



**LOCAL GOVERNMENT LEADERSHIP ACADEMY
2013 FORUM PROGRAM**

**Leading Through Relationships
February 20-22, 2013 Forum – Richmond, BC**

WEDNESDAY, FEBRUARY 20

Keynote Address: Portland Metro President, Mayor Tom Hughes



[Tom Hughes](#) has a long record of local and regional accomplishments and he will share some of his experiences and the lessons he has learned. He will focus on the challenges and opportunities in:

- Engaging a diversity of community interests and developing a balanced and commonly accepted vision
- Balancing a range of economic, environmental and social objectives
- Providing strong community leadership while achieving a balanced regional perspective
- Engaging business, the private sector and other interests
- Developing local political and administrative leadership

Mr. Hughes has close to 15 years experience as a local elected leader and is currently the President of [Oregon Metro](#), the regional government for the [Portland Metropolitan Area](#).

Prior to taking on his current leadership role, Tom served on the [City of Hillsboro](#) council as a councillor and most recently as the Mayor. He played a major leadership role in building the economy of Hillsboro, making it a high technology centre and promoting a civic centre focused on the regional light rail system.

Tom has served both as a staffer and president of the [League of Oregon Cities](#) and received a Certificate of Achievement in Leadership. He is a teacher by profession, with a particular interest in government, and has a strong commitment to education.

Grand Ballroom B/C, 1:45-3:00 pm



Introduction of Ken Cameron, Forum Rapporteur



Often at the end of a conference it is a great experience to have someone provide a summary. For the 2013 LGLA Forum we are pleased to have engaged Ken Cameron, an experienced former local government official, to attend all plenary sessions and various concurrent sessions to observe and take notes; to talk to presenters and attendees; and then to do a wrap-up reporting out as our conclusion to the Forum on Friday morning. Having attended all plenary sessions and various concurrent sessions, the Rapporteur reports on what he's heard and leaves delegates with some take-away lessons.

Ken Cameron is currently an Adjunct Professor with Simon Fraser University, but comes with a long history of public service particularly with regional and municipal local governments. He is co-author, with Mike Harcourt and Sean Rossiter, of *City Making in Paradise*.

Grand Ballroom B/C, 3:00 pm

From Impasse to Success: Leading through Relationships

Our panelists will describe situations that were at an impasse, or didn't have the necessary momentum to get the critical mass moving forward, and how they helped lead the way to a successful resolution by identifying, developing and leveraging the relationships needed to accomplish the goal. Three engaging speakers and proven leaders have accepted LGLA's invitation to be part of this panel discussion.

Graham Bruce – brings a wealth of situations to draw on, from his municipal experience with the Chemainus revitalization; as a key player in AVIM (now AVICC) and their forestry and Expo 86 initiatives; to his provincial cabinet experience; and his work today as CEO of the Island Corridor Foundation.

Darlene Marzari – a delightful, insightful and candid speaker brings many interesting experiences from her time as City Councillor, Regional Board Director, and as someone who reached out to local government to build relationships when she was Minister of Municipal Affairs.

Josh Smienk – served for many years as an Electoral Area Director on the Central Kootenay Regional District. Josh was a major force in the negotiation of the Columbia Basin Trust (CBT) legislation and was the founding member of the CBT Board. Josh may also share some of his experiences “working” the halls of UBCM conventions to build relations.

Grand Ballroom B/C, 3:30-5:00 pm



Networking Reception

Join your fellow forum delegates for an evening of casual networking at the conclusion of our first day. This will be a great opportunity to reflect on the afternoon's keynote address and plenary panel, and an excellent time to share ideas and issues, catch up with local government colleagues and make new contacts from around the province.

Thanks to Young Anderson, Barristers & Solicitors, sponsors of the Networking Reception.

