



CVRD Roles and Responsibilities

Allison Habkirk
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The CVRD is
us....


A Habkirk 2018



SUCCESS
**IT DEPENDS
ON YOU**



It's all
about
relationships



What are
the
strengths of
the regional
district
system?

- Locally controlled
- Flexible
- Multi-purpose

What do the experts say about RD's?

The municipal-regional district system of local governments in British Columbia **compares very favourably** with local government systems elsewhere in North America. Regional districts provide for:

- **inexpensive** basic rural government,
- a **political and administrative framework** for inter-municipal cooperation and regional governance.....
- **permits small municipalities** with their very high levels of voter turnout and citizen participation **to function efficiently**...
- (is) **adaptable** to very different areas of the province
- Finally, regional districts have been especially successful compared to the provincial imposition of two-tier systems in central Canada and are an **excellent governmental system** for the future.

Regional District Review Robert Bish 1999

More.....what do the experts say about RD's?

“British Columbia’s unique system of regional districts.... has fostered very **high levels of representation** and adjustments to **appropriate scales** for both the provision and production of local government services while local **elected officials have incentives** to take into account both the costs and benefits of their decisions.

The adaptability of this approach to local government organization **should serve its citizens well into the future.”**

Source: Governing Greater Victoria Robert Bish & Josef Filipowicz 2016

What are some of the benefits of shared services?

Broad public benefit

Fulfilling regional ambitions

Private sector cannot provide service

Services too important or sensitive

Economic efficiency-economies of scale

Benefits from existing infrastructure

Collaboration results in better service

Benefits extend beyond single jurisdiction

Benefits outweigh costs

Source: Designing Regional Service Arrangements

What are some of the challenges of shared services?

Common causes of tension can include:

- population growth;
 - changed demand for services within a service area;
 - 'free riders';
 - lack of influence over a service;
 - restrictive growth management policies;
 - uneven economic performance among communities;
 - changing assessment and inflexible cost-allocation formulas;
 - unanticipated cost increases;
 - dissatisfaction with service cost or quality; and
 - inability to exit a service.
- **Source:** Designing Regional Service Arrangements: An Introduction

What are mandated services – what are voluntary services?

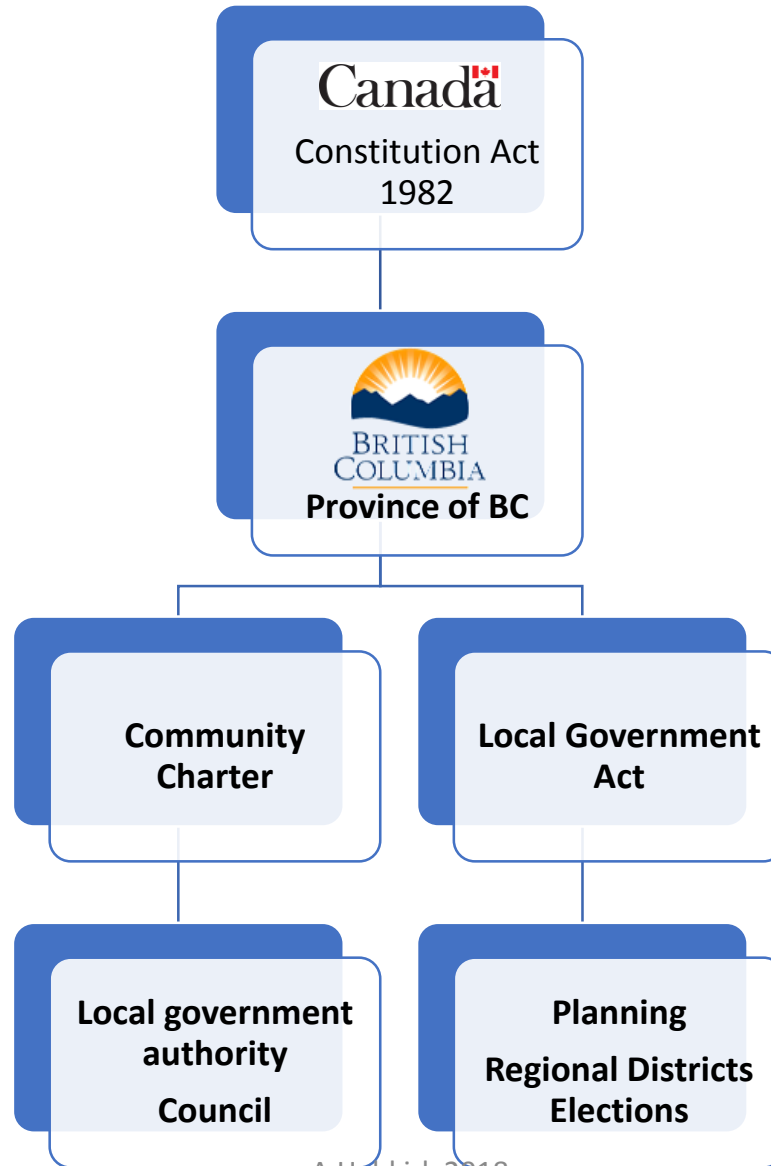
Mandatory services

- mandated by the province of BC
- General administration
- 911 service
- Solid waste management
- Electoral area planning
- Regional hospital district

Voluntary services

- Board decides

Legislative Authority



Every board is a new board

A single new member on a board can make a huge difference in the group dynamic

Each new board needs to start a fresh while acknowledging the organization is a continuing body

Allow time for the new board to find its legs – for returning members to adjust to new members and for new members to get up to speed on issues and processes.



WHAT DO REGIONAL DISTRICTS DO?

**To provide services to
member jurisdictions**



**To enable jurisdictions to
provide services in
partnerships**



**General government for
electoral areas**



**To be an administrative
agency for various purposes
including borrowing**

What We Do

In 2017 **100 services** were delivered to residents in Courtenay, Comox, Cumberland, Electoral Areas A, B, and C including...

Water

Comox Valley Water Supply System – connecting

45,000

residents to clean, safe drinking water at an affordable price.



