

# WELCOME



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Let's Talk Local Government

# WHAT'S UP:

1. Responsibilities of local government
2. Role of elected official vs role of staff
3. Truth serum about our infrastructure challenges
4. What to consider as a candidate or a voter
5. Roundtable discussions

# INVITATION:

Be Curious

# MY INTENTION

Educational  
Conversational  
Reflective

WHAT  
THIS ISN'T





# MY WHY

Stop Kicking the Can  
Positive Change Agents  
Healthier Narrative

# YOUR 'WHY'

What brought you here today?

What are you hoping to take away?

Elected Officials are...

Local government is...

What do you think are some of the common  
misperceptions about being elected to  
local government?

# LOCAL GOVERNMENT

MISSION

Why does it exist?



To provide safe, sustainable, secure services in a predictable, cost-effective manner.



# WHO DOES WHAT?



## Municipal Government



- Road maintenance
- Snow removal
- Water supply
- Sewer/storm water management
- Solid waste collection
- Parks, trails and playgrounds
- Cemetery
- Recreation facilities (e.g., CN Centre)
- Bylaws
- Municipal RCMP
- PG Fire Rescue
- Business licenses
- Community planning and development
- City Hall
- Municipal property tax

## Regional District



- Solid waste management (landfill, recycling depot and transfer stations)
- Residential services outside City boundaries
- Regional parks and recreation
- Rural area planning and development
- 911 operation
- Fire dispatch
- Heritage conservation

## Provincial Government



- Schools
- Provincial parks
- Crown land resource extraction
- Health care
- Social services
- WorkSafe
- ICBC
- Justice
- Post-secondary education
- All highway maintenance (including highways within City boundaries)
- Provincial income tax
- Provincial property tax
- Sales tax

## Federal Government



- Income tax
- Employment insurance
- Child tax benefits
- Student loans
- Military
- National parks
- International travel
- Banking
- Criminal law
- Foreign affairs

# WELLBEING SERVICES

24 - 7 - 365

**Shelter:** *land use planning*

**Hydration:** *drinking water*

**Sanitation:** *flushing, garbage, recycling,*

**Movement:** *sidewalks, roads, bike lanes, transit*

**Wellbeing:** *recreation centers, trails, parks, public spaces*

**Safety:** *emergency planning, fire protection*

I paid my taxes  
and all I got was...



Transportation networks including roads,  
sidewalks, bike lanes, trails,  
Snow clearing, street sweeping, pothole filling  
Storm drain management  
Clean, clear, safe drinking water  
Waste water systems  
Community and cultural events  
Garbage and recycling services  
Land use planning and zoning for the future  
Parks and sports fields  
Sports facilities  
Play places & recreation programs for ALL ages  
Bylaw enforcement  
Enforcement of building standards

Flood protection  
Fire protection  
Emergency management  
Community safety programs  
Public inquiries  
FOI requests  
Grant writing  
Support for seniors – families – businesses etc  
Animal services – licensing/dog park/shelter  
Signage  
Attractive public spaces – flowers/lawn care  
Communication and engagement  
AND MORE.....

# PRIMARY ROLE

Why do we  
need  
elected  
officials?



WHAT THE PUBLIC THINKS YOU ARE ELECTED TO DO

- Hold the line on taxes
- Keep the staff from wasting time and spending frivolously
- Act as the complaint department
- Reactively grant wishes
- Do more with less
- Stop making decisions behind closed doors



