



GOVERNANCE SUCCESS: It's No Accident

NERO: Decisions & Priorities



Facilitated by the
Gordon A. McIntosh
Local Government Leadership (LGL) Institute



*"helping civic executives make a leadership difference
in local government throughout Canada and overseas"*

PERSONAL STYLES (additional)

DIFFERENCES

- **Handling emotion**
- **Using resources**
- **Communicating ideas**
- **Making decisions**
- **Seeing the future and past**

CONSEQUENCES

- **Miscommunication of ideas**
- **Conflict over outcomes**
- **Discomfort with each other**
- **Unproductive meetings**



BEHAVIOURAL PATTERNS INVENTORY pg 3

INSTRUCTIONS

1. Word that best describes you # 1
Word that least describes you # 4
2. Transfer scores to white squares
3. Add scores in each column
(should total 80)
4. Transfer scores to A-O-C-S
next page

$$\begin{array}{ccccccc}
 \text{A} & \text{O} & \text{C} & \text{S} & & & \\
 17 & +21 & +17 & +25 & = & 80
 \end{array}$$

Step #1		Step #2			
2	TALKATIVE ▶	2			
3	SUPPORTIVE ▶		3		
1	OBJECTIVE ▶			1	
4	SOFT SPOKEN ▶				4
1	DETERMINED			1	
3	SOCIABLE		3		
2	CONFIDENT	2			
4	PATIENT				4
2	DEPENDABLE				2
1	SELF-CONTROLLED			1	
3	CARING		3		
4	FORCEFUL	4			
2	FRIENDLY		2		
4	CONVINCING	4			
3	CAREFUL				3
1	SELF-SUFFICIENT			1	
1	OPTIMISTIC	1			
2	SINCERE				2
3	DISCIPLINED			3	
4	OUTGOING		4		
4	COOPERATIVE		4		
3	LOYAL				3
2	ANALYTICAL			2	
1	DARING	1			
2	AGGRESSIVE	2			
1	ACCURATE			1	
4	AGREEABLE				4
3	WARM		3		
1	RESPONSIVE		1		
2	STRONG-WILLED			2	
3	COMPETITIVE	3			
4	THOUGHTFUL				4
STEP# 3 TOTALS 80 =		A	O	C	S



Courtesy of Dr. B. Heemsbergen

BEHAVIOURAL PATTERNS INVENTORY pg 4

INSTRUCTIONS

5. Circle your number in each column
6. Join circles A-O-C-S
7. Tie breaker – If you have 2 circles the same that are LESS THAN 20 complete tie breaker question

Step #4

TOTALS	A	O	C	S
HIGH DIMENSION	08	08	08	08
	09	09	09	09
	10	10	10	10
	11	11	11	11
	12	12	12	12
	13	13	13	13
	14	14	14	14
	15	15	15	15
	16	16	16	16
	17	17	17	17
	18	18	18	18
	19	19	19	19
STEP# 5	20	20	20	20
	21	21	21	21
STEP# 6	22	22	22	22
	23	23	23	23
	24	24	24	24
	25	25	25	25
	26	26	26	26
	27	27	27	27
	28	28	28	28
	29	29	29	29
	30	30	30	30
	31	31	31	31
LOW DIMENSION	32	32	32	32
HIGHEST DIMENSION (Lowest Score)				
TOTALS				

STEP #7 TIE BREAKER			
2 SYMPATHETIC			2
3 ASSERTIVE	3		
1 CAUTIOUS			1
4 ENTHUSIASTIC		4	



Courtesy of Dr. B. Heemsbergen

BPI CHARACTERISTICS (Pages 5)

A ASSERTIVE & ACTION-ORIENTED

Independent
Confident (Self-Assured)
Optimistic
Competitive
Goal-Oriented
Assertive
Time Perspective-Impatient
High Need to Achieve
May Overstate and Exaggerate
Fast-Paced
Direct Look, Few Smiles
More Aware of Self Than Others
Makes Own Decisions
Talkative
Risk Taker
May Dominate
May Be Ambitious
Control Important

O OUTGOING & SOCIAL

Dependent
Caring
Supportive
Cooperative
Outgoing and Responsive
Gets Along Well with Others
Warm and Sociable
High Need to Affiliate
Time Perspective-Future
May Act Impulsively
Emotional (Show Feelings)
More Aware of Others
Rely on Opinions of Others
Seeks Recognition From Others
Yes, When Should Say No
Animated Gestures
Need to Be Needed
Trust People Implicitly

C CONTROLLED & DISCIPLINED

Objective
Determined
Self-Controlled
Self-Sufficient
Disciplined
Analytical
Accurate
Strong Willed
Reserved Socially
Independent
Withdrawn At Times
Rely on Own Strengths
Need Space Don't Push
Strong Control of Feelings
Cautious and Exacting
Industrious and Strong Willed
Evaluates Carefully
Calm and Self-Controlled
Objective and Cool Rationale

S STABLE & STEADY

Soft-Spoken
Patient and Reliable
Careful and Cautious
Sincere
Loyal
Agreeable
Thoughtful
Respectful
Supportive and Quiet
Dependent
Good Listener
Wait for Others to Initiate
Want to Be Included
Few Hand Gestures
Warm and Smiling
Gets All the Facts
Needs Reassurances
Accepting of Others
Good Natured

BEHAVIOURAL PATTERNS INVENTORY (page 6)