Sewer

Comox Valley Water Pollution Control Centre – ensuring that Comox and Courtenay's liquid waste is effectively managed to minimize environmental impacts and follow regulatory requirements.



Solid Waste

Comox Strathcona Waste Management Service – ensuring that garbage is properly dealt with along with household hazardous waste, compost and recycling.



Parks & Recreation

Managing and protecting regional parks – forests, beaches and over one hundred kilometres of trails.

Supporting recreation facilities that encourage active, healthy lifestyles of our residents.



Our staff include lifeguards, swim instructors, skate instructors, landfill attendants, engineering analysts, building and bylaw officers, planners, accountants and fire chiefs to name a few.



We Are Three Electoral Areas & Three Municipalities

The Comox Valley boundaries extend north to the Oyster River, south to Cook Creek and west to Strathcona Park and includes Denman and Hornby Islands. The CVRD acknowledges that it is on the unceded territory of the K'ómox First Nation.

Services provided vary from water, sewer and solid waste to street lighting and transit.



Each service or function is a stand-alone service. A five-year plan is prepared for each of the services.



Each service has its own revenue source and expenditure plan as well as reserves, debt and grant funds.



No ability to transfer funds from one service to another.

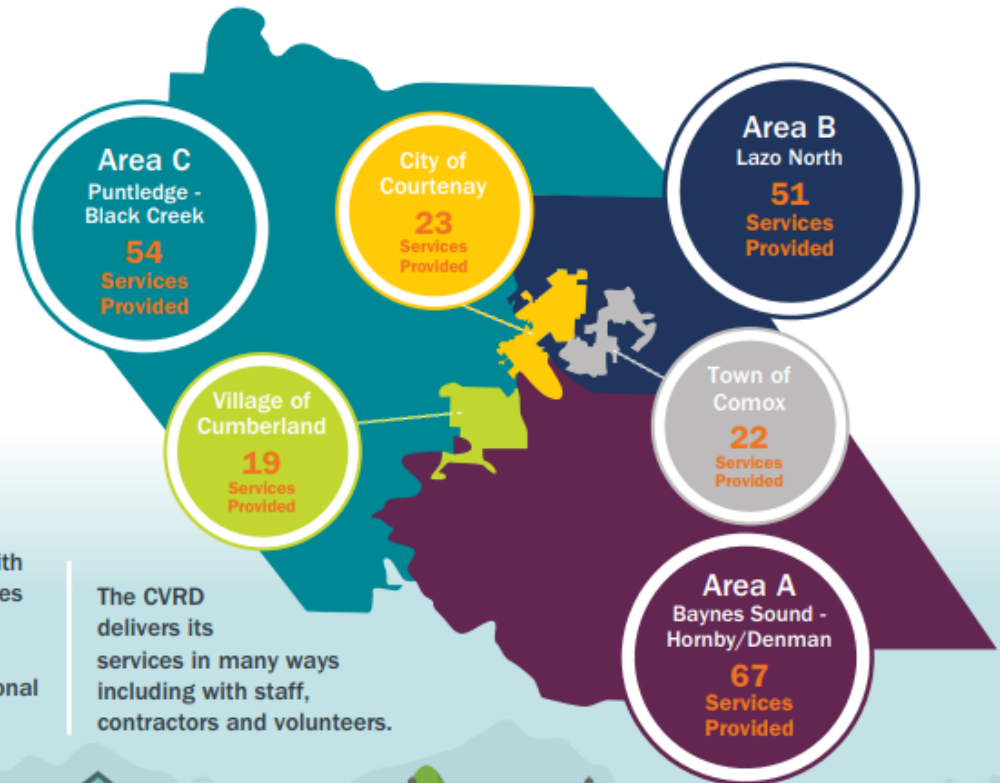


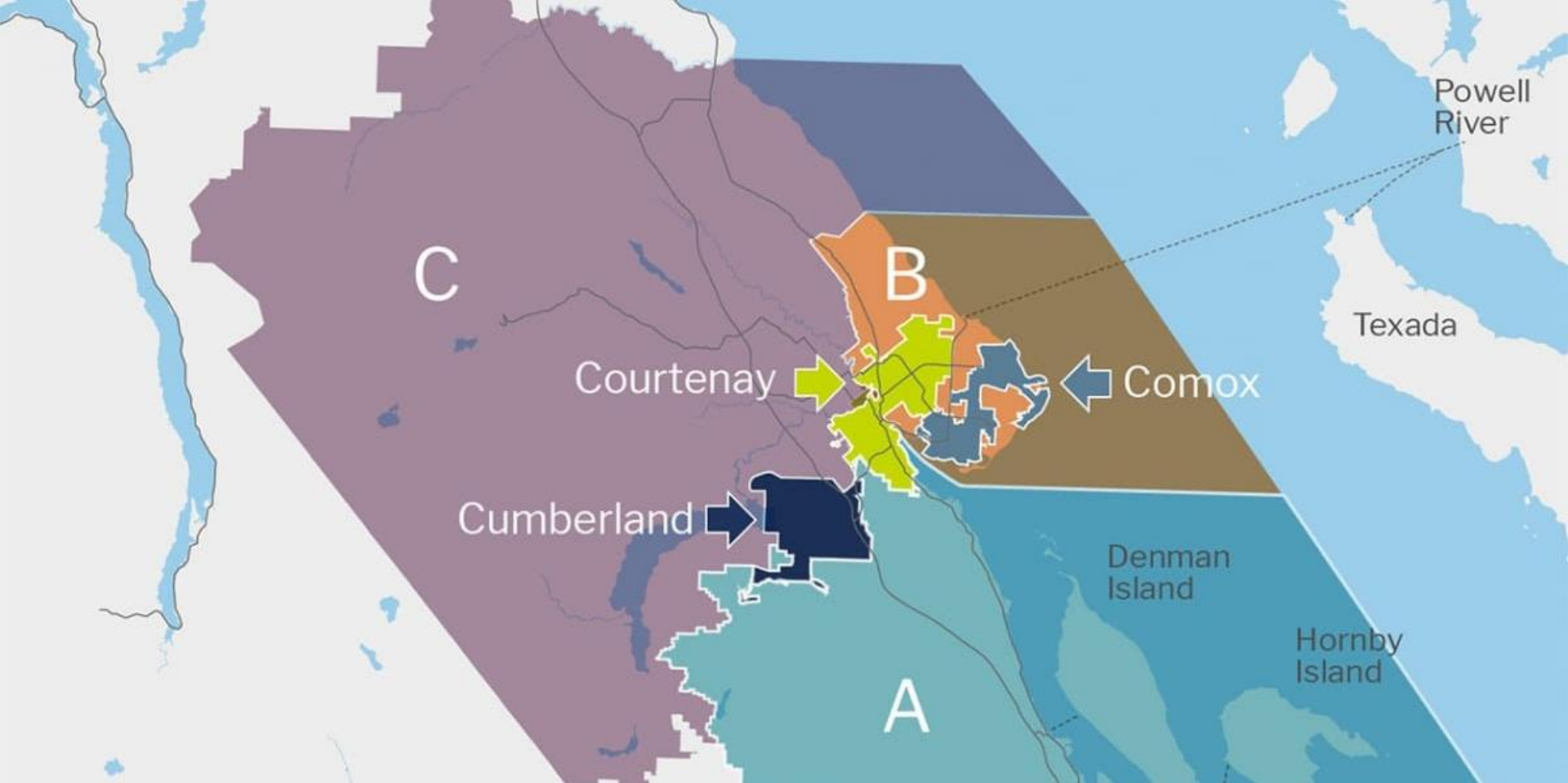
Only those municipalities or electoral areas that sign up for a service pay for the service.