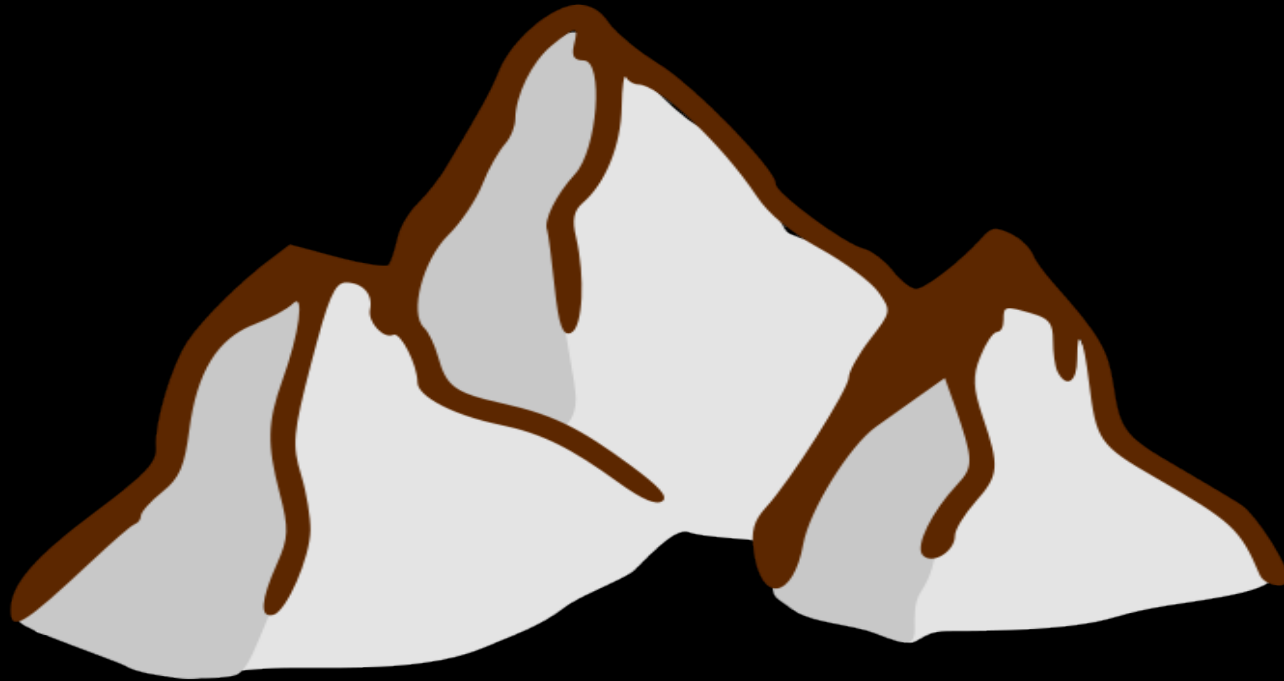
## WHAT THE PUBLIC THINKS YOU ARE ELECTED TO DO

- Hold the line on taxes
- Keep the staff from wasting time and spending frivolously
- Act as the complaint department
- Reactively grant wishes
- Do more with less

## WHAT YOU ARE REALLY ELECTED TO DO

- To think strategically and plan wisely for the future prosperity of the community
- To minimize risk in the future by making proactive decisions rather than reactive ones
- To represent the public on the services and service levels they want now and into the future at a cost they are willing and able to pay
- To protect your community's reputation
- To respect the legislative constraints
- To work as a team...to have each other's backs

When there are more wishes and complaints than resources, you need leaders.



Wishes and Complaints



Resources

# # 1

What services  
does your  
community need  
and want now and  
into the future?

(and at what level)

# # 2

What are the  
services your  
community is  
willing and able to  
pay for now and  
into the future?

# What do we need elected officials to DO?



## TO THINK

- To have an overarching understanding of the system (RAR)
- To think strategically about where the community is going
- To provide direction through policy-bylaw-resolutions
- To attend meetings, participate in discussions and vote
- To ensure financial health and long-term sustainability (LTFP)
- To establish non-technical service levels with commensurate resources
- To engage with the community (shareholders)

**PARTNERSHIP WITH COMMUNITY – STAFF - TEAM**

# What is staff hired to do?

## TO ACT

- To protect the corporation by managing risk
- To meet legislative requirements
- To provide FEARLESS and expert advice to EOs
- To identify policy gaps
- To operationalize Council/Board direction
- To deliver services with the resources provided



The governing body elected by residents

Sets overall policy, strategic direction, and budget

Does not direct individual employees or departments

Works through the Chief Administrative Officer (CAO) as the single employee of Council/Board





# CHIEF ADMINISTRATIVE OFFICER (CAO)

The only direct report to the Board or Council

Responsible for:

- Implementing the Board or Council's decisions and policies.
- Overseeing all operations.
- Supervising department heads and staff.
- Advising Council or Board on administration, finance, and policy implications.

# ADMINISTRATIVE DEPARTMENTS (sample)

Report to the CAO – not to Elected Officials or committees

Carry out day-to-day local government services, including:

- **Administration**
- **Public Works**
- **Finance**
- **Planning & Development**
- **Recreation & Community Services**
- **Communications**
- **Protective Services**