ACTION

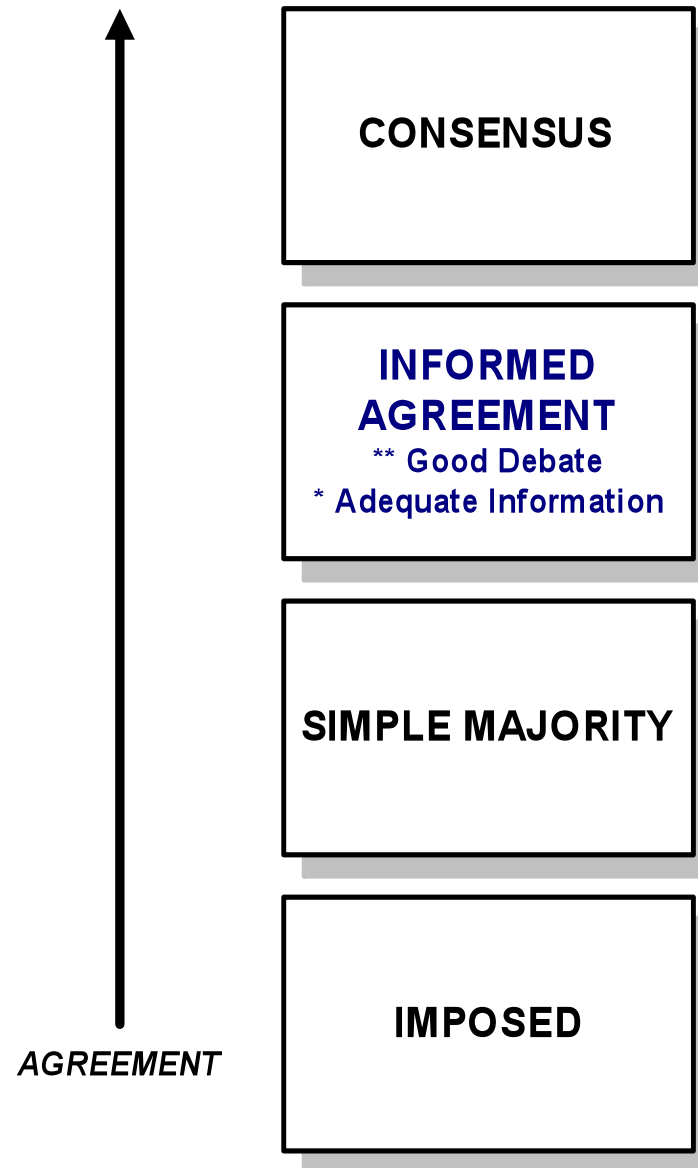
	<p>Need - recognition Save - effort</p> <p>O <u>OUTGOING & SOCIABLE</u></p> <p>Avg. 10%</p>	<p>Need - control/results Save - time</p> <p>A <u>ASSERTIVE & ACTION-ORIENTED</u></p> <p>Avg. 10%</p>	
DEPENDENT			INDEPENDENT
RELATIONAL	<p>Need - stability Save - relationship</p> <p>S <u>STABLE & STEADY</u></p> <p>Avg. 40%</p>	<p>Need - accuracy Save - face</p> <p>C <u>CONTROLLED & DISCIPLINED</u></p> <p>Avg. 40%</p>	TASK