The CVRD Board includes members of municipal council and electoral area directors who determine direction/strategies and approve all projects and expenditures in the best interest of every resident.

The CVRD collaborates with its municipalities to provide cost savings for cross-jurisdictional services.

The CVRD delivers its services in many ways including with staff, contractors and volunteers.





CVRD Vision Statement

The Comox Valley Regional District is a partnership of three electoral areas and three municipalities providing sustainable services for residents and visitors to the area. The local governments work collaboratively on services for the benefit of those living and visiting the diverse urban and rural areas of the Comox Valley.



What's your role

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Board is the governing body

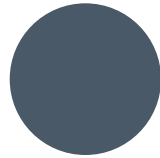
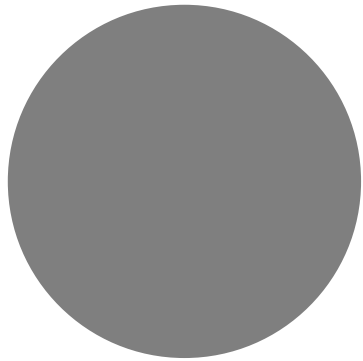
Board as governing body

194 (1) The governing body of a regional district is its board.

(2) The powers, duties and functions of a regional district are to be exercised and performed by its board unless this or any other Act provides otherwise.

(3) A board, in exercising or performing the powers, duties and functions conferred on it by an enactment, is acting as the governing body of the regional district.

(4) Despite any change in its membership, the board of a regional district is a continuing body and may complete any proceedings started but not completed before the change.



What is governance?

.....And what's
your role in it?