Grand Ballroom A, 5:00-6:00 pm

THURSDAY, FEBRUARY 21

-- EARLY MORNING CLINIC --

Long-Term Infrastructure Plan: the Road to Renewed Infrastructure Funding –
Gary MacIsaac, Executive Director, Union of BC Municipalities

Funding under the Building Canada Plan, including the Gas Tax Fund and Building Canada Fund, is due to expire in 2014. The federal government has launched the Long-Term Infrastructure Plan (LTIP) process to inform its thinking about replacement programs. The Union of BC Municipalities (UBCM) has been working on your behalf, both inside and outside the formal LTIP process, to influence decisions around renewed infrastructure funding. This early morning clinic will update you on UBCM's infrastructure advocacy work, including our LTIP submission to the federal government and our work with the Province through Minister Bennett's LTIP Working Group. Also included are a brief update on the federal LTIP process, and highlights of FCM's LTIP submission and recent infrastructure work.

Grand Ballroom B/C, 7:15-8:15 am

-- CONCURRENT SESSIONS --

The focus on Thursday is skills development. Forum attendees choose four of the following six topics...

1) Older and Wiser One Year In: Council/Board, CAO & Staff Relations – *Jerry Berry & Allison Habkirk*

In 2012 LGLA held post-election orientation/educational workshops for newly and returning elected officials. These included sessions on Roles and Responsibilities with Allison Habkirk and Jerry Berry. Much of the information imparted post-election, however, requires real-life experience to be fully



appreciated, understood, or in some cases, accepted as valid. *"The skill to do comes of doing"*. (Emerson)

Every Council/Board is new. Whether you are a new Council/Board member or a returning one, this is an opportunity to discuss year one of this election term in a safe environment amongst peers. This session is intended as an opportunity to discuss your first year experiences, review what others have found out, what has been a surprise, what has worked, what has not, and most importantly, to look ahead to how to translate your real life experience and wisdom into making the most of the year-and-a-half of functional time remaining to you and your Council or Board in this term.

This will be a working session, so please come prepared to share and discuss your experiences and questions.

Grand Ballroom B/C, 8:30-10:00 am & 10:30-noon

2) Relationship Building: Understanding Your Approach to Difficult Decisions – Tracey Lorensen

In her work with more than 20 different Councils over the past year, Tracey has had an opportunity to identify factors that both simplify and complicate Council and Regional District Board decision making. In this interactive session Tracey will explore some of the challenges that elected officials face in making both day-to-day and long-term decisions, and will provide specific options for addressing some of the most common causes of difficulties.

Grand Ballroom A, 8:30-10:00 am & 10:30-noon

3) Relationship Building: Enhancing Citizen Awareness & Engagement through Social Media – Jan Enns

Does Facebook have you flummoxed? With more folks going online to share information and ideas, local government leaders need to consider the use of social media such as Facebook, Twitter and YouTube as ways to reach and engage your community. For those of you new to social media, start by learning the basics about the leading forms of social media, why you should consider using them, how to avoid the pitfalls and how you can put these powerful online tools to work.

Fraser Room, 8:30-10:00 am & 10:30-noon

4) Relationships with First Nations – Julian Paine, Russell Dyson, Councillor John Jack, Ron Poole, Chief Councillor Ellis Ross

Local governments all across the province are faced with the challenge of building positive and constructive relations with their First Nations neighbours. This session will feature local government and First Nations leaders



talking about their success in building positive relations. One pair will talk about building relationships at the regional level through treaties and membership in regional districts. The second pair, operating in a non-Treaty environment, will talk about achieving mutual economic benefits through collaboration at the local level. A senior provincial public servant with extensive experience in negotiating agreements with First Nations will provide the larger context and lessons on what he has learned.

Grand Ballroom B/C, 1:00-2:30 pm; Fraser Room, 3:00-4:30 pm

5) Collaborating in Conflict: Building Relationships that Solve Problems – Jamie Chicanot

Collaborating in conflict is inherently challenging. Tendencies to compete, avoid and escalate differences are frequent. Putting collaboration into practice requires a skillful integration of attitude (values and philosophy), process (methods and models) and skills (behaviours and actions). This session will explore approaches, strategies and practical skills for addressing conflict and building durable solutions that can maintain and even enhance relationships within the local government and First Nation context.