THINKING

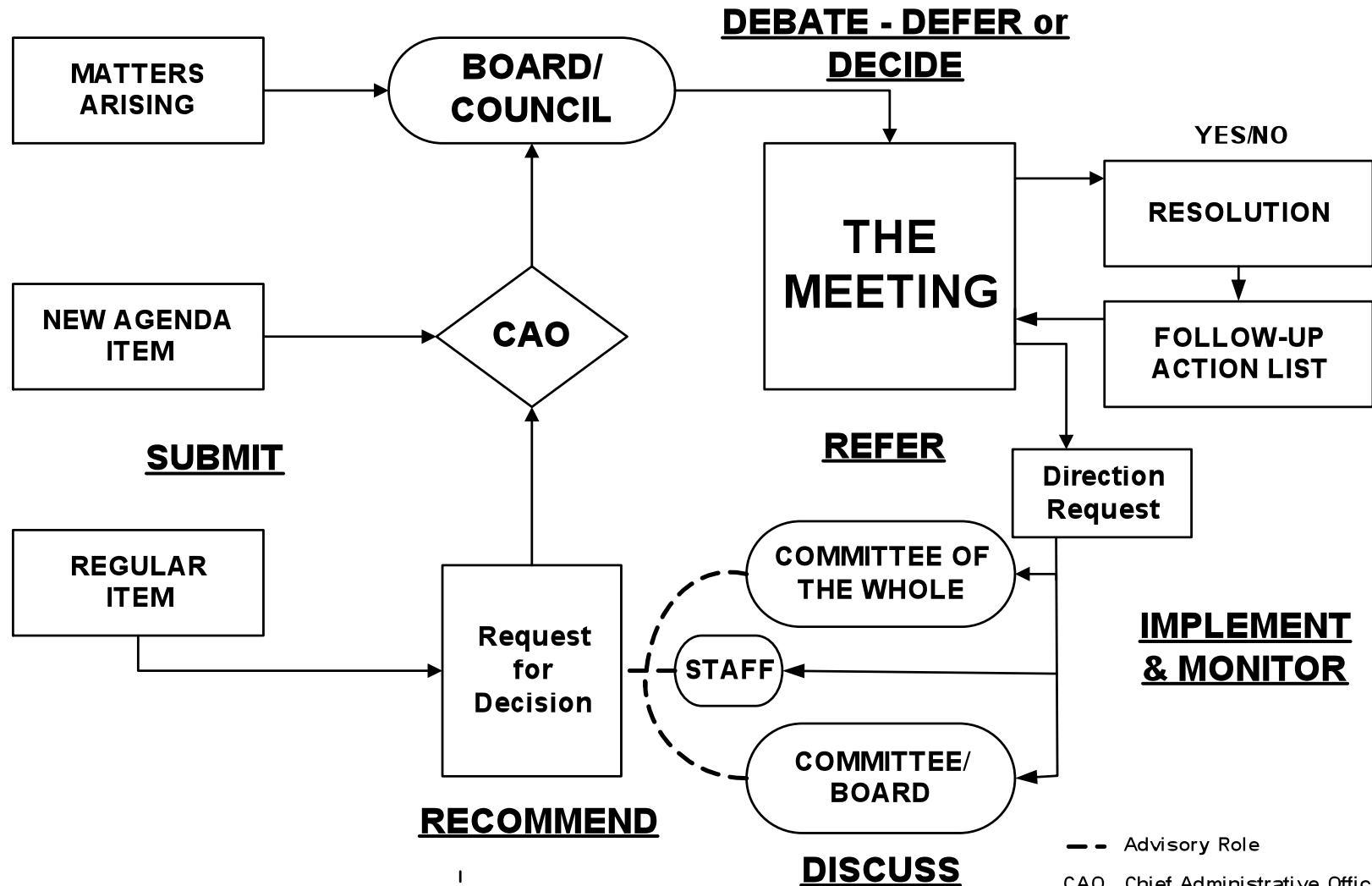


Courtesy of Dr. B. Heemsbergen

DECISION MAKING MODEL PG 7



1.2 DECISION MAKING FLOW CHART



-- Advisory Role

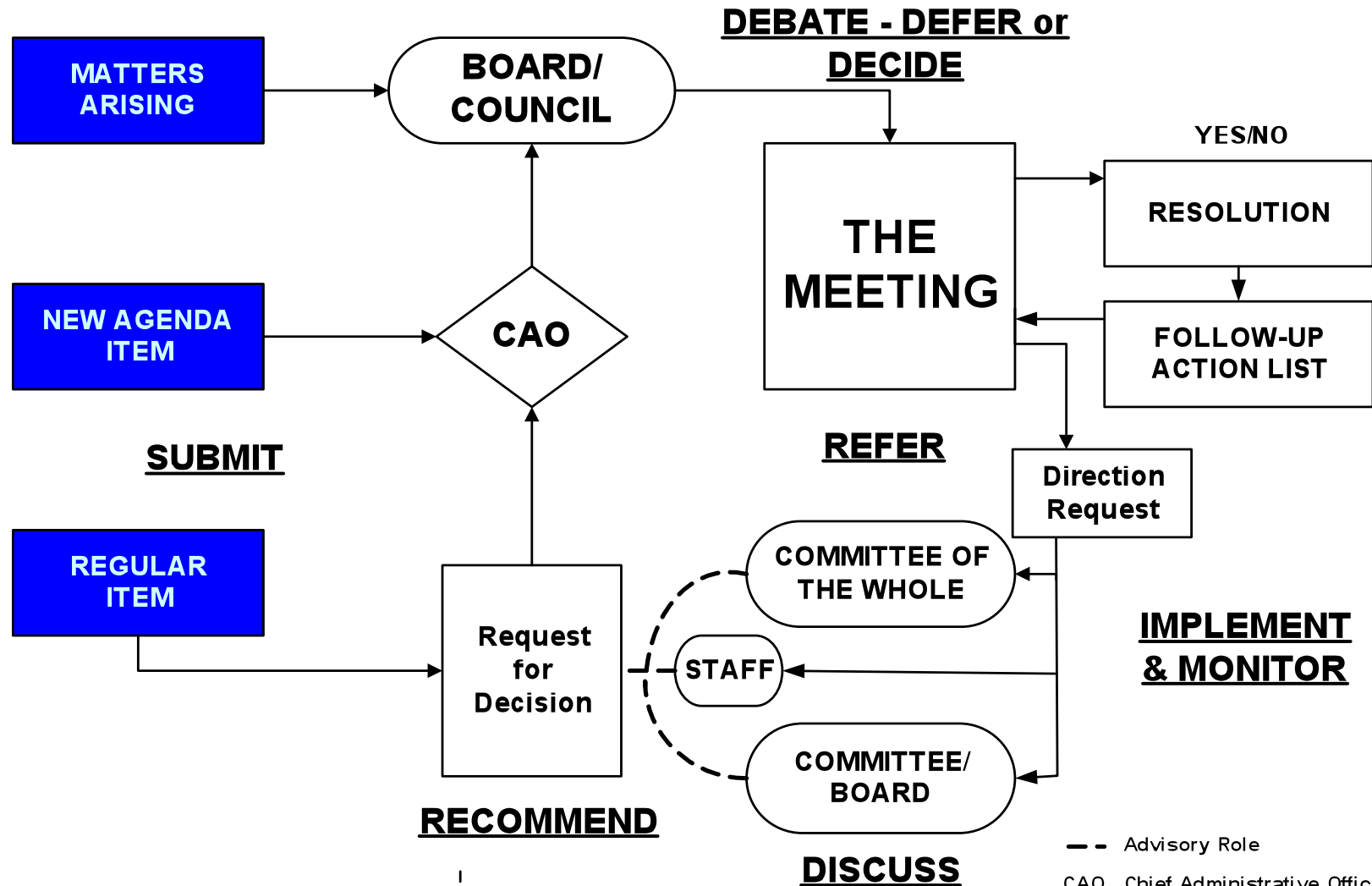
CAO Chief Administrative Officer
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RFD Request for Decision

1.3 GOOD DECISIONS WORKSHEET PG 9

PROBLEMS	STRATEGIES
1. _____	• •
2. _____	• •
3. _____	• •
	• •

DECISION MAKING FLOW CHART

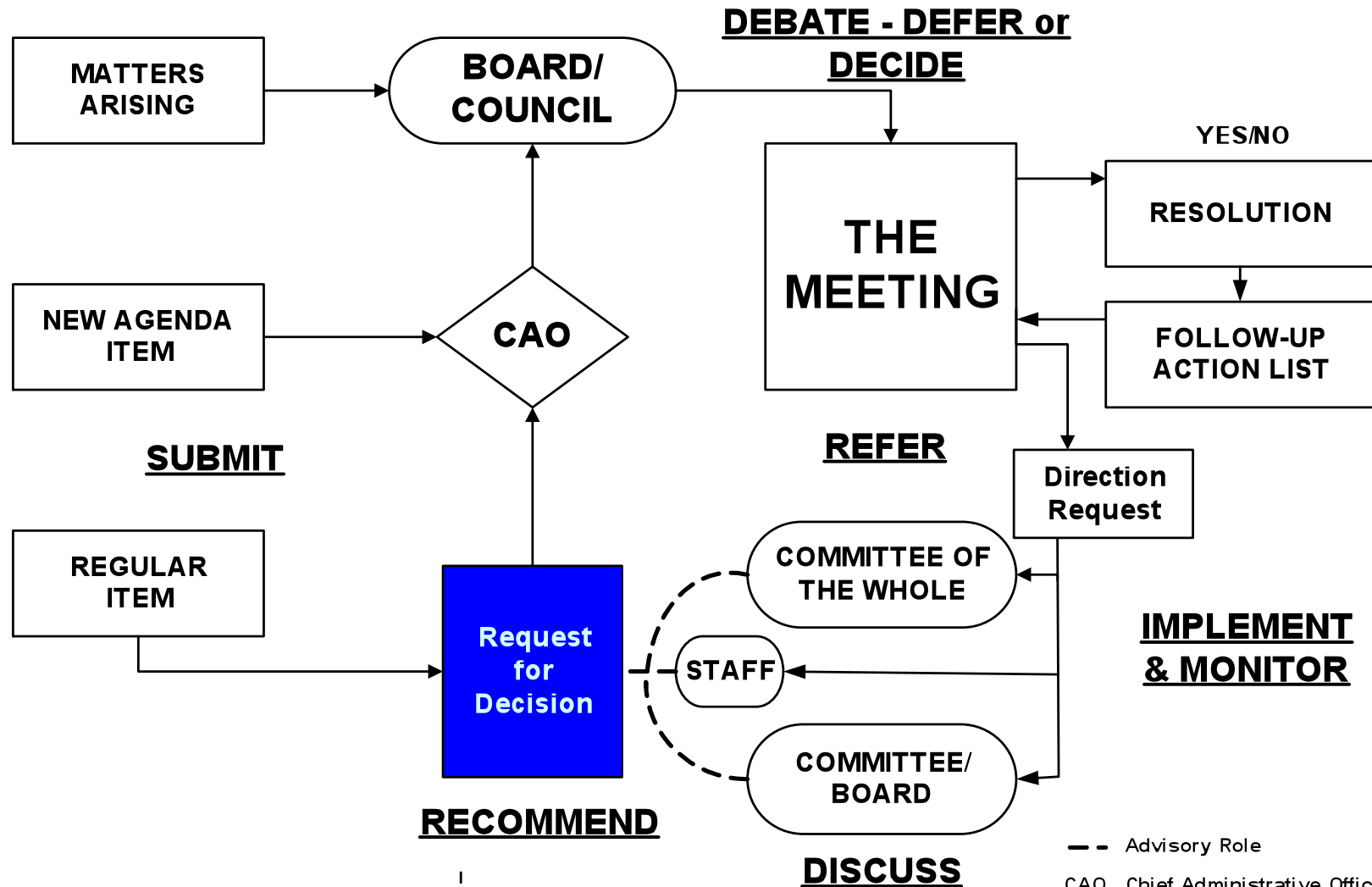


-- Advisory Role

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RFD Request for Decision

DECISION MAKING FLOW CHART



-- Advisory Role

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RFD Request for Decision

1.4 REQUEST for DECISION PG 11

SUBJECT:

RECOMMENDATION:.