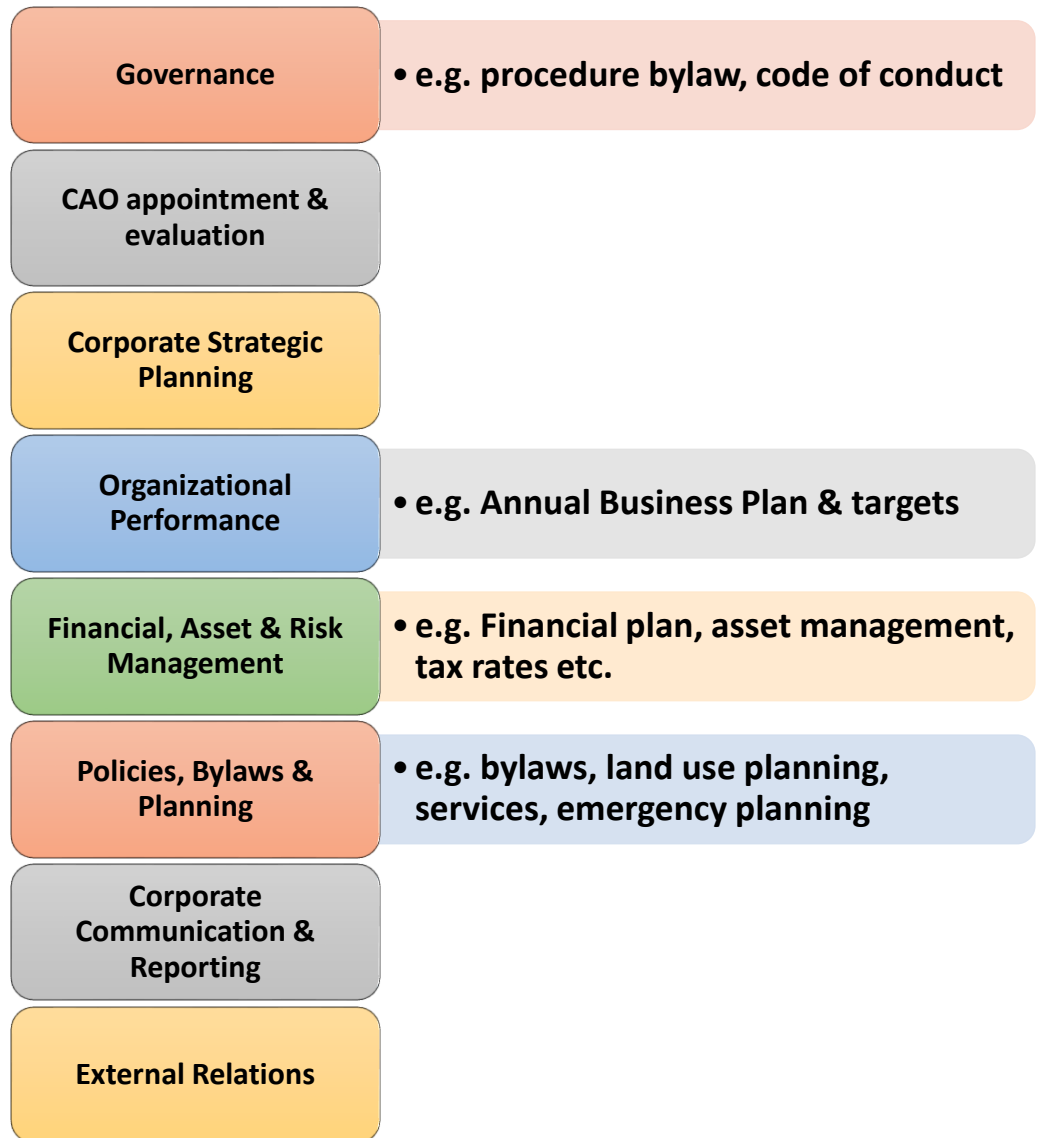
STEWARDSHIP

noun

the careful and responsible management of something entrusted to one's care.

You are stewards of your
municipality or electoral area
and of the CVRD

Key decision areas of Board





The fundamentals: role clarity

Why is role clarity so important?

Democracy

- Community elects those who set overall direction and policy



Good Decisions

- Elected officials need objective professional advice about alternatives, before making decisions



Efficient Implementation

- Board decisions need to be fairly implemented by those with appropriate qualifications.

Role of the regional district chair)

What does the legislation say?

Responsibilities of chair

- 216 (1) **The chair is the head and chief executive officer** of the regional district.
- (2) In addition to the chair's powers and duties as a board member, the chair has the following duties:
- (a) **to see that the law is carried out** for the improvement and good government of the regional district;
 - (b) **to communicate** information to the board;
 - (c) **to preside at board meetings** when in attendance;
 - (d) **to recommend bylaws, resolutions and measures** that, in the chair's opinion, may assist the peace, order and good government of the regional district in relation to the powers conferred on the board by an enactment;
 - (e) **to direct the management** of regional district business and affairs;
 - (f) **to direct the conduct of officers and employees** in accordance with sections 239 [chair to direct and inspect officers and employees] and 240 [suspension of officers and employees].



MOTIVATOR



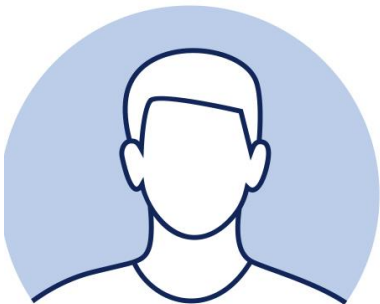
GUIDE



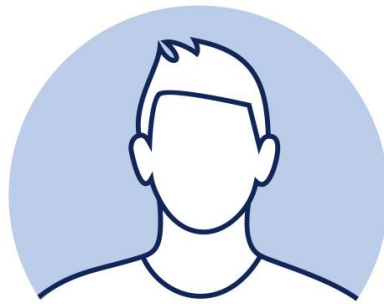
QUESTIONER



BRIDGE BUILDER



CLAIRVOYANT



PEACEMAKER



TASKMASTER



PRAISER

What is the role of
the Chair?

DIRECTORS RESPONSIBILITIES



Position Roles and
Responsibilities

- Consider the **well-being and interests** of the regional district board and all communities
- **Contribute** to the development and evaluation of the policies and programs of the regional district respecting its services and other activities
- **Participate** in regional district board meetings and committee/commission meetings as applicable
- **Adopt bylaws and policies** to govern the affairs of the regional district
- Assist in developing and adopting the **board strategic plan**; ensure consistent application of strategic directions, values, vision, key goals, objectives and policies; provide excellent service to the people it serves, the community and stakeholders
- **Represent the regional district** on other bodies to which the director has been appointed and prepare a report for the board on the activities

- **Be well-informed** on current issues, attend meetings, contribute expertise, knowledge and experience
- **Assist in orientation** of new board members
- **Participate in providing effective action and leadership** in board meetings
- **Work in partnership/collaboration** with the board and chief administrative officer
- As required, actively **participate and assume leadership roles in committees**, commissions, hearings and community meetings/events
- **Examine issues** to determine their regional impact before voting on board agenda matters
- **Balance various competing interests** between electoral, municipal and regional areas in decisionmaking process
- **Be familiar** with and provide governance of new and existing policies in collaboration with the board. Consider technical, financial and administrative implications and the effects of the policy on the regional district as a whole

- **Participate in developing bylaws that establish services**, enact regulations, adopt the annual budget and authorize a contract or loan; ensure the availability of adequate financial resources.
- **Meet** with federal, provincial and first nations officials as required
- **Represent** the regional board in media interviews as chair of a board committee or as directed by the board
- Participate as a board member in developing a **regional growth strategy** in collaboration with municipalities
- Participate in Comox Valley **elected official forums** which bring all elected officials together to discuss community priorities and directions
- Participate in providing the **opportunity for citizens** to influence business of the regional board on an on-going basis through:
 - Public consultation for regional growth strategies, solid waste management planning exercises
 - Public hearings
 - Public meetings

Electoral Area Director Role

- **“to identify, using the input of citizens, the service needs** and interests of his or her area
- **to promote the area’s service needs** and interests at the board table, where they may be addressed through the establishment of, or through changes to, regional district local, sub-regional and regional services
- **to participate in decision-making** as it relates to the administration of services in which the electoral area participates, including electoral area planning, whose administration involves the consideration of development applications and the regulation of land use”
- RD Toolkit

“Ultimate authority over all regional district matters in electoral areas, rests with the board.”