Grand Ballroom A, 1:00-2:30 pm & 3:00-4:30 pm

6) Relationship Building: Creating Clear, Consistent & Effective Council/Board Messaging – Jan Enns

While we invest countless hours developing strategic plans to guide our operation's success or new programs to improve our services, less time is spent crafting the message that goes with it. Effective initiatives often need to be sold, internally and externally – and that requires clarity, consistency and congruency of the message. This workshop covers the importance of creating a message and staying on message so that your Council, Board and staff at all levels are all on the same page. Crafting clear and consistent communications is key to ensuring a smooth roll out of the programs and services you deliver – and will save you time, money and reputation.

Fraser Room, 1:00-2:30 pm; Grand Ballroom B/C, 3:00-4:30 pm

-- PLENARY SESSION --

Dialogue Among Elected Officials

A panel of seasoned, current elected officials talk about their own experiences and act as the sounding board for your relationship issues. Featuring:

Mayor Sharon Gaetz, Chilliwack
Mayor Frank Leonard, Saanich
Chair Al Richmond, Cariboo Regional District



Mayor Mary Sjostrom, Quesnel

Grand Ballroom B/C, 7:00-9:00 pm

FRIDAY, FEBRUARY 22

-- EARLY MORNING CLINIC --

PlaceSpeak – Colleen Hardwick

PlaceSpeak is a location-based public engagement platform that vets citizen users to their actual addresses and connects them with proponents of relevant local issues. It informs evidence-based decision-making and public policy development by delivering verifiable data. Its customers include local governments, the property development industry, public and regulated agencies, utilities and community groups.

Session participants are encouraged to bring their own tablets or laptops! Registration at www.placespeak.com in advance is also recommended.

Grand Ballroom B/C, 7:15-8:15 am

-- GOOD PRACTICE SESSIONS --

Choose from six great information-packed, intensive sessions to complete your Forum experience around Leading through Relationships. We look at how you can enhance your relationships across a wide field of local government relations including...

1) Leading through Relations with Youth – Krissi Spinoza, BCHC

BC Healthy Communities hosts the highly successful City of Victoria Youth Council. Come along to this session to learn about some of the tips and techniques that have helped build trust and develop strong working relationships with young people. BC Healthy Communities will work with participants to share best practice, models of understanding and real life examples to help develop your approach to your future community leaders.

Fraser Room, 8:30-9:20 am

2) Leading through Relations with Angry Constituents – Kent Highnam, JIBC

Dealing with people who make you the target of their hostility requires emotional energy and frequently results in increased stress in the workplace, especially if it's an every-day part of your job. Learn alternatives for constructively managing hostile people in ways that preserve relationships and



protect your composure. Identify factors that escalate the level of hostility, and learn the most effective responses to hostile behaviour.

Grand Ballroom A, 8:30-9:20 am

3) Leading through Relations with Your CAO – Paul Murray, LGMA

Developing a Healthy Performance Conversation with your CAO

The local government sector presents a unique challenge to those attempting to sustain a stable performance framework for Chief Administrative Officers. Risks to success include the potential for instability from a change in elected leadership every three years; the ability of an individually elected group to come together and function effectively while respecting each others differences; and the possibility that those elected will have no previous skills or training in managing a healthy performance oriented relationship with their senior administrative staff.

This interactive 'World Cafe' style session will help participants develop components of a constructive and sustainable framework for discussion with their own CAO about performance.

Grand Ballroom B/C, 8:30-9:20 am

4) Leading through Relations with Seniors – Krissi Spinoza, BCHC

"Aging is not lost youth but a new stage of opportunity and strength." Betty Friedan (1921-2006). Find out what opportunities, funding and resources you can access to support engaging seniors in your community. BC Healthy Communities will discuss innovative and effective approaches to engaging seniors as well as highlighting priorities, models and global examples of best practice that ensure that seniors' views and wisdom are part of your organization. Come prepared to share your ideas, stories and lessons about engaging seniors in your community.

