



LOCAL GOVERNMENT LEADERSHIP ACADEMY

2016/17 ANNUAL REPORT

August 24, 2017

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Background:

Formed collaboratively in 2005 by UBCM, MFA, LGMA, BCA, MIA, local governments of BC and the Province of BC, the LGLA provides comprehensive, timely and dedicated leadership development opportunities throughout each electoral term in the interests of improving governance at the local level. An original endowment from each of the founding organizations, plus subsequent contributions, has enabled the LGLA to provide quality programming since its establishment.

LGLA's main offerings are the Elected Officials Seminars in the winter immediately following local government elections and a province-wide annual Leadership Forum in between election years. In addition, we have held an annual Chief Executive Officer (Mayors/Chairs/Chiefs) Forum and periodic webinars with educational partners such as LGMA, the SFU Centre for Dialogue, and the Ministry of Jobs, Tourism & Skills Training.

We have also succeeded in establishing a presence at both the UBCM Convention and the spring Area Association conferences.

2016/17 ACTIVITIES:

Since the last AGM, LGLA staged these main events:

- CEO Forum, December 6-7, 2016
- Leadership Forum, February 1-3, 2017

We have also participated in the following:

- 2016 UBCM Convention
- 2017 Area Association Conferences
- From Controversy to Collaboration: Working Through Conflict in Public Engagement, May 31, 2016 – SFU Centre for Dialogue
- Six Questions to Shape Your Public Engagement Plan, December 1, 2016
- Economic Development 101, March 9, 2017 – MJTST, Economic Development Division
- Smart Economic Development with the Strategic Planning and Performance Measurement Toolkits, March 16, 2017 – MJTST, Economic Development Division
- Aboriginal & Local Government Collaboration on Economic Development: A Dialogue of Understanding, March 23, 2017 – MJTST, Economic Development Division

Overview of the Main Events

The LGLA's 7th Chief Elected Officials Forum was held December 6-7, 2016 at the Radisson Hotel Vancouver Airport in Richmond. The Forum was led by Gordon McIntosh and was attended by 32 Mayors and Chairs from around the province.

The Forum was designed to respond to the areas of interest identified at the 2015 CEO Forum – namely aligning governance and organizational expectations, clarifying Council/ Board and staff roles, enhancing the political and administrative interface, and ensuring effective CAO relations and performance feedback.

These topics brought about the notion of a *Strategic Alignment Initiative* beyond just the CEO Forum – a process to develop tools that would enhance local government leadership:

- **Local Government Excellence Framework** – criteria for assessing and enhancing governance and administrative effectiveness;
- **Local Government Roles Framework** – key responsibilities (and attributes) of effective Councillors, Board members and staff;
- **Local Government CEO/CAO Framework** – key responsibilities (and attributes) of effective CEOs and CAOs.

The Strategic Alignment Initiative is an iterative process with each of the following sessions building upon the work of the previous group, starting with the 2016 CEO Forum:

- **2016 CEO Forum** – development of the three frameworks noted above
- **2017 LGLA Conference** – seeking input on this work from elected officials
- **2017 CAO Forum** – requesting input on emerging political perspectives

All in all, the event was a great success and we will be working with Gordon McIntosh to plan the 2017 CEO Forum and to follow up on the deliverables and tools promised as part of the Strategic Alignment Initiative. A full report on this event, along with recommendations for follow-up and next year’s CEO Forum is provided as part of the regular meeting agenda.

2017 LEADERSHIP FORUM

In between election years, the annual leadership forum is the LGLA’s signature event. The 2017 Forum was attended by 152 delegates from all around the province. Registration was slightly lower than in 2016 (165 delegates), we think due to a conflict with the Premier’s Natural Resource Forum, which was held later than normal this year.

The theme for the 2017 event was *Communication: Listening, Connecting, Leading*, with sessions on the main day of the forum falling under these three sub-headings. A highlight of the 2017 Forum was the work done by our Graphic Recorder, Sam Bradd, who attended most of the sessions and produced graphic reproductions of all of the main presentations, as well as leading a graphic recording “how to” session and providing a summary of forum proceedings on the closing day. Sam’s drawings were displayed in the common areas of the forum space and were an excellent conversation starter and colourful enhancement to the event. We received many positive comments regarding the graphic recording and feel it was excellent added value.

Program highlights include a very successful and practical two-part session on public speaking put on by The Humphrey Group, another LGLA-LGMA partnership to bring in Kent Highnam of JIBC for a session on Communication Styles, and keynote speaker James Hoggan,

who spoke on his very timely bestselling book *I'm Right and You're an Idiot: The Toxic State of Public Discourse and How to Clean it Up*.