Electoral Area Director**KEY JOB DUTIES**

The electoral area director is elected by the public to be **responsible for matters concerning the unincorporated** (electoral) area which he or she represents. The electoral area director has a **dual role; to represent the interest of his or her area**, balanced with the **obligation to make decisions in the best interest of the regional as a whole.**

Municipal Director Role



- **to identify, using the input of citizens, the service needs and interests** of his or her municipality
- **to promote the area's service needs** and interests at the board table, where they may be addressed through the establishment of, or through changes to, regional district local, sub-regional and regional services
- **to participate in decision-making** as it relates to the administration of services.
- RD Toolkit

Municipal Directors Roles

- **Participate as a municipal director** of the regional district board
- **Balance municipal matters with regional district interests**
- **Prepare regular reports** on regional district board business for municipal council agenda
- **Participate in and/or chair** a variety of committees relating to municipal service matters (eg: sewer commission, water committee, recreation facilities)
- **Participate in strategic and policy development** for regional programs and services
- Participate in providing the **opportunity for citizens** to influence business of the regional or subregional
- service areas on an on-going basis by:
 - Attending community events/forums to represent the board
 - Attending public hearing for regional growth strategy
 - Attending public meetings
- **Approve consultation plans**

What hat does the municipal or EA director wear at the CVRD Board

- Municipal directors are appointed to the Board by their councils and therefore represent the interests of their councils and constituents
- But....
- They also have a role to consider the region as a whole
- These aren't necessary conflicting interests – the success of the region impacts the success of individual communities



Good Practices for Decision-making Bodies

- Focus on governance, not administration
- Model responsible conduct
- All members are equal
- Make decisions and give direction only as a collective voice
- Consider the well being of the municipality, electoral area and the region
- Act in compliance with the law
- Understand, respect & adhere to the Board - manager structure
- Act in compliance with the Procedure Bylaw

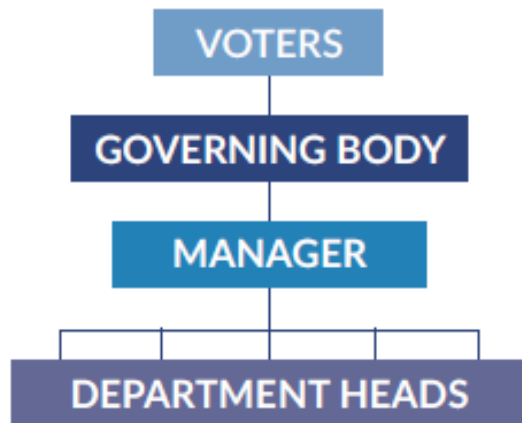
Good Practices for Chairs

- solid grasp of meeting procedures
- proactive in managing Board meetings
- facilitates inclusive decision-making
- ensures all Board members have an equal opportunity to speak
- intervenes in inappropriate behaviour
- intervenes if a member of Board or member of the public criticizes the staff at a meeting
- assists Board members to get their issues considered by the Board
- ensures Board members are informed
- works to build constructive relationships
- receives concerns regarding CAO or a staff member.

A vibrant rainbow arches across a dark, stormy sky, its colors vivid against the deep blue and grey clouds. Below the rainbow, a calm lake reflects the light, bordered by a dense forest of trees with autumn foliage in shades of yellow and orange. A small, dark silhouette of a bird is visible in flight against the sky, just below the rainbow's peak. The foreground is filled with dark, out-of-focus vegetation, creating a sense of depth and framing the scene.

What is staff's role?

Board – Manager System



- Strong political leadership of elected officials
- Strong managerial experience of an appointed local government manager
- Decision making authority is concentrated in the elected body that hires a professionally trained manager to oversee the delivery of public services.

What does the legislation say?