# GOOD GOVERNANCE IS.....

**ONE TEAM**

**ONE MISSION**

**YOU ARE IN A PARTNERSHIP**

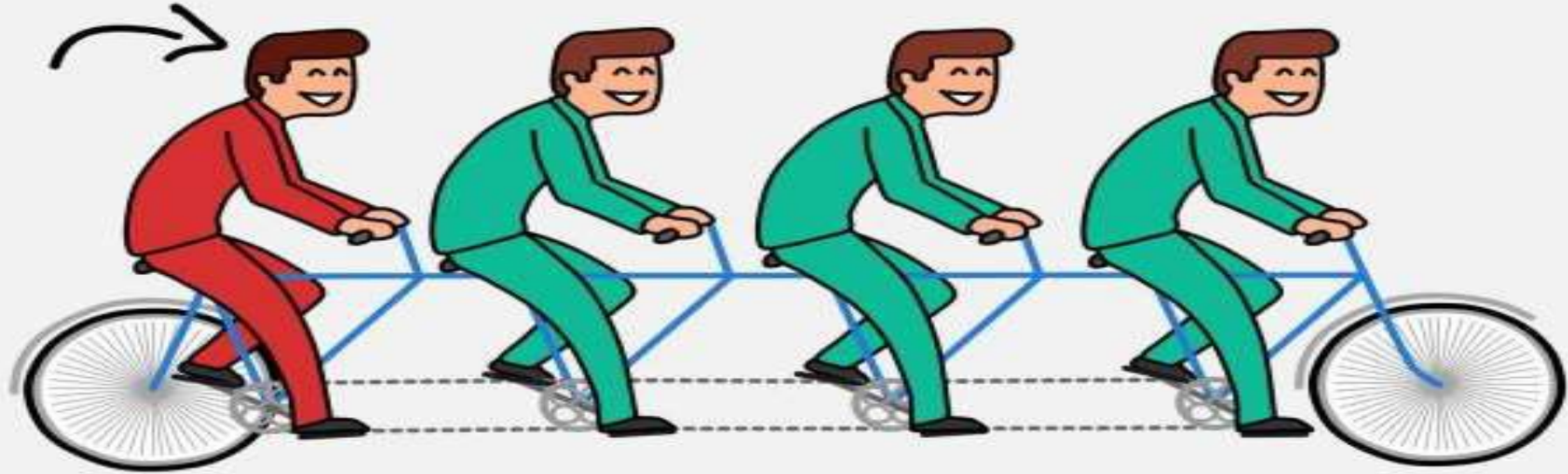
*(not a battle)*

**With community – staff –**

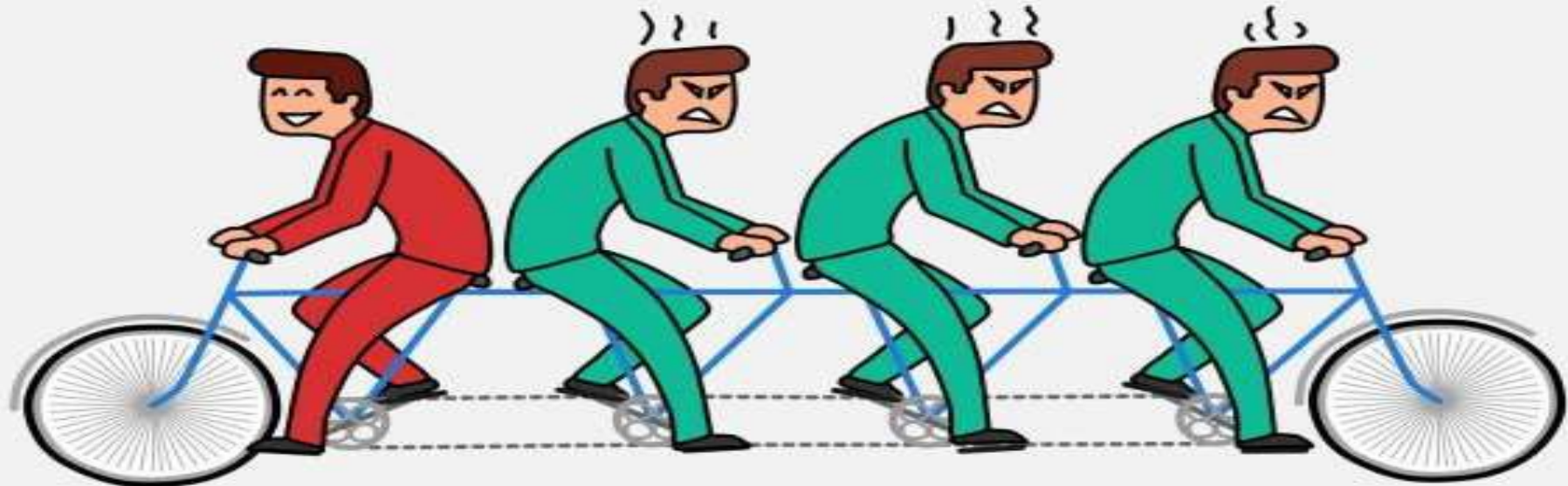
**Council/Board**



# WHAT MICROMANAGERS THINK THEY DO



# WHAT THEY REALLY DO



# GOOD GOVERNANCE IS.....

RELATIONAL  
VISIONARY  
STRATEGIC  
CURIOUS  
OPEN-MINDED  
DECISIVE  
COURAGEOUS  
SELF AWARE



**GOOD GOVERNANCE IS.....**

**DESIGNING  
the future we  
want!**

A person is holding a black sign with white text. The sign is held up by two hands, one on the left and one on the right, against a black metal railing. The background shows green foliage and a building. The sign's text is: 