CAO COMMENTS:

RECOMMENDATION Report: Attached __ Available __
Nil __

KEY ISSUE(S)/CONCEPTS DEFINED:

RELEVANT POLICY:

STRATEGIC RELEVANCE:

DESIRED OUTCOME(S):

RESPONSE OPTIONS:

1. _____
2. _____
3. _____

PREFERRED STRATEGY:

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

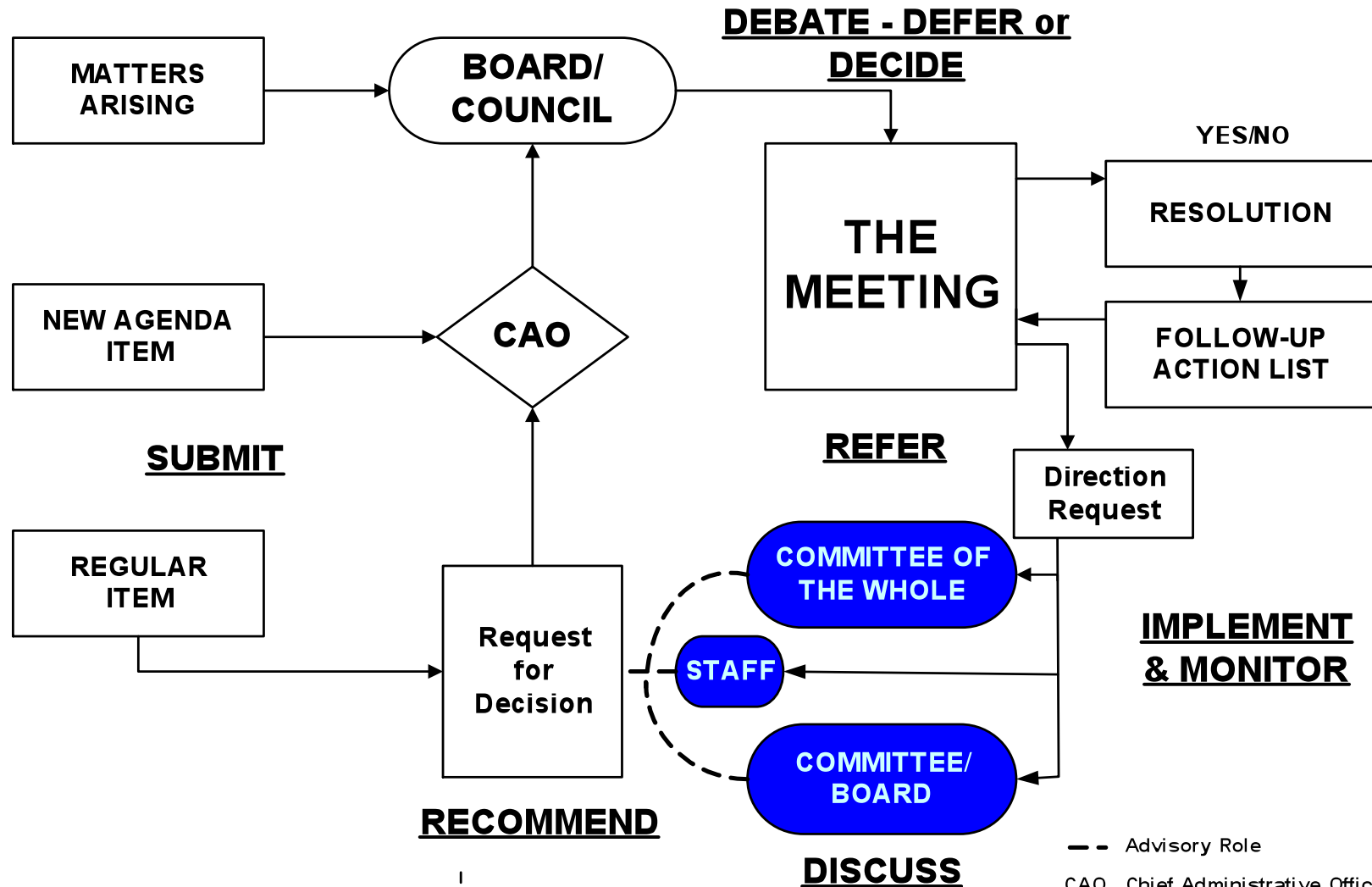
ORGANIZATIONAL:

FINANCIAL:

FOLLOW UP ACTION:

COMMUNICATION:

DECISION MAKING FLOW CHART



-- Advisory Role

CAO Chief Administrative Officer
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RFD Request for Decision

MEETING OPTIONS (additional)

BUSINESS MEETING (Public)

Delegations –

Designated time

Debate

Pros & Cons & amendments

Decisions

Resolutions

FORMAL

COMMITTEE OF THE WHOLE (Public)

Discussion

Questions, outcomes & options

Invited Guests

Partners, Experts & Civic Boards

Strategy

Work programs, priorities & goals

INFORMAL

INCAMERA (No public)

Land

Property Values

Labor

Personnel Matters

Legal

Lawyer advice

CONFIDENTIAL



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1.5 DIRECTION REQUEST pg 12

:"

SUBJECT:

SUGGESTED FOLLOW-UP ACTION:

CAO COMMENTS:

BACKGROUND:

Report/Document:

Attached

1. DEFINE THE TOPIC

KEY INFORMATION:

RELEVANT OBSERVATIONS:

STRATEGIC QUESTIONS:

ESSENTIAL QUESTION:

2. DETERMINE DESIRED OUTCOMES if the essential question is addressed

KEY RESULT:

DESIRED BENEFITS OF KEY RESULT:

REQUISITES:

UNINTENDED OUTCOMES:

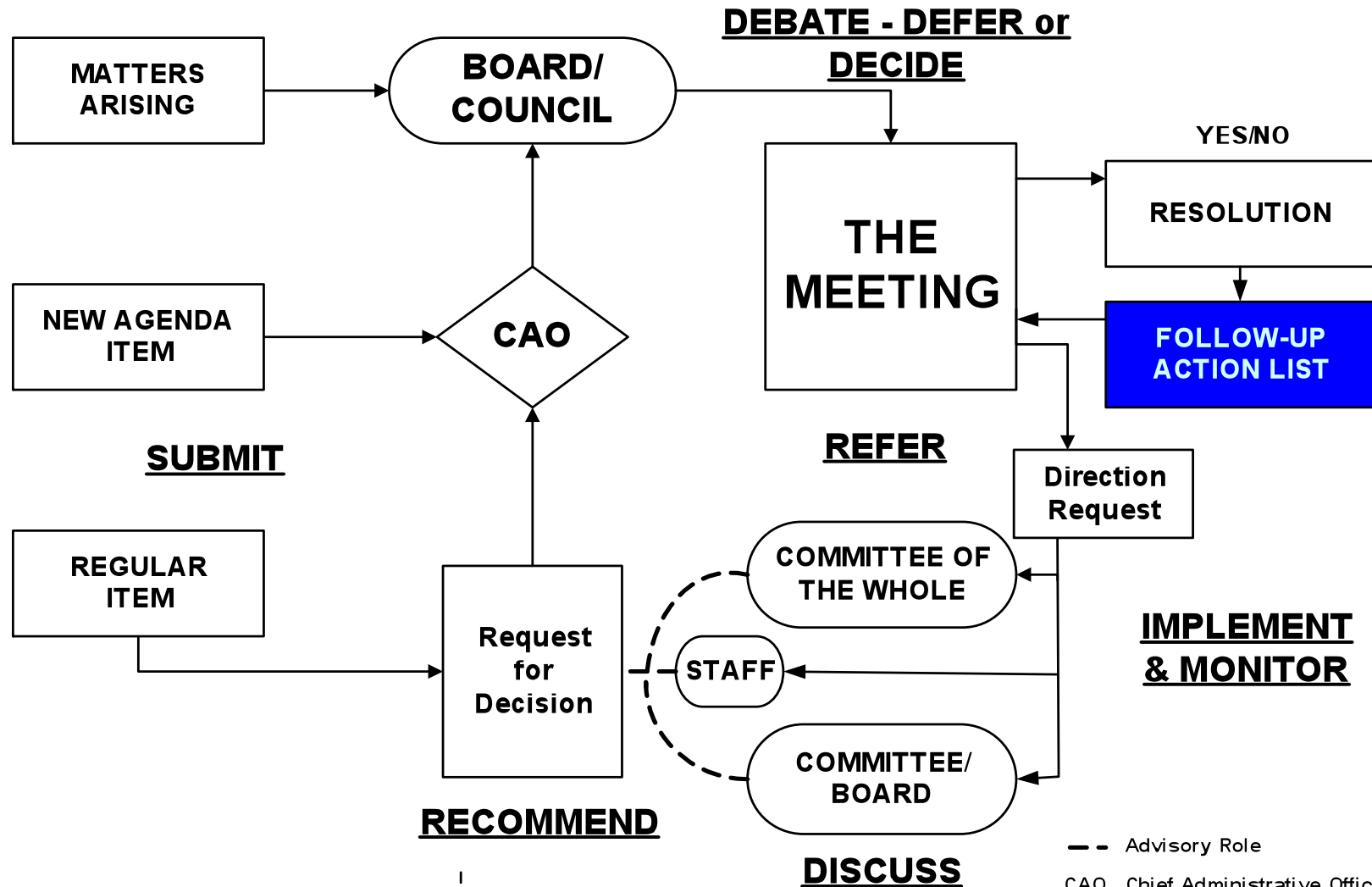
3. EXPLORE RESPONSE OPTIONS to achieve the key result (Pros & Cons)

1. _____

2. _____

3. _____

DECISION MAKING FLOW CHART (page 8)



-- Advisory Role

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RFD Request for Decision

FOLLOW-UP ACTION LIST (FUAL) (additional)

FOLLOW-UP (Meeting)	WHO	WHEN
Letter to LG Minister re: Grant deadline extension (Nov. 10)	Joe	Done
Legal Opinion on XYZ Zoning Options (Nov. 24)	Mary	Feb. 15
Joint meeting – Town of ABC re: recreation cost sharing (Nov. 24)	Mayor	Dec. 10
Draft 2006 Budget (Dec. 7)	Joe/Jake	Jan.15

