

## **Infrastructure Strategy (1998)**

**Infrastructure: The physical assets developed and used by the City to support the community's social and economic activities.**

**The overall goal of the Infrastructure Strategy is to ensure that the City's infrastructure is in a good state of repair and that rehabilitation and development programs are adequately funded on an ongoing basis and are as efficient and effective as possible.**

### **Principal Strategies**

1. Ensure that infrastructure programs promote the objectives and values established within plans and priorities approved by City Council. Provide infrastructure that is supportive of the basis functions of local government.
2. Measure the performance of Infrastructure in terms of its effectiveness in meeting the broader social and economic objectives of the City.
3. Approach infrastructure as an investment rather than expenditure. Continually monitor and evaluate the return on and current value of the investment.
4. Recognize that infrastructure is a key driver for economic development and quality of life. Infrastructure is a critical component to making a city an attractive place to live and do business. Communicate the importance of infrastructure to the public.
5. Define the responsibilities for infrastructure service delivery between the City, the private sector and the Province and align the fiscal relationship accordingly; revenues must be tied to responsibilities. Review shared service delivery and cost-sharing mechanisms within the region.
6. Deliver infrastructure development and rehabilitation programs within the financial parameters established through the Long-Range Financial Plan. Ensure that infrastructure programs can be delivered on a sustainable basis.

### **Supportive Strategies**

7. Establish an ongoing "stewardship" function for infrastructure within the civic administration. Provide City Council and the public with regular infrastructure reports. Utilize this information as a basis for developing annual budgets and ongoing expenditure programs.
8. Develop and maintain an inventory and condition rating system for civic infrastructure. Assess the current and projected use of the infrastructure.
9. Maintain an ongoing balance between the rehabilitation of existing and the development of new infrastructure. Ensure that this balance is reflected in the annual budget process and Capital Priorities Plan prioritization system.
10. Validate public expectations, design standards and service levels. Ensure that standards are maintained at a level that will not necessitate larger expenditures in the future. Recognize the principle of "cost deferral" as being more realistic than "cost avoidance".
11. Continually monitor and evaluate design standards and service levels. Benchmark standards and service levels to other jurisdictions. Strive to be recognized as a "best practice" provider of infrastructure.
12. Treat infrastructure on a life-cycle basis. Ensure that stable, long-term funding will be in place to finance ongoing rehabilitation and eventual replacement.
13. Strive to be the best value provider of infrastructure. Continually evaluate delivery mechanisms. Explore new technologies and potential efficiencies.
14. Seek to identify and maximize the use of non-tax-supported sources of financing. Ensure new developments pay an appropriate share of infrastructure costs. Promote the use of user fees to finance infrastructure used by specific individuals or groups.
15. Continue to reduce tax-supported debt as prescribed in the Debt Management Fiscal Policy. Allocate savings from reduced debt and servicing costs to fund infrastructure programs.