**DO SOMETHING  
TODAY THAT  
YOUR FUTURE  
SELF WILL  
THANK YOU  
FOR**

**QUESTIONS???**

# THE SYSTEM



# Stewardship and Oversight

British Columbia has **27 regional districts and 161 municipalities.** Regional districts were established in 1965.



# Regional Districts

Regional districts provide local governance for rural, unincorporated areas, create a structure for neighbouring communities to work together on shared services, and carry out certain responsibilities assigned by the Province.



# Regional Districts

Region wide - (911, solid waste management)

Electoral Area specific- (land use planning tools, parks)

Neighbourhood specific – (fire protection, water, wastewater)

Interjurisdictional services - (recreational facilities, economic development)



# Stewardship and Oversight

For **BC regional districts**, the **Local Government Act**, section 185 says the purposes of a regional district include:

- (a) providing good government for its community,
- (b) providing the services and other things that the board considers are necessary or desirable for all or part of its community,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the current and future economic, social and environmental well-being of its community.

# Stewardship and Oversight

For **BC municipalities**, the **Community Charter** Section 7 says the purposes of a municipality include:

- (a)** providing for good government of its community,
- (b)** providing for services, laws and other matters for community benefit,
- (c)** providing for stewardship of the public assets of its community, and
- (d)** fostering the economic, social and environmental well-being of its community.

# WE NEED LEADERSHIP

**What leadership qualities are important to you?**



# QUESTIONS

- **How much time should I realistically expect this role to take?**
  - **Do I get paid?**
- **What authority does an individual EO have on their own?**
  - **How can I prepare for the campaign?**
  - **Who do I talk to about becoming a candidate?**
  - **Who is eligible to run for local office in BC?**
  - **Do I have to live in the community to run?**

# INNER REFLECTIONS

- **Am I prepared for public criticism?**
- **Can I work with people I strongly disagree with?**
- **Can I respect a decision I did not support?**
- **Am I willing to read long reports and ask thoughtful questions?**
- **Am I willing to make decisions that are unpopular but necessary?**

# CONDUCT BECOMING

- **What kind of conduct do I expect from others?**
- **Am I prepared to model it myself?**
- **How do I stay present in disagreements without escalating or shutting down?**
- **How willing am I to rigorously distinguish facts from opinions & stories?**

# INNER REFLECTIONS

Am I prepared not just to win an election,  
but to govern with discipline, humility, curiosity,  
and respect once the campaign is over?

# THE COST OF LEADERSHIP



# Back in Time

**What would you  
thank the  
elected officials  
from 20 years  
ago?**

**What would you  
beg them to pay  
attention to?**

# GOVERNANCE STARTS WITH:

**What services do we provide and WHY?**

**What services will be needed in the future?**

**What does it cost to provide this level of service?**

Is this service level:

Sustainable?

Fully funded?

Needed, desired, valued by the community?

Think about the services you used:

- today
- this week
- this month

**How important  
is it that these  
services are in  
decent working  
order with  
minimal  
disruptions?**





arts and cultural programming,  
economic development,  
community events,  
animal services, beautification,

playgrounds, parks and sports fields, active transportation networks,  
public inquiries, grand-in-aid, recreation facilities and programs, mtg of  
public spaces, transit, bylaw enforcement, business licensing, signage,  
communication,

water supply and wastewater mtg,  
road maintenance, emergency mtg  
(fire, flood, public safety, police), land  
use planning, IT infrastructure, solid  
waste mtg, storm drain mtg, legislative  
services and reporting requirements,  
cemeteries, building inspection,

## THE HAMLET OF ENTERPRISE PROVIDES A BROAD RANGE OF SERVICES THAT ARE ESSENTIAL TO OUR HEALTH, SAFETY AND WELLBEING AS A COMMUNITY.