Evaluation ratings for the forum were very positive, with 90% of respondents rating the overall event very good to excellent. Although we changed our evaluation method somewhat this year, the ratings conform to a continuing pattern of success. In 2016 the event received a rating of 4.5 out of 5 overall, which was a slight improvement on a 4.3 out of 5 rating in 2014 and a 4.4 out of 5 rating in 2013. (In 2015 we held our series of Elected Officials Seminars, which are not comparable to the province-wide forum.)

Other Events of Note

2016 UBCM CONVENTION

UBCM was once again kind enough to grant LGLA a corner of the UBCM booth at the Victoria Convention tradeshow, where LGLA's Board & Seminar Coordinator was able to meet delegates and advise them of LGLA's events and certification program. Attending and participating in the UBCM Convention is one of the key ways LGLA is able to interact first-hand with local government elected officials and staff and gather ideas and suggestions for future forums and events. This is also our main opportunity to promote the certification program as certificates are handed out at the forum lunches by the Minister and the UBCM President.

2017 AREA ASSOCIATION CONFERENCES

This year we were able to secure a significant LGLA presence at each of the Area Association spring conferences. In addition to LGLA certification and program flyers being available onsite at each event, we will participate in the following ways:

AVICC - LGLA is partially sponsoring both the Mayors Caucus and the Electoral Area Directors Forum and will be delivering an introduction at both sessions mentioning our learning events and certification program.

SILGA - LGLA is sending Randy Diehl, Former Chief Administrative Officer of Kamloops, to deliver a session based on his book *Serving with Pride in the Public Eye*.

AKBLG - Former Nelson City Councillor Donna MacDonald will deliver a presentation on her recent book *Surviving City Hall*.

NCLGA - Former Nelson City Councillor Donna MacDonald will deliver a presentation on her recent book *Surviving City Hall*.

LMLGA - Former Nelson City Councillor Donna MacDonald will deliver a presentation on her recent book *Surviving City Hall*.

This marks a steady improvement in LGLA's presence at the Area Association conferences. In 2015 and before, we were unable to secure program space at any of these events and in 2016 we sponsored sessions at three of the conferences and had handouts available at the other two. Building relationships with the Area Associations helps us to get the word out about LGLA – both at the conferences and throughout the year as Area Association staff are extremely helpful in publicizing LGLA learning events to their members.

WEBINARS

LGLA worked with the SFU Centre for Dialogue and the Ministry of Jobs, Tourism & Skills Training to deliver the following webinars in 2016/17:

- **From Controversy to Collaboration: Working Through Conflict in Public Engagement, May 31, 2016**

Elected officials and senior staff are only too familiar with the fierce controversies that can arise around municipal issues. From re-zoning applications to parking regulations to gender-inclusive washrooms in public buildings – policy questions that residents and stakeholders feel immediately affected by often spark polarized public debate, which makes progress difficult and can lead to lasting divisions in the community. This free webinar was delivered by the Civic Engage Team at Simon Fraser University's Centre for Dialogue, along with guest speaker Mayor Josie Osborne of Tofino. The webinar explored how and when elected officials and senior staff can engage the public in values- and interest-based dialogue to overcome entrenched positions and enable collaboration for solutions that are owned and supported by the community.

- **Six Questions to Shape Your Public Engagement Plan, December 1, 2016**

At the 2016 Leadership Forum, the SFU Centre for Dialogue Civic Engage Team and forum participants explored the questions that local governments need to ask themselves before engaging with the public. Building on these findings, the Centre developed a strategic framework to help elected officials and senior staff position public engagement projects so that they add value to decision-making and create credible outcomes, while, while also setting realistic expectations for participants. This free webinar presented the strategic framework, including case study examples, and provided an opportunity to discuss participants' public engagement questions and challenges.

- **Economic Development 101, March 9, 2017**

Economic development is essential to the vibrancy and resiliency of every community. Local government has an important role in positioning communities for success when it comes to growth, diversification and increasing economic benefits. This free webinar featured an engaging dialogue on the key drivers of economic development and why they are critical to realizing community potential. Topics explored included business retention and expansion, investment readiness, and regional collaboration. Participants gained a deeper appreciation of the what and the why of economic development, and ideas on how you to accelerate efforts in their communities.

- **Smart Economic Development with the Strategic Planning and Performance Measurement Toolkits, March 16, 2017**

Although we all know strategic plans are important, it can be challenging to dedicate the resources to develop something that all-too-often stays on the shelf. The Economic Development Division has developed a Strategic Planning Toolkit and accompanying Performance Measurement Toolkit that helps community leaders build a concise, measurable and immediately actionable plan that won't collect dust. In this free webinar, provincial staff demonstrated how the tool's self-assessment, planning templates, facilitation materials, and discussion guides save time and money in developing a strategic economic development plan tailored to each community's needs.