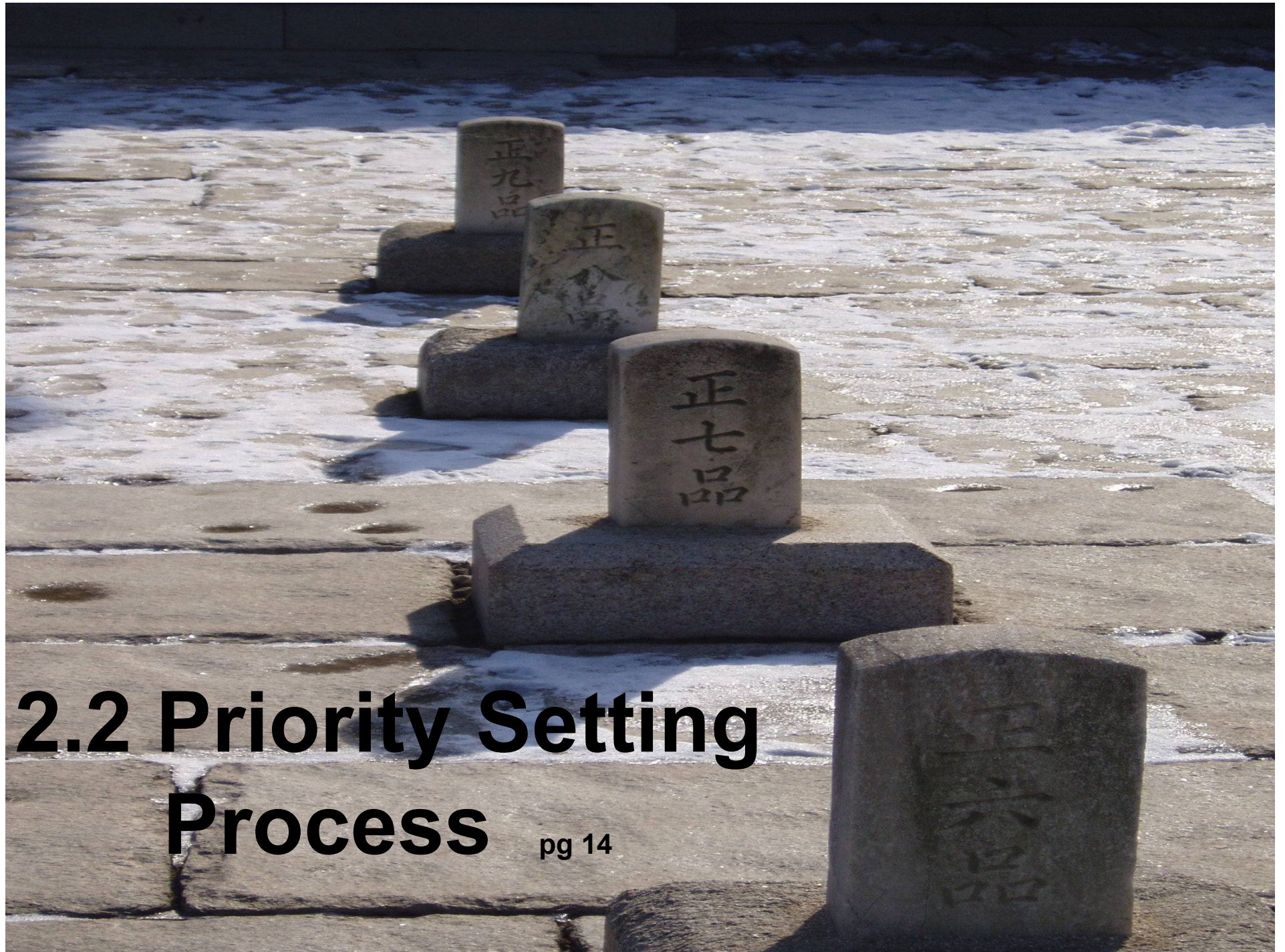
STRATEGIC POSSIBILITIES TO PRIORITIES



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2.1 The CAPACITY BOX pg 13



2.2 Priority Setting Process

pg 14

VISION CHECK-UP

Success Indicators	What Works Well & Areas for Attention
INCLUSIVITY	
Equal access to services, physical accessibility, engaging stakeholders, literacy, Aboriginal relationships	
<ul style="list-style-type: none"> • Ensuring individuals have equal access to services and opportunities for success. • Seeking ways to reflect and celebrate the diversity of our community and ensuring physical accessibility. • Engaging people in issues that directly affect them. • Maintaining and strengthening our links to the First Nations, Aboriginal and Métis populations. • Making literacy concerns a core component of communication strategies. 	<p><u>What Works Well</u></p> <ul style="list-style-type: none"> •First Nation / Métis outreach •Community buy-in •Use of social media •Minority participation •Youth participation •Indoor playground drop in / young parents & children <p><u>Areas for Attention</u></p> <ul style="list-style-type: none"> •Town Hall meetings •Community Newsletter, Brochures and mail-outs •Accessibility •Focused user meetings •Solar partnership program •Plain language •New recreation pricing structure

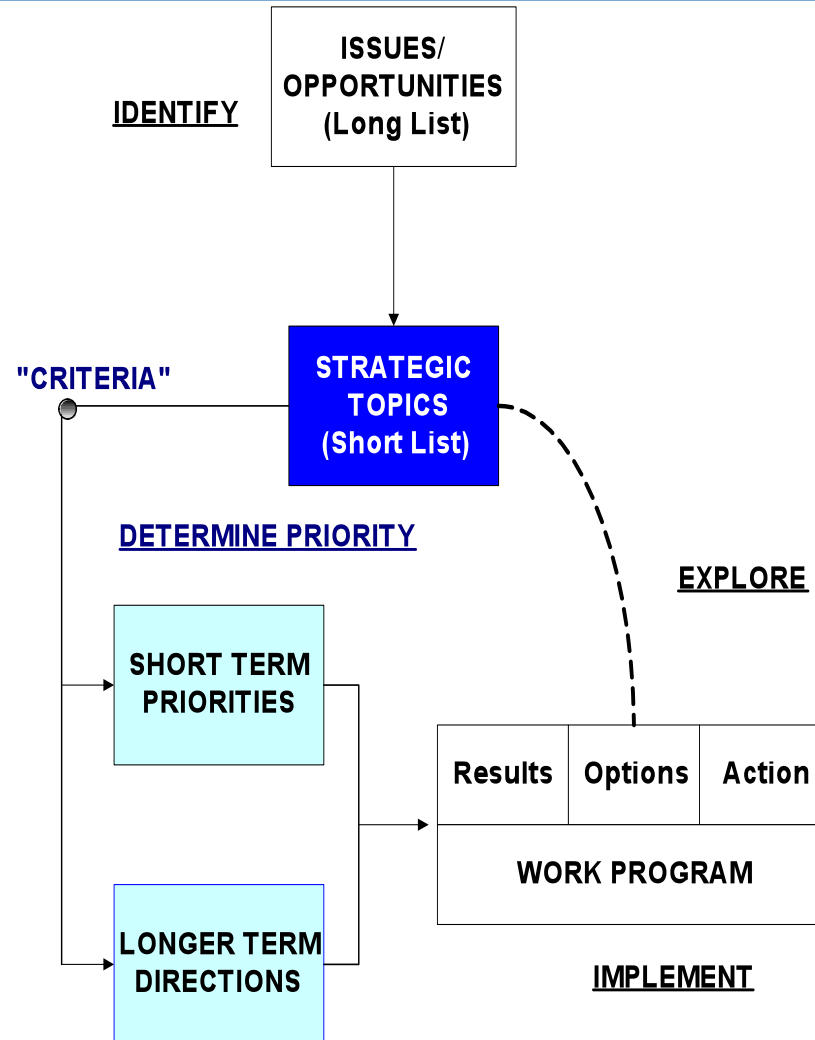
LONG LIST

	B	S	T
1Reduce, Reuse, Recycle	10	1	11
2Non-motorized transportation corridors (cycle, coal discovery trail)	9	13	22
3Enhancing park experience / promotion		5	5
4Fringe development	16		16
51.2 Million people within 3 hrs			0
6Lake Windermere Zoning	24	12	36
7Enhancing technological services (broadband, cell service)	4		4
8Website overhaul / Board intranet		42	42
9Expansion of Elk Valley Airport	1		1
10Wildland Fire Protection (interface)	5	20	25
11Review transit services	12	7	19
12Elkfo Fire Service	3		3
13Derelect Vehicle Round up	2	2	4
14Rural Crime Watch			0
15Embrace Greater Use of Technology		18	18
16Campground Bylaw	4	6	10
17New Board Room		18	18
18Agriculture / local food supply / Farmers' Market	17		17
19Dry Gulch Water System		1	1