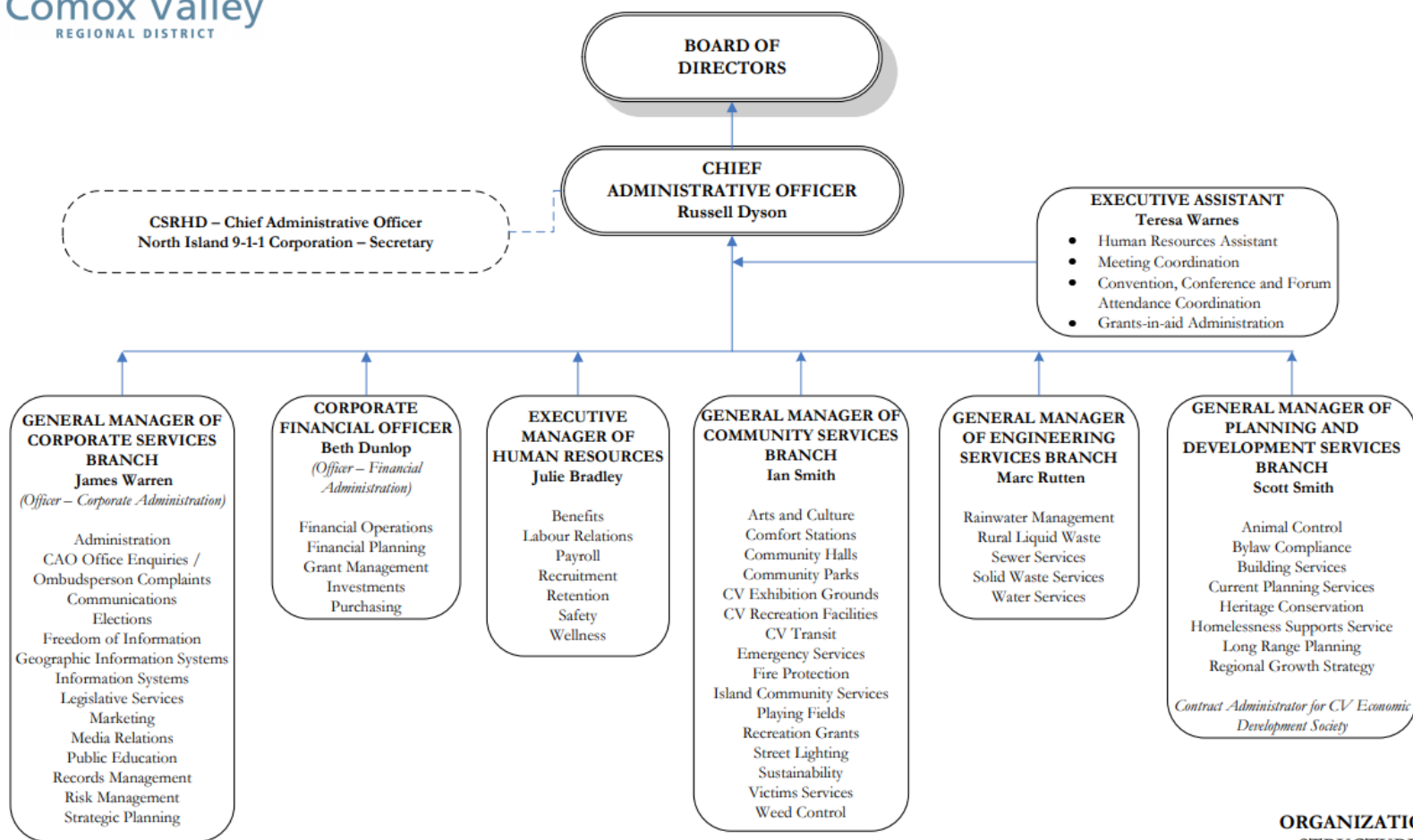
Chief administrative officer

235 One of the officer positions established under section 234 may be assigned the chief administrative responsibility, which includes the following powers, duties and functions:

- (a) overall management of the administrative operations of the regional district;
- (b) ensuring that the policies and directions of the board are implemented;
- (c) advising and informing the board on the operation and affairs of the regional district.

Prohibition against interfering with regional district officials

242 A person must not interfere with, hinder or obstruct a regional district officer or employee in the exercise or performance of his or her powers, duties or functions.



ORGANIZATION STRUCTURE

Role Comparison

Elected Officials

- Focus on 'why' and 'what'
- Provide leadership
- Set strategic direction
- Make decisions – choose between alternatives
- Establish policy
 - Set expectations
 - Define success
- Assign resources & authority
- Monitor Board performance
- Review CAO's performance
- Avoid administrivia

Staff

- Focus on 'how', 'when', 'where'
- Provide advice
- Implement direction
- Advise about alternatives
- Advise about policy and implement policy decisions
- Work within assigned resources & authority
- Review subordinates' performance
- Avoid politics

More Role Comparison

Elected Officials

- Keep informed on community affairs
- Collaborate with other agencies at the political level
- **Public relations**
 - Explain the reasons for decisions, trade-offs, complexities
 - Celebrate organizational success

Staff

- Keep current on professional training
- Collaborate with other agencies at the staff level
- **Public information**
 - Info about meetings, board decisions, technical matters

Best practices for the Board-Manager System

- Board asks the CAO for expert advice *before* making decisions
- Board gives clear direction by speaking with ‘one voice’ to the CAO
 - Through resolutions, policies, bylaws
 - Avoid conflicting direction, constantly changing priorities, etc.
 - Provide respectful and constructive feedback
- Individual Board members don’t give individual direction to the CAO or other staff (unless part of a delegated or clearly-defined arrangement)
- Board focuses on providing strong leadership about overall direction and general oversight, rather than getting ‘into the weeds’.
- Board ensures the CAO has sufficient resources and capacity to follow the Council/Board’s direction
- Respect for the CAO’s responsibilities regarding laws/policies/best practices

Some tips for success

Tips:

- Have and follow a Code of Conduct, policies about roles, delegation of duties, etc.
- Base CAO hiring and evaluation on merit (knowledge, education, experience, skills), not political allegiance
- Board to CAO – respect, clear expectations and regular feedback
 - Observe the ‘chain of command’ in the organization
 - Respect staff’s responsibility/authority to manage contractors
- Respect the CAO’s authority and responsibility for staff
 - Treat all staff as professionals
 - Expect the best
- Praise in public, criticize in private (to the CAO in closed session of Council)



A few more tips...

THINGS TO AVOID:

- Council involvement in hiring of staff below the CAO level
- Involving staff in your election campaign, or soliciting political support from them
- Becoming close personal friends with staff (including the CAO)
- Involving staff in your critiques of fellow council members
- Critiquing staff with other members of staff

Council staff public partnership

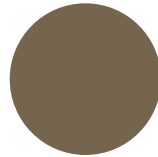
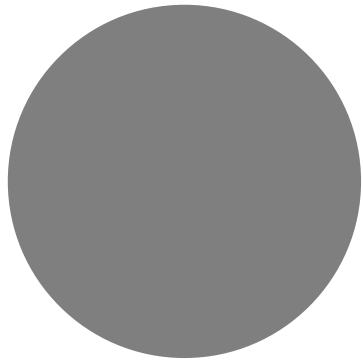




How do you work together at
the Board table?



COLLECTIVE
VOICE



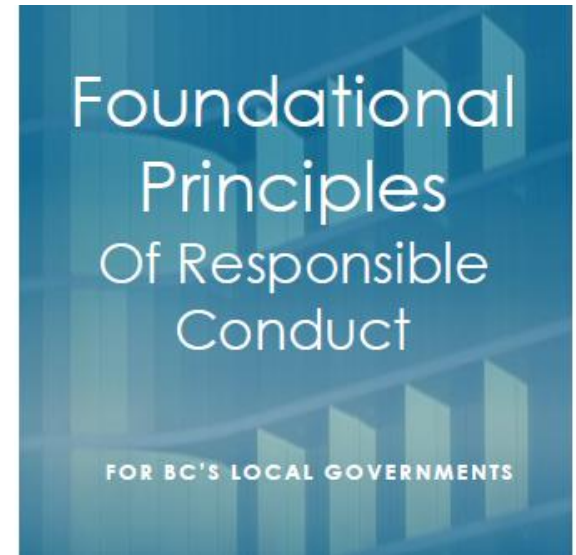
Board structure: board of directors

You don't need to agree but you do need to work together

- Acknowledge that different opinions exist on your Council/Board – celebrate them even...after all you represent a diverse community!
- Respect that you are equals and that all opinions should be heard
- Debate the issues – wrestle with them
- Consensus decisions are the strongest ones
- Majority rules if consensus isn't possible
- Be brave and gracious if you happen to be in the minority of a majority decision

Foundational principles

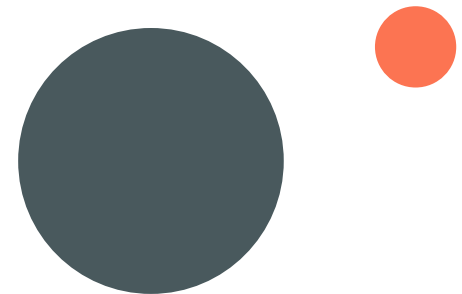
- **Integrity:** being honest and demonstrating strong ethical principles.
- **Accountability:** an obligation and willingness to accept responsibility or to account for one's actions.
- **Respect:** having due regard for others' perspectives, wishes, and rights; displaying deference to the offices of local government, and the role of local government in community decision making.
- **Leadership and Collaboration:** an ability to lead, listen to, and positively influence others; coming together to create or meet a common goal through collective efforts.