- **Aboriginal & Local Government Collaboration on Economic Development: A Dialogue of Understanding, March 23, 2017**

Effective economic development requires regional cooperation and collaboration with all neighbouring communities. This free webinar was intended to provide a foundation for building strong relationships between Aboriginal communities and local governments to realize mutually beneficial economic development opportunities. The workshop was designed to help facilitate relationship building through:

- Comparing the differences in opportunities for Local Government and Aboriginal economic development;
- Providing Local Governments a perspective on the Aboriginal economic development context;
- Strategies for determining mutual priorities and working together effectively;
- Building strong relationships based on trust and respect.

STRATEGIC ACTIVITIES

In addition to the learning events noted above, the LGLA has been involved in the following strategic activities over the past year.

Partnerships

Significant headway was made in developing and improving relationships with the **Area Associations** in 2016/17 – as is evidenced by LGLA's strong presence at each of the 2017 spring conferences and by the willingness of the Area Associations to assist in promoting LGLA events.

The LGLA/LGMA partnership continues to be a key focus, with a prominent session on Communication Styles developed and delivered jointly on opening day at the 2017 Leadership Forum.

UBCM continues to be a key supporter of the LGLA and we were very pleased to participate in the UBCM Convention and to have UBCM staff play such a key role in the 2017 Leadership Forum – providing in-kind registration and other onsite and behind-the-scenes assistance and delivering an early morning clinic.

LGLA has maintained a good relationship with the **SFU Centre for Dialogue** over the past year – the Centre delivered a session at the 2017 Leadership Forum as well as two free webinars in 2016.

A new partnership with the **Economic Development Division of the Ministry of Jobs, Tourism & Skills Training** has developed over the past year – resulting in the Local Leaders webinar series in March 2017.

LGLA is currently working with a group of local government associations to produce a **joint information package for newly elected officials and incoming local government staff** in time for the 2018 local government elections – explaining how the various associations complement one another and work together to serve the local government sector. Other organizations currently involved in this initiative include CivicInfo, UBCM, LGMA, BC Assessment, GFOA, ICIS, MFA, MIA, and MMAH.

LGLA is also involved in the **Prospective Candidates Working Group**, which is a collaboration between MMAH, LGMA, UBCM and LGLA to produce information for those considering running for local government election in 2018 – informing them of the expectations, the time commitment, and other implications of holding elected office.

Certification Program Promotion

Promotion of the LGLA Certification Program was highly successful over the past year. In 2016, we awarded twice as many Level 1 certificates and five times as many Level 2 certificates as we did in 2015! We also have at least two Level 3 certificate applications incoming. Promotional activities such as distributing flyers at UBCM, the LGLA Leadership Forum, and the Area Association Conferences as well as occasional notices via UBCM and CivicInfo will continue – with an added push this spring too seek a final round of applications for approval prior to the 2017 UBCM Convention presentations.

Webinars/Online Learning

LGLA continues to be open to opportunities to provide online learning for elected officials and senior staff. Partnerships with the SFU Centre for Dialogue and the Ministry of Jobs, Tourism & Skills Training led to five free webinars being offered in 2016/17. These partnerships leverage the subject expertise and resources LGLA lacks in return for promotional efforts and the promise of certification hours.

BOARD/STAFF

Board

Chair Rhona Martin – President (*UBCM*)

Councillor Arjun Singh – Vice-President (*UBCM*)

Gary Paget – Secretary/Treasurer (*MMAH*)

Nicola Marotz (*MMAH*)

Sonia Santarossa (*LGMA*)

Peter Urbanc (*MFA*)

Charles Hamilton (*MIA – joined, December 2016*)

Councillor John Jack, Huu-ay-aht First Nation (*Director-at-Large*)

Councillor Jessie Hemphill, Port Hardy (*Director-at-Large – resigned, fall 2016*)

Staff

LGLA Board and staff were saddened to lose **Eydie Fraser**, Board & Seminar Coordinator, in February 2016. Eydie was with us for the 2017 Forum, but passed away unexpectedly shortly afterward. A tribute to Eydie was held at the 2017 AVICC Conference and tributes are planned for the 2017 UBCM Convention and the 2018 LGLA Leadership Forum. Planning to fill Eydie's position is underway.

Errin Morrison continues as LGLA Program Manager, and **Pamela Lewis** continues to assist as our forum logistics person.

