“Leadership and Local Government Asset Management”

PART TWO

Gord Hume  November 3, 2016
The 7 Cs of Great Leadership:

- Competencies
- Character
- Commitment
- Charisma
- Communication
- Context
- Culture
1. Competencies:

1. People skills
2. Organizational skills
3. Business/function related skills
4. Strategic skills
2. **Character** (J. Gandz et al, IVEY)

- **Transcendence**
  - appreciative, inspired, purposive, future-oriented, optimistic, creative

- **Drive**
  - passionate, vigorous, results-oriented, demonstrates initiative, strives for excellence

- **Collaboration**
  - cooperative, collegial, open-minded, flexible, interconnected

- **Humanity**
  - considerate, empathetic, compassionate, magnanimous, forgiving

- **Humility**
  - self-aware, modest, reflective, continuous learner, respectful, grateful, vulnerable

- **Integrity**
  - authentic, candid, transparent, principled, consistent

- **Temperance**
  - patient, calm, composed, self-controlled, prudent

- **Justice**
  - fair, equitable, proportionate, even-handed, socially responsible

- **Accountability**
  - take ownership, accepts, consequences, conscientious, responsible

- **Courage**
  - brave, determined, tenacious, resilient, confident

- **Judgment**
  - situationally aware, cognitively complex, analytical, decisive, critical thinker, intuitive, insightful, pragmatic, adaptable
3. Commitment:

Commitment to long-term success by any potential leader is difficult:

--Administrative: team environment, common goals, clear understanding of objectives, good communication...

--Political Campaigning--physical, mental and emotional toll of campaigning...

--Political Governance—long hours, demands by constituents, media pressures, ‘the system’...
5. Communication

- City hall staff want to be involved, informed…in the absence of information and regular communications, misinformation and rumours take over.

- Takes skill and training to communicate effectively through traditional and social media sources.

- Understand the different target audiences for different messages.

- Use of social media is ubiquitous—and dangerous!

  {{THINK BEFORE YOU CLICK!!!!}}

- Communication today can be two-way—a new tool to tap public opinion, exchange ideas with the public.
6. **Context:**

- Context is an understanding of your place in the world.
- Great leaders are very focused
- Mayors, CAOs, Councillors et al must be aware of the world around them, what’s happening, what impacts their municipality...
- Municipalities have been excluded too often from major policy discussions that directly impact their cities:
  - Infrastructure priorities
  - Public housing, welfare
  - Foreign investment, tax policies...
  - Immigration, social policies...
- Municipalities need to be more aware of changes around them:
  - Societal changes
  - Demographic shifts
  - Global economic changes that affect a town or city
7. Culture:

- The culture of the organization impacts who you hire, what you do, how you do it...

- Strong municipal leadership is needed to establish and preserve a culture of delivering great service to the public

- Civil servants are the front-line of contact with local taxpayers! They need to be well-trained and empowered.

- “Culture is what employees do when no one is watching.” (Ed Clark, TD Bank)
GREED

STUPIDITY

ARROGANCE

DESPERATION

DUMB

MEAN

CONCEITED

SMUG

LIAR

COMPLACENT
Results of poor local leadership:

1. Losing the voice of local government
2. Losing good people in local government
3. Losing local economic momentum
4. Losing staff and hurting morale
5. Losing political clout and urgency for change
Global Urban Leadership:

1. BIG, GLOBAL ISSUES:
   1. Population migration to urban areas
   2. Infrastructure
   3. Transportation and gridlock
   4. Wealth generation, local prosperity...
   5. Demographic changes in society
   6. Financial crises impacting federal/provincial governments

2. NEW URBAN ORDER:
   1. Power is shifting to local governments
   2. Need new ways to finance cities
   3. Need to restructure old, traditional powers/authority of governments
## INFRASTRUCTURE IN CANADA:

### Infrastructure ownership

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<td>35</td>
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### Infrastructure Capital Spending

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Source: Canadian Centre for Policy Alternatives 2013
Changing the Infrastructure definition:

1. Pipes and pavement
2. Technology and innovation
3. Creative
4. MUSH sector
5. Federal, provincial and territorial responsibilities
4 Emerging Issues...

1. Internet of Things:
   - sensors providing data

2. Big Data:
   - amassing and using big data

3. Artificial Intelligence:
   - robotics, powerful computers

4. Environmental Challenges:
   - net-zero homes; carbon taxes
Financing the Future

• Joint municipal projects to get sufficient girth for bonds.
• PPPs
• Pension fund investments
• Canada Infrastructure Bank
• Partnerships with provinces
• Private sector capitalization
International innovation

- **Australia**—feds fund when old assets sold for new infrastructure
- **USA**—private sector funds
- **China**—looking to invest
- **Asia**—fed govts pay for large national infrastructure projects
Smarter Asset Management

• New (private) partnerships
• Munis ‘get out of the way’
• Think big
• Use new technology for longer life cycle
• Stronger focus on asset mge.
ENHANCE YOUR LEADERSHIP SKILLS:

• Positive high energy
• Making hard decisions
• Risk tolerance
• Think like a chess master
• Courage and calm
• Smart
• Communicate effectively
• Inspire
Questions and Discussion:

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