- **Utilities** – water & sewer services, facilitate the delivery of power and broadband services
- **Emergency Services** – fire prevention, protection and suppression, reception center, victim support services, emergency management planning
- **Transportation** – roads, snow removal, crack sealing, culverts, drainage, access, and egress
- **Waste Management** – garbage pickup, bulky waste, landfill
- **Cemetery**
- **Land Use Planning** – zoning, planning and development permits
- **Administration Services** – financial management, governance support, policies, and procedures
- **Asset Planning and Maintenance of Facilities**

## IN ADDITION. THE HAMLET OF ENTERPRISE PROVIDES A VARIETY OF SERVICES THAT ENHANCE THE QUALITY OF LIFE FOR OUR RESIDENTS.

- **Recreation** – fitness centre, recreation programming, trails, playgrounds, parks, and outdoor playfields,
- **Maintenance** – public spaces, grass mowing, beautification
- **Peace Officer** – bylaw education and enactment
- **Community Services** – wellness services, community garden, community events, volunteer recognition
- **Administration Services** – IT, clerical support
- **Transportation** – bus services, handy van
- **Liaison** – community organizations, other agencies and GNWT (education, health, etc.)
- **Communication** – Facebook, website, notices
- **AND SO MUCH MORE**

## Our Crews Maintain:

### Parks & Recreation:

- Ball Diamond
- Outdoor Skating Rink
- Robin Road Park
- Recreation Center Park
- Picnic Tables
- Garbage Cans
- Outhouses
- Green Space
- Trails/Public Space
- Irrigation System

### Fleet & Equipment:

- 2 Public Works Trucks
- Fire Truck
- Handy Van
- School Bus
- Fire Van
- Administration Vehicle
- Water Truck
- Skidoo And Sled
- Snow Blower
- Garbage Truck
- Dump Truck
- Loader
- Grader
- Dozer
- Back Hoe
- Mover
- Quad And Trailer
- Rughcut Mover
- Back Up Generator 3
- Tools And Equipment
- 3 Trailers
- Wildfire Sprinkler System
- CCTV Security System
- AED

### Building/Structures:

- Fire Hall
- Signage
- Camp Shack
- Fitness Centre
- Kitchen Shack
- Community Recreation Hall
- Hamlet Office
- Staff House
- Red House
- Pw Yards - 6 Bays, Cold Storage, and Sea Cans
- Jamboree Stage
- 2 Canteen Shacks
- Community Garden

### Transportation:

- Approximately 10 km of Roads (3.5 km paved)
- 3.2 km of Trails
- 5-6 Parking Lots
- Culverts and Catch Basins
- 3 Bridges