LGLA CERTIFICATION

The following Certificates in Local Government Leadership were issued in 2016/17:

Level One

- 1) Councillor Hollie Blanchette, Village of Valemount
- 2) Councillor Alec Brownlee, District of Chetwynd
- 3) Vice Chair Laura Busheikin, Islands Trust
- 4) Director Hank Cameron, North Okanagan Regional District
- 5) Councillor Patricia Corbett-Labatt, District of Port Hardy
- 6) Director Steve Forseth, Cariboo Regional District
- 7) Councillor John Jack, Huu-ay-aht First Nation
- 8) Councillor Sue Maxwell, Resort Municipality of Whistler
- 9) Director Rodney Nichol, Comox Valley Regional District
- 10) Councillor Ernest Pfanner, District of Chetwynd
- 11) Councillor Angie Quaale, Township of Langley
- 12) Councillor Barbara Roden, Village of Ashcroft
- 13) Councillor Susan Spaeti, District of Kent
- 14) Councillor Owen Torgerson, Village of Valemount

Level Two

- 1) Mayor John Becker, Pitt Meadows
- 2) Councillor Alec Brownlee, District of Chetwynd
- 3) Mayor Jason Clarke, Village of Silverton
- 4) Director Debbie Demare, Squamish-Lillooet RD
- 5) Director Karla Kozakevich, Okanagan Similkameen RD
- 6) Councillor John Jack, Huu-ay-aht First Nation
- 7) Chair Rhona Martin, Columbia Shuswap RD
- 8) Councillor Linda McPhail, Richmond
- 9) Councillor Ernest Pfanner, District of Chetwynd
- 10) Councillor Laura Weisgerber, District of Chetwynd

2016/17 FINANCES

LGLA's current assets include:

\$1,125,000 – restricted reserve funds (original endowment – in trust with UBCM)

\$301,523 – unrestricted reserve funds (surplus funds earned since incorporation)

Please see *Appendix A – LGLA Financial Statements 2016/17 for details.*

2016/17 ACCOMPLISHMENTS

Other accomplishments and activities completed in 2016/17 include:

- Instituted Memorial Scholarship in memory of late LGLA Director Cathy Watson;
- Instituted a Level 3 Certificate in Local Government Leadership; and
- Conducted a full financial review of fiscal 2015 and 2016.

2016/17 GOALS

On the horizon for 2017/18 are the following non-event-related major projects/initiatives:

- Full LGLA website rebuild;
- Full review/update/transition of LGLA Bylaws to comply with new *Societies Act*;
- Full review/update of LGLA Policy Manual; and
- Full review/update of LGLA Roles & Responsibilities Manual.

SUMMARY

In closing, the past year has been a successful one in terms of events offered and goals achieved. We are now looking ahead to our next major event: the 2018 Leadership Forum. As well, we hope to attend the 2017 UBCM Convention, participate in the 2018 Area Association spring conferences, look for additional educational partnerships such as those with SFU and MJTST, and promote our Local Government Leadership Certificate Program.

APPENDIX A - LGLA FINANCIAL STATEMENTS 2016/17

LGLA

Statements of Financial Position

June 30, 2017 and June 30, 2016

	2017	2016
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Assets		
Current Assets:		
Cash	\$ 23,401	\$ 60,548
Accounts Receivable	12,040	-
GST Receivable	789	1,251
Investments	1,398,293	1,417,148
Prepaid Expenses	7,000	1,000
	<hr/>	<hr/>
	1,441,523	1,479,947
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Liabilities and Net Assets		
Current liabilities:		
Deferred Revenue	15,000	45,000
Net Assets		
Restricted – Trust Fund	1,125,000	1,125,000
Unrestricted	301,523	309,947
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	\$ 1,441,523	\$ 1,479,947
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LGLA

Statement of Operations

Years ended June 30, 2017 and June 30, 2016

	2017 Budget	2017 Actual	2016 Actual
REVENUE			
LGLA Annual Forum			
Registrations	49,600	45,720	48,871
Sponsorships	14,000	16,500	13,000
MMAH	15,000	15,000	15,000
MFA	30,000	30,000	30,000
	<u>108,600</u>	<u>107,220</u>	<u>106,871</u>
EOS Seminars			
Registrations	-	-	-
Sponsorship	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Other Registrations (<i>CEO Forum</i>)	9,500	13,090	375
Investment Income	30,000	6,452*	29,531
	<u>30,000</u>	<u>6,452</u>	<u>29,531</u>
TOTAL REVENUE	\$148,100	\$126,762	\$136,777
EXPENSES			
LGLA Annual Forum	73,100	68,624	66,921
EOS Seminars	6,000	1,700	779
Other Events (<i>Area Associations</i>)	10,000	3,810	14,140
Other Events (<i>CEO Forum</i>)	9,500	11,281	-
Cathy Watson Memorial Award	1,000	410**	-
Administration	48,950	46,561	46,263
Financial Review Engagement	0	3,210	-
	<u>0</u>	<u>3,210</u>	<u>-</u>
TOTAL EXPENSES	\$147,550	\$135,596	\$128,104
SURPLUS / (DEFICIT)	\$550	(\$8,834)	\$8,673
Transfer (to) / from Reserves	(\$550)	\$8,834	(\$8,673)
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

* Interest earned in fiscal 2016/17 is \$23,548 lower than anticipated.

** Travel expenses only – award also includes complimentary registration to Leadership Forum.