Grand Ballroom B/C, 9:30-10:20 am

5) Leading through Relations at Home – Carol Ann Fried

Dance of Equilibrium

- What dance am I doing? Learn the Top 10 list for a balanced life; identify your current Life Goals
- Who are my partners? Do I have a positive and healthy relationship with my significant others? Is there a courageous conversation I need to initiate? (That's the one you don't want to have...)
- Who's leading my dance? Make a commitment to lead through relations at home



Grand Ballroom A, 9:30-10:20 am

6) Leading through Relations with Your Library – Sandra Singh & Rob O'Brennan

While many people think of libraries as just books on shelves, vibrant public library systems can play a major role in communities of all sizes. In this session you'll find out how Vancouver Public Library works with its City to advance the City's vision and priorities for the future. You'll also learn how Fraser Valley Regional Library has created a number of formalized relationships with its 15 member local governments and how these strengthen the partnerships between member local governments and their public libraries.

Fraser Room, 9:30-10:20 am

-- FORUM WRAP-UP --

Forum Rapporteur's Report – Ken Cameron

Having attended all plenary sessions and various concurrent sessions, Ken Cameron, our Forum Rapporteur, will report on what he's learned and leave delegates with some take-away lessons.

Grand Ballroom B/C, 10:30-11:00 am

Forum Closing – Mayor Sharon Gaetz

LGLA Board Member Mayor Sharon Gaetz formally closes the Forum.

Grand Ballroom B/C, 11:00-11:15 am



2013 LGLA Forum: Program at a Glance

Wednesday, February 20, 2013

12:30 - 1:30 p.m.	Registration
1:30 - 1:45 p.m.	Welcome by the LGLA
1:45 - 3:00 p.m.	Leading through Relationships – Keynote Address
3:00 - 3:10 p.m.	Introduction of Forum Rapporteur
3:10 - 3:30 p.m.	Break
3:30 - 5:00 p.m.	From Impasse to Success: Leading through Relationships
5:00 - 6:00 p.m.	Networking Reception

Thursday, February 21, 2013

7:00 - 8:30 a.m.	Breakfast/Clinic
7:15 - 8:15 a.m.	Early Morning Clinic: UBCM – Long-term Infrastructure Plan
8:30 - 10:00 a.m.	Concurrent Sessions (choose 1): 1) Older and Wiser One Year In: Council, CAO & Staff Relations 2) Understanding Your Approach to Difficult Decisions 3) Enhancing Citizen Awareness & Engagement through Social Media
10:00 - 10:30 a.m.	Break
10:30 - 12:00 Noon	Concurrent Sessions (choose 1): 4) Older and Wiser One Year In: Council, CAO & Staff Relations 5) Understanding Your Approach to Difficult Decisions 6) Enhancing Citizen Awareness & Engagement through Social Media
12:00 - 1:00 p.m.	Lunch
1:00 - 2:30 p.m.	Concurrent Sessions (choose 1): 1) Relationships with First Nations 2) Collaborating in Conflict: Building Relationships that Solve Problems 3) Creating Clear, Consistent and Effective Council/Board Messaging
2:30 - 3:00 p.m.	Break
3:00 - 4:30 p.m.	Concurrent Sessions (choose 1): 4) Relationships with First Nations 5) Collaborating in Conflict: Building Relationships that Solve Problems 6) Creating Clear, Consistent and Effective Council/Board Messaging
4:30 - 7:00 p.m.	Dinner (<i>on your own</i>)
7:00 - 9:00 p.m.	Dialogue Among Elected Officials

Friday, February 22, 2013

7:00 - 8:30 a.m.	Breakfast/Clinic
7:15 - 8:15 a.m.	Early Morning Clinic: PlaceSpeak
8:30 - 9:20 a.m.	Relationships: Good "Practice" Sessions – 3 Concurrent Sessions 1) Leading through Relations with Youth 2) Leading through Relations with Angry Constituents 3) Leading through Relations with Your CAO
9:20 - 9:30 a.m.	Break
9:30 - 10:20 a.m.	Relationships: Good "Practice" Sessions – 3 Concurrent Sessions 1) Leading through Relations with Seniors 2) Leading through Relations at Home 3) Leading through Relations with Your Library
10:20 - 10:30 a.m.	Break
10:30 - 11:00 a.m.	Forum Rapporteur's Report
11:00 - 11:15 a.m.	Closing by the LGLA