- Actively listen – even to those you disagree with
- Respect diversity - Value all points of view.....really
- Agree on expectations - Set agreed to performance expectations
- Set priorities - Agree to priorities.....stick to them



Collaboration: how to



How to collaborate at the regional board table



- Look for things that you can do together that you can't do as individual municipalities and EAs
- Look for efficiencies and economies of scale
- Remember that the Regional District is a federation of municipalities and EAs and that most services are voluntary
- Look for ways to align individual and shared goals
- Look for areas of compromise



Diversity is a
strength not a
weakness

Elected official self evaluation



REGIONAL BOARD GOVERNANCE CHECK IN

Annually director should reflect on how the board is doing? Is the board achieving its goals and objectives?
If you answer YES to all the questions then likely the board governance systems are performing well. Answering "NO" indicates the need for directorss and the organization to do some work to improve its governance effectiveness.
Answering "DON'T KNOW" suggests topics for future board orientation sessions.

	Yes	No	Don't Know
1. Our vision, mission and annual work plans etc. clearly communicate what we as a board want to achieve during our term.			
2. We have a strategic plan or similar document that outlines the priorities, goals and objectives that guide our trustees and staff.			
3. Our board meetings are well-attended by trustees.			
4. Our board meetings are well run and are productive.			
5. Conflicts among trustees do not interfere with the board's work.			
6. Our financial monitoring, control and information systems enable us to quickly identify potential budgetary problems.			
7. The board's relationship with the CAO and staff is one of mutual respect.			
8. The roles of trustees and staff complement each other, and do not conflict.			
9. Our CAO's performance is evaluated annually.			
10. The quality and quantity of our programs and activities is consistent with our resources and is supported by public satisfaction levels which we measure.			
11. Our citizens are kept aware of our major decisions and financial condition.			
12. The organization provides adequate orientation and training for trustees.			
13. We have reason to be optimistic about our ability to deal with whatever the future brings in the next 1-3 years.			
14. I am proud to be member of the board.			

Adapted from: Governance Check up Nathan Garber
http://www.sde.idaho.gov/site/charter_schools/cs_developers_docs/Charter%20Sams%2012%20-%20Board%20Best%20Practices%20Handouts.pdf



DIRECTOR CHECKIN – HOW AM I DOING?

Periodically take a few moments to ask yourself the following questions.
If you answer YES to all the questions then you are fulfilling your role as an elected official and member of your board.
Answering "NO" or "DON'T KNOW" may indicates you need to take time to learn new skills or knowledge.

	Yes	No	Don't Know
1. Do I come to meetings prepared e.g. having read the agenda and staff reports, done a site visit etc.?			
2. Do I come to meetings with an open mind, ready to listen to the views of other directors and the public?			
3. Am I prepared to have whatever I say at a board meeting printed in the newspaper or posted online tomorrow?			
4. Do I look for areas of agreement in our board deliberations?			
Am I prepared to learn new knowledge and skills that will help me carry out my work as an elected official?			
my behavior at board meetings what the public would expect of a community leader? Would I want my children to model my behavior?			
re on the receiving end of my conduct would I feel respected?			
hibit the same conduct in my private life as I do in my public life?			
ion or challenge those with different views with respect and in a manner?			
the democratic process? Do I accept the vote of the majority in the minority?			
bility for my decisions and behaviour?			
tribution to my community as an elected official?			
ected official and a member of our board?			

A photograph of a dense, mossy forest. In the foreground, a wooden boardwalk leads towards a small stream that flows through the center of the forest. The stream is surrounded by lush green ferns and moss-covered ground. Several large, mossy tree trunks stand prominently in the scene, with sunlight filtering through the dense canopy in the background.

Making the most of meetings

Decision-Making Methods

Bylaws

Some local government decisions can only be made through adoption of a bylaw

- Adopting Financial Plan
- Adopting Official Community Plan
- Adopting land use regulations
- Imposing taxes and fees
- Adopting some types of procedures

Resolutions

- An expression of a decision, position or intent
- Recorded in minutes (motions)
- Take effect when passed and continue until rescinded

Policies

- To address recurring issues
- Board/Council policies adopted by resolution
- Guide actions of elected officials, staff and the public
 - Importance of following policies