SHORT LIST

#	ITEM	B	S	TOTAL
1.	FERNIE TRANSFER STATION	22 (5)	38 (2)	60
2.	Website Overhaul / Board Internet	0	42 (1)	42
3.	REGIONAL GROWTH STRATEGY	26 (2)	13 (10)	39
4.	LAKE WINDERMERE ZONING	24 (3)	12	36
5.	Windermere Treated Water	7	27 (3)	34
6.	KOOCANUSA BOAT LAUNCH	32 (1)	1	33
7.	COLUMBIA VALLEY GOVERNANCE	14	19 (5)	33
8.	WYCLIFF EXHIBITION GROUNDS	14	19 (6)	33
9.	TOWNS FOR TOMORROW	19 (6)	9	28
10.	REGIONAL ECONOMIC DEVELOPMENT STRATEGY	17 (9)	9	26
11.	Wildland Fire Protection Interface	5	20 (4)	25
12.	WASTE ENERGY	23 (4)	1	24
13.	AGRICULTURAL LAND BASE REVIEW	18 (7)	0	18
14.	COMPLETION OF OFFICIAL COMMUNITY PLANS	18 (8)	0	18
15.	AGRICULTURE / FOOD SUPPLY/ FARMERS' MARKET	17 (10)	0	17

PRIORITY SETTING PROCESS

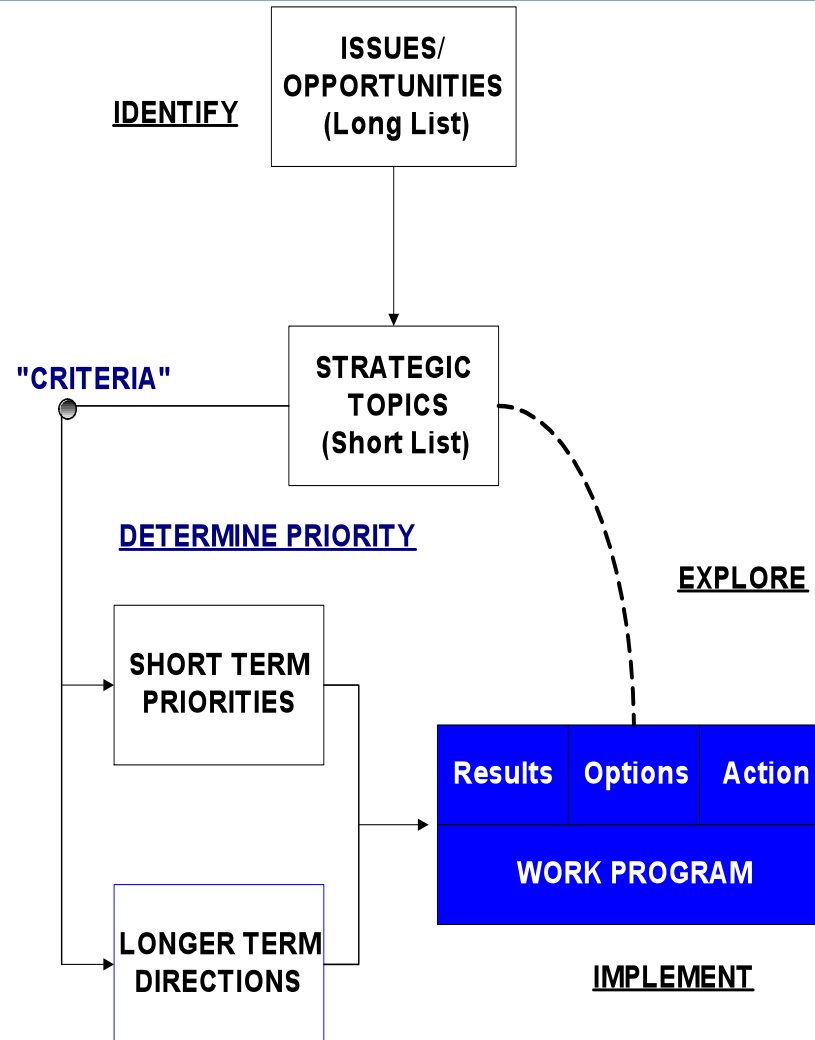


STRATEGIC TOPICS

#	ITEM
1.	WATER SECURITY REPORT CARD
2.	LIBRARY SUSTAINABILITY PLAN
3.	AIRPORT SUSTAINABILITY PLAN
4.	SPORTS FIELD USER FEE POLICY
5.	ECONOMIC DEVELOPMENT
6.	PUBLIC COMMUNICATION / ENGAGEMENT
7.	GREENS SPACE CORRIDOR REVIEW
8.	FAIR SHARE
9.	CDP / ALR
10.	AFFORDABLE HOUSING
11.	FOOD SECURITY
12.	MILE 0 SOCIETY / PIONEER VILLAGE
13.	EXHIBITION GROUNDS
14.	BROWNFIELD / GAS STATION REMEDIATION
15.	CANDIDATE AWARENESS PROGRAM

FOCUS AREAS
Inclusivity
Sports Field User Fee Policy
Public Communication / Engagement
Lifestyle
Library Sustainability Plan
Affordable Housing
Creativity
Mile 0 Park / Pioneer Village
Fair Share
Exhibition Grounds
Environment
Community Development Plan (ALR lands)
Green Space Corridor Review
Economy
Airport Sustainability Plan
Economic Development
Health
Water Security
Food Security
Trust & Integrity
Candidate Awareness Program

PRIORITY SETTING PROCESS



WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, Who, When
<i>NOW</i>		
1. <u>ECONOMIC DEVELOPMENT</u>		
(Brenda)	•In-house	•Admin report – February
<i>What is the town's role in economic development and tourism?</i>	•Consultant	•Council direction – March
• Economic Development Analysis		
•Strong partnership & regional cooperation		
•Business friendly		
•Clear staff role		
•Community profile		
•Current state analysis & gap areas		
2. <u>SPORTS FIELD USER POLICY</u> (Barry)		
<i>Should users be paying to cover operational costs?</i>	•In-house	• Research – February
• Rationale		
•Equity among users		
•Infrastructure Sustainability		
•Reduction in tax payer subsidy		
•User input and public satisfaction		
	•Consultant	•Draft Policy – March
	•Best Practice Review	•User Feedback – March
	• Philosophy	•Council Direction – March
	•Policy	

2.3 Reality Check pg 15



2.4 What is Urgent

pg 16



2.5 Responsibility pg 17



PRIORITY SETTING CRITERIA

REALITY?	SUCCESS INDICATORS		
	<i>LIKELY</i>		<i>UNLIKELY</i>
1. Legislative Ease	Yes	Maybe	No
2. Policy Consistency	Yes	Maybe	No
3. Political Will	High	Neutral	Uncertain
4. Organizational Capacity	High	Medium	Low

