke of the growing concern of their “social infrastructure” – drugs, homelessness and concerns of the province that fall to local communities

Compared to Infrastructure Status in US

INFRASTRUCTURE GRADES FOR 2013

 ENERGY	D+	 SCHOOLS	D	 PUBLIC PARKS & RECREATION	C-
 TRANSIT	D	 ROADS	D	 RAIL	C+
 PORTS	C	 INLAND WATERWAYS	D-	 BRIDGES	C+
 AVIATION	D	 WASTEWATER	D	 SOLID WASTE	B-
 LEVEES	D-	 HAZARDOUS WASTE	D	 DRINKING WATER	D
 DAMS	D				

A: EXCEPTIONAL, B: GOOD, C: MEDIOCRE, D: POOR, F: FAILING

Each category was evaluated on the basis of capacity, condition, funding, future need, operation and maintenance, public safety, resilience, and innovation

Source: American Society for Civil Engineers, 2013

A photograph of the Canadian flag waving on a flagpole against a bright blue sky with scattered white clouds. The flag is positioned diagonally across the frame, with the red maple leaf in the center. A semi-transparent dark grey horizontal band is overlaid across the middle of the image, containing the text "TRUST IN GOVERNMENT" in white, bold, sans-serif capital letters.

TRUST IN GOVERNMENT



Trust in Government

- Canada is a welcoming country
- Most people feel disconnected to the federal and provincial governments, but express support for the local level
- Where fraud or collusion have received media attention, everyone is painted with the same brush
- All expressed social media is a huge influencer and that getting the truth out is more and more time consuming

POLITICAL TRUST

Transcends partisanship; it “happens when citizen appraise the government and its institutions, policy-making in general and/or the individual political leaders as promise-keeping, efficient, fair and honest.” Political trust depends on legitimate policy-making.

SOCIAL TRUST

Refers to citizens’ confidence in each other. Communities with greater social trust have more cohesion and are more resilient.

How does the story end?

- Regional differences tied to geography, economic conditions, provincial politics, and size of the community
- My view – Canada is leading the US in all four areas in terms of taking action, planning, funding and staying connected to the citizens.

Keep it Going!

- Start the conversation! How do you compare to your neighbors in your region?
- Are you working together to plan for trends that are coming down the road?
- Will you share your stories at the provincial municipal meetings to find commonality, successes, challenges, and new ideas?

Thank you to
these fine
administrators
for their
valuable
perspectives.

- Janice Baker, First Vice-President, City Manager, City of Mississauga, Representative for Ontario
- Jack Benzaquen, Director, City Manager, City of Dollard-des-Ormeaux, Representative for Québec
- Rodney Cumby, Director, CAO, Town of Paradise, Representative for Newfoundland & Labrador
- Marc Landry, Second Vice-President, CAO, Town of Beaumont, Representative for Alberta and Northwest Territories
- Chris MacPherson, CAO, Fredericton, New Brunswick – former CAMA President
- Jean-Marc Nadeau, Director, City Manager, City of Portage la Prairie, Representative for Manitoba, Saskatchewan and Nunavut
- Jake Rudolph, Director, Deputy City Manager, City of Abbotsford, Representative for British Columbia and Yukon



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Thank you!