### Water/Sewer:

- Liquid Waste & Sewage Lagoon
- Tanks

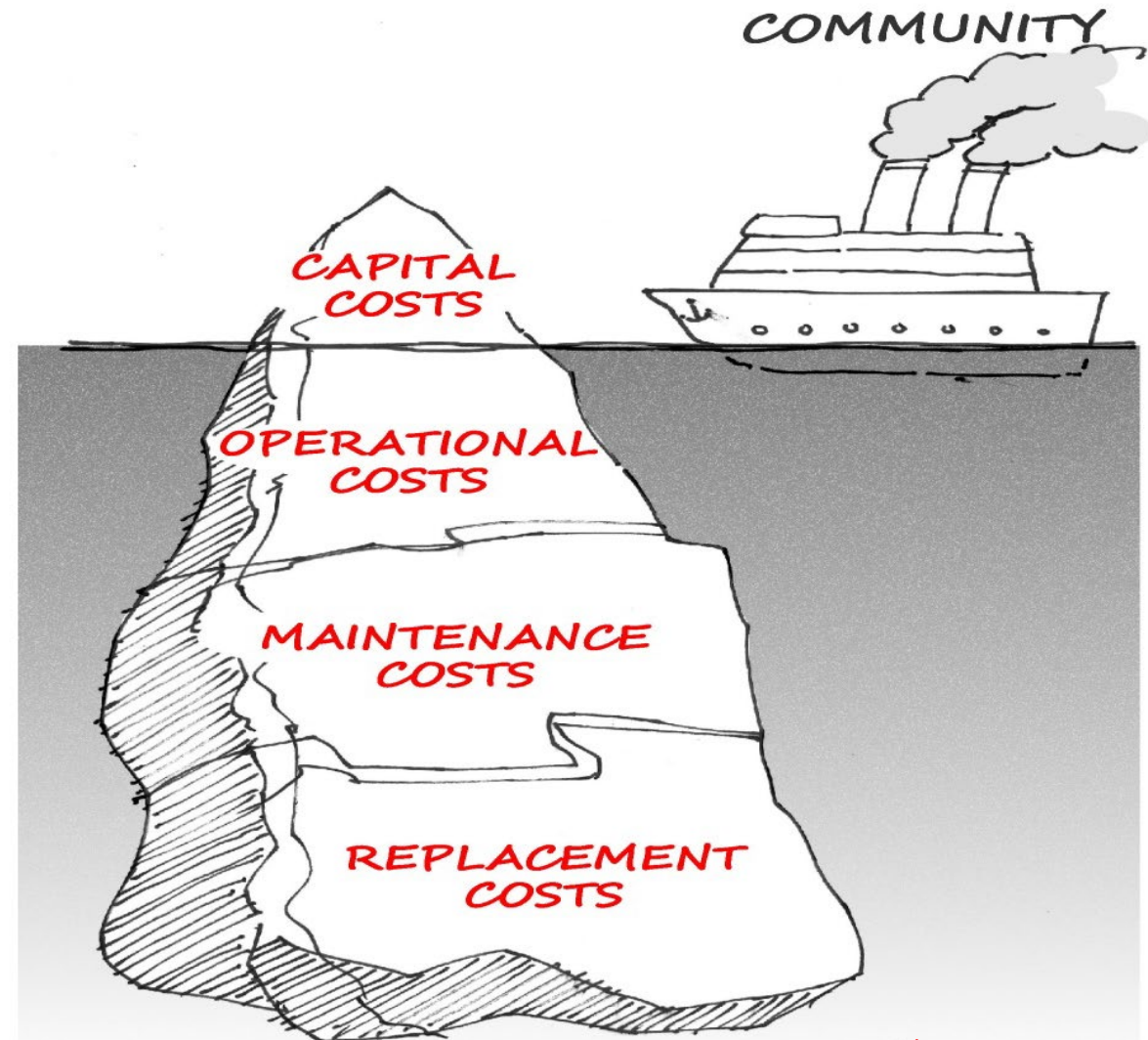
# BACK TO THE FUTURE

If we like what we have now,  
how do we keep it this way?  
(OR MAKE IT BETTER?)



# What's at risk?

- Making decisions that don't consider lifecycle costs (lust to dust)
- Failing to fully acknowledge and recover costs and fees



# You can't cut taxes without cutting services.

I don't want  
to pay more  
taxes