URGENCY?	URGENCY INDICATORS	
	Urgent	Not as Urgent
1. IMPERATIVE - Requirement to Act	Legislation	No Legislation
2. LIABILITY - Risk Exposure	Legal	Inconvenience
3. SAFETY - Direct vs. Potential Threat	Life /Death	Property Damage

RESPONSIBILITY?	'DICHOTOMY' INDICATORS	
	Political	Administrative
1. POLICY	New of Change	Procedure
2. FINANCIAL	New of Change in Budget	Approved in Budget
3. EXTERNAL LINKAGE	Political Level	Staff Level
4. CORPORATE IMAGE	Agency Integrity	Service Quality

COUNCIL PRIORITIES (Council/CAO)

NOW

- | | |
|--|----------|
| 1.ECONOMIC DEVELOPMENT: Current State Analysis | February |
| 2.SPORTS FIELD USER FEE: Rationale | March |
| 3.AIRPORT SUSTAINABILITY PLAN: Terms of Reference | March |
| 4.LIBRARY SUSTAINABILITY PLAN: Terms of Reference | April |
| 5.WATER SECURITY: Report Card | June |

ADVOCACY

Fair Share Long Term Options

NEXT

- DAWSON CREEK CORRIDOR PLAN

ORGANIZATIONAL EXCELLENCE (Council/CAO)

Strategic Priorities Chart Review (March)

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER (Greg)

- 1. LIBRARY SUSTAINABILITY PLAN:** TOR (April)
- 2. AIRPORT SUSTAINABILITY PLAN:** TOR (March)
- Fair Share: Renewal (September)
 - CKCA Construction
 - Water Reclamation Plan

FINANCE SERVICES (Shelly)

- Anchor Tenant: Business Plan (February)
- Debt Management: Policy (May)
- Information Technology: Upgrades (April)
 - Purchasing Policy (June)
 - User Fee: Philosophy

INFRASTRUCTURE AND DEVELOPMENT (Kevin)

- 1.WATER SECURITY:** Report Card (Feb.)
- Development Cost Charges: Bylaw (March)
- Zoning Bylaw: Update (June)
 - Transportation Plan
 - Biomass Project

RCMP (2010 Priorities)

- Organized Crime
- Traffic Safety
- Community Integration Strategy

COMMUNITY SERVICES (Barry)

- SPORTS FIELD USER FEE:** Rationale (March)
- Community Services: Department Plan (May)
- Aquatic Centre: Review (April)
- Mile 0 Park Condition / Assessment
 - Ice Allocation Policy

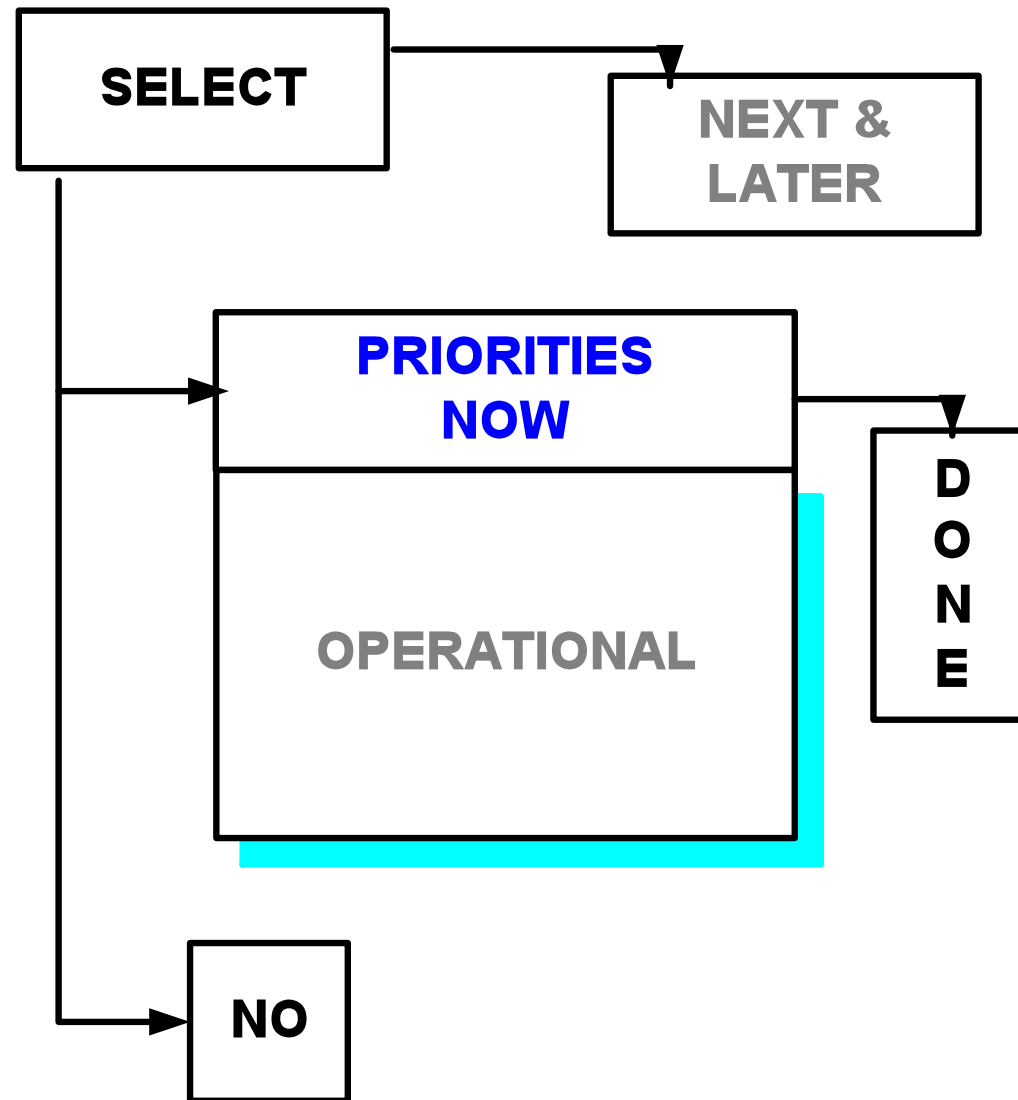
CORPORATE ADMINISTRATION (Brenda)

- ECONOMIC DEVELOPMENT:** Analysis (February)
- Social Media: Policy (May)
- Election (November)
- Staff Appreciation: Strategy
 - Records Management: Review

FIRE DEPARTMENT (Shorty)

- Fire Services: Bylaw (May)
- Policy Book Development (June)
- Personnel Development Plan (August)
 - Fire Fighters Underwriters Survey Plan
 - Fire Station Renovations

MANAGING PRIORITIES





Thank You!



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in local government throughout Canada and overseas"*