# The level of service we want



# The level of service we can afford





# Discussion Question

- What LG assets/services do you use?
- What LG assets/services might other user groups care about?
- How does local government address the difference?

# What is the role of the elected official?

What are we spending to maintain our services and what should we be spending?

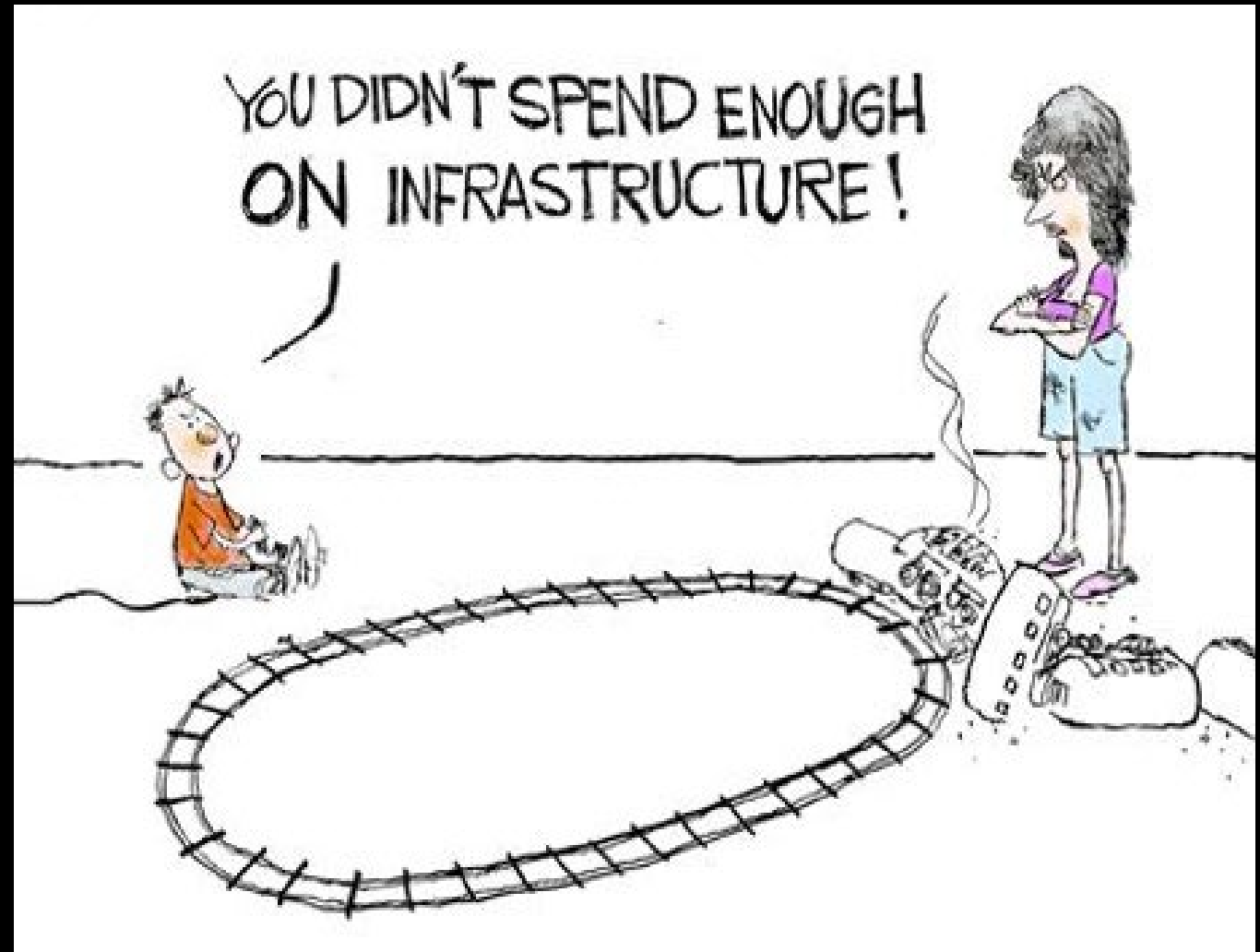
Where are we vulnerable?

If we can't afford everything, how will we prioritize our investments and minimize our risk?



# Be the leader you wish others had been

Don't let this be said of you in ten years time ...





# SEVEN DEADLY SINS

for candidates and citizens  
(AND HOW TO AVOID THEM)



# SEVEN DEADLY SINS

UNPREPARED  
TO LEARN



# SEVEN DEADLY SINS

MAKE  
PROMISES  
AND SPEW  
CATCH  
PHRASES



**You can't cut taxes  
without cutting services.**



# SEVEN DEADLY SINS

IMPATIENT



# SEVEN DEADLY SINS

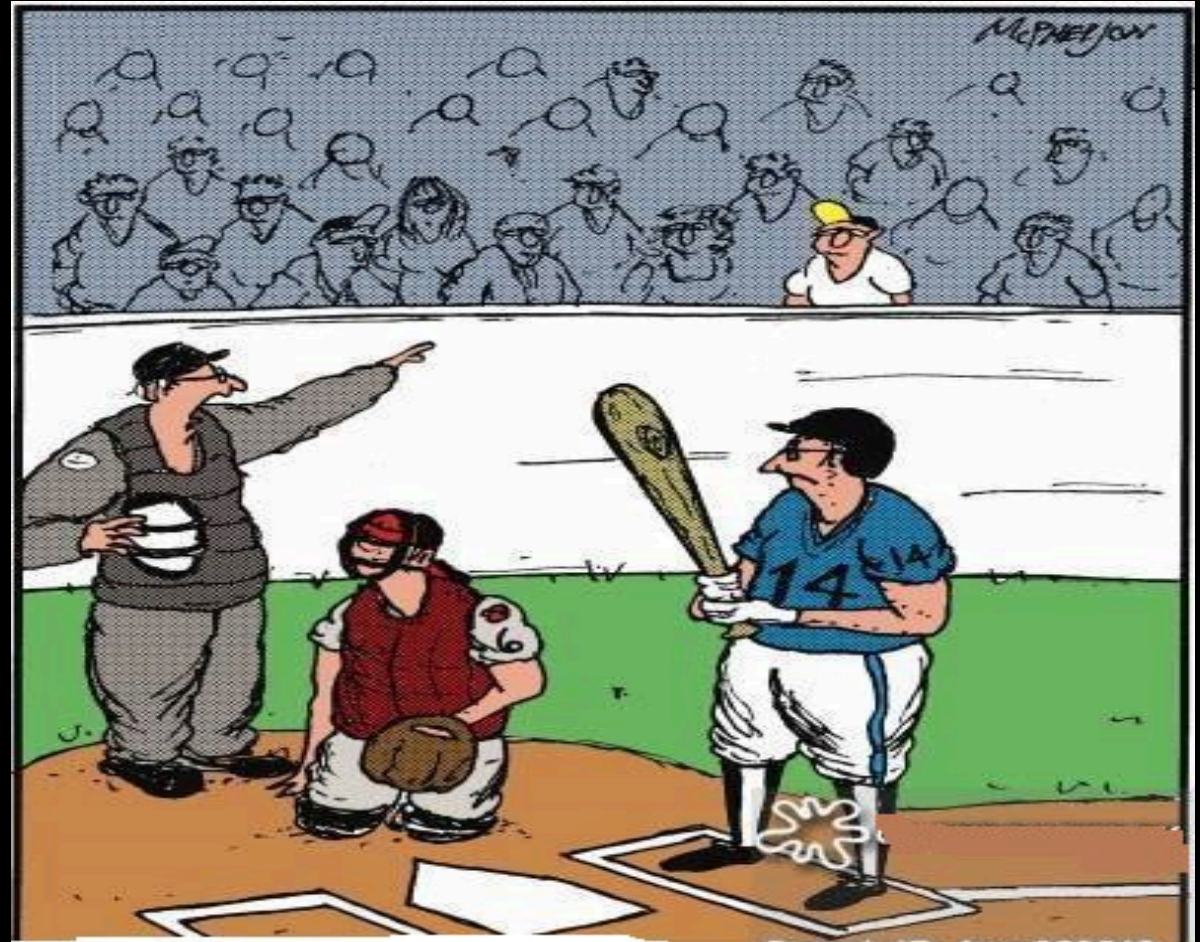
FIXED MINDSET

I'M NOT SAYING  
YOU'RE STUPID  
I'M JUST SAYING  
YOU'VE GOT BAD  
LUCK WHEN IT  
COMES TO THINKING

BIF

# SEVEN DEADLY SINS

MAKE  
EVERYONE  
HAPPY



**“Whoa! Time out. The loud guy in the white shirt is right — that was a ball. My mistake. Sorry everyone. Thank you, sir.”**

# SEVEN DEADLY SINS

COMPLAIN

CRITICIZE

BLAME



# Conflict is Information

- Expect tension
- Explore polarized perspectives
- Wrestle with ideas not personalities
- Communication, conflict-navigation and facilitation skills matter

Conflict doesn't break organizations.

Our inability to hold complexity and uncertainty does.

# SEVEN DEADLY SINS

ONLY TALK TO  
PEOPLE WHO  
AGREE WITH  
YOU



# OPTIMAL CANDIDATE AND CITIZEN

VISIONARY

LEARNER

PATIENT

OPEN-MINDED

DECISIVE

RELATIONAL

CURIOUS



# WE NEED TO STOP YELLING AND START TALKING



# Turning to One Another

There is no power greater than a community discovering what it cares about.

Ask 'What's possible?' not 'What's wrong?' Keep asking.

Notice what you care about. Assume that many others share your dreams.

Be brave enough to start a conversation that matters.

Talk to people you know. Talk to people you don't know. Talk to people you never talk to.

Be intrigued by the differences you hear. Expect to be surprised.

Treasure curiosity more than certainty.

Invite in everybody who cares to work on what's possible.

Acknowledge that everyone is an expert about something.

Know that creative solutions come from new connections.

Remember, you don't fear people whose story you know.

Real listening always brings people closer together.

Trust that meaningful conversations can change your world.

Rely on human goodness. Stay together.

(Wheatley, 2002, p. 166)

# WE NEED LEADERSHIP

**Strategic  
questions to ask  
of your  
candidates**



# INTENTION

What else are you curious about?

# Be a Good Ancestor

A person is holding a large black sign with white text. The sign is held up by two hands, one on each side. The background shows a blurred outdoor setting with green trees and a building. The sign's text is: 

DO SOMETHING  
TODAY THAT  
YOUR FUTURE  
SELF WILL  
THANK YOU  
FOR

How brave are you?

Early in the season

Just about budget time

No one wants a tax increase

Staff starting to lose their  
mind

Infrastructure gap is growing

Forgot our policy

We deferred our maintenance

Be reactive is our strategy

Down on the Corner

Under the street

Water main's about to blow

Bring a nickel, tap your feet

Buried under piles of data  
None of it makes sense  
Where are all the experts  
To help clean up the mess  
Crumbling roads - leaky pipes  
What's their life expectancy  
We need more information  
To know what the cost will be

Down on the Corner  
Under the street  
Sewer main's about to blow  
Bring a nickel, tap your feet

How do we tell the public  
That things are really bad  
It's gonna cost some money  
And you know they will be  
mad  
We have to tell the truth  
Communication is the key  
For future generations  
What is our destiny  
Is it gonna be.....

Down on the Corner  
Under the street  
Water main's about to blow  
Bring a nickel, tap your feet