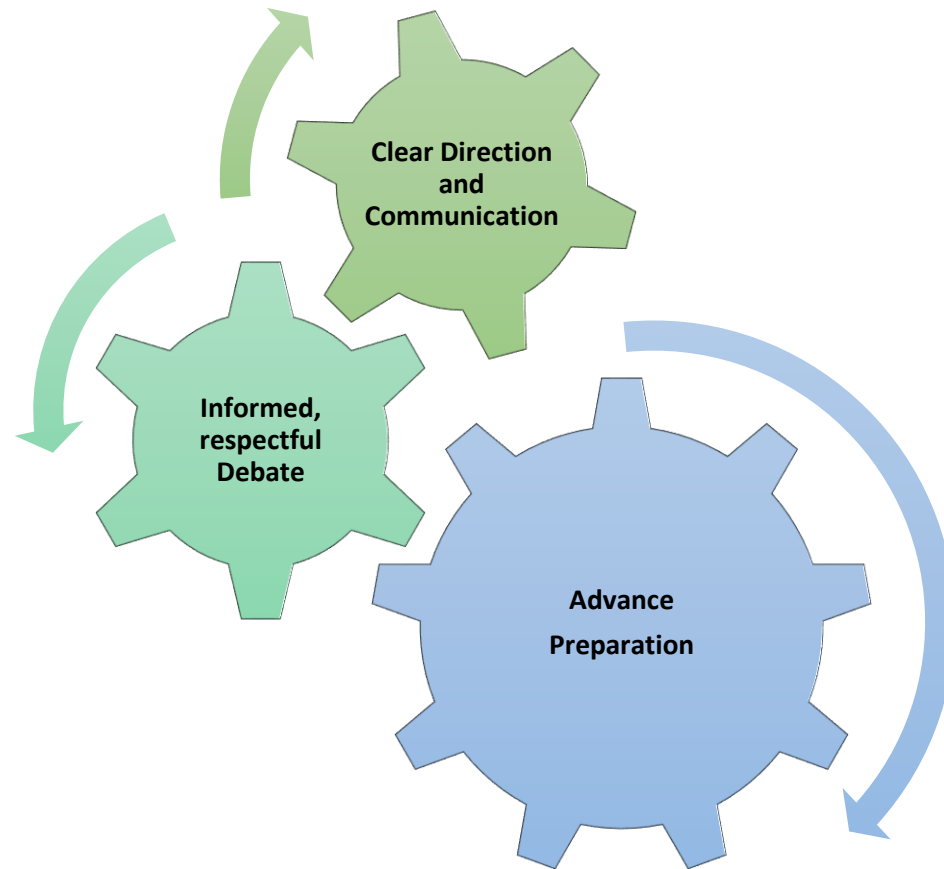
Meeting Rules

Meeting Procedure Bylaw

Must be adopted by all Regional District Boards and outlines meeting procedures

- How bylaws and resolutions are passed
- How notice will be given
- Minutes taken
- Other common topics:
- Timing of meetings
- Public participation
- Can't be amended without proper notice to members & the public

Keys to Successful Meetings



Signs of good meeting function

- Members
 - No 'single issue' focus
 - Engaged/show up
 - Respectful
 - Willing to learn
 - Not too talkative
 - Not too quiet
 - Ethical
 - Manage conflicts of interest
 - Law-abiding
 - Avoid being the resident 'Parliamentarian'
 - Avoid being the 'nit-picker'
- Good preparation
 - Agenda packages are read in advance
 - Information has been shared with all
 - Questions directed to staff in advance
- Avoid 'green bananas'
 - Late items considered without sufficient information
- Make decisions and move on
- Collaborative approach
- Role clarity
- Respect for all participants
- A strategic perspective

A scenic landscape featuring snow-capped mountains in the background, a dense forest of evergreen and deciduous trees in the foreground, and three swans in flight in the middle ground. The text "How to get things done" is overlaid in white.

How to get things done

How to get things done

- Know the fundamentals
- Be strategic
- Set priorities
- Stay focused



How to get stuff done - fundamentals

- All things must be accepted as an item on an agenda and discussed by the Board
- All decisions must be made by bylaw or resolution
- All decisions must be voted on by the Board – most need a majority vote, some RD votes are weighted based on population and assessment



How does the Board make decisions?

**Authority for
decision making
rests with the
CVRD Board**

Types of Votes

Unweighted Corporate Vote

Every director votes – one vote each

Weighted Corporate Vote

Every director votes – number of votes based on population size

Stakeholder Vote

Only directors participating in the service – number of votes based on population

Why being strategic helps you be successful

- Helps you identify what's important to your community
- Helps you focus your energy and resources on the most important things
- Helps you track progress
- Helps you evaluate your success
- Helps you stay focused on what's important over time
- Helps you schedule timing within your term of office



CORPORATE PRIORITIES (Board/CAO)

NOW

- **QUEENS DITCH** (flood mitigation): Phase 2 pending 2018 budget approval.
- **PUMP STATION NO. 2**: On hold pending outcome of conveyance planning process.
- **WATER SYSTEM TREATMENT REPORT**: Value planning complete, report out April 2018
- **COMOX VALLEY CIVIC CENTRE - REGIONAL OFFICE BUILDING**: Updated cost and design to the board early 2018.

NEXT

- **5-YEAR REGIONAL GROWTH STRATEGY REVIEW**: Specific revisions draft undergoing legal review. Report to CoW in Summer of 2018
- **UTILITIES GOVERNANCE**: Research underway. Report expected in July 2018.
- **AIR QUALITY MANAGEMENT** (Wood Stove Smoke): Air quality education program underway.
- **NORTH LIQUID WASTE MANAGEMENT PLAN**: Master Operating Agreement updated. Future sewer service in conjunction with development.

Advocacy / Partnerships

- *K'ómoks First Nation treaty support: Director Nichol attends as liaison*
- *Farguharson Farms bypass: MoTI working on mitigation*
- *CVEDS: medical/airport lands development and Festival Valley promotion*

CSWM Board

- *Solid Waste Management Plan effectiveness review: Study work complete, final review, coordinate with waste-to-energy study.*
- *Waste to Energy: Final evaluation of technologies report to select committee March 2018, to board April 2018*

OPERATIONAL STRATEGIES (CAO/staff)

COMMUNITY SERVICES

- **AIR QUALITY MANAGEMENT** (Wood Stove Smoke): Air quality education program underway.
- **Mt. Washington fire service**: Contract awarded, work continuing on establishing a fire hall.
- **Hornby Island Fire Hall project**: Completed

CORPORATE SERVICES

- **Website Refresh**: CSRHD, CSWM and NI 9-1-1 sites launched December 13, 2017. CVRD launched March 21, 2018

ENGINEERING SERVICES

- **QUEENS DITCH** (flood mitigation): Phase 2 pending 2018 budget approval.
- **PUMP STATION NO. 2**: On hold pending outcome of conveyance planning process.
- **WATER SYSTEM TREATMENT REPORT**: Value planning complete, report out April 2018
- **NORTH LIQUID WASTE MANAGEMENT PLAN**: Master Operating Agreement updated. Future sewer service in conjunction with development.
- **South Sewer LWMP**: Working with stakeholder to develop alternate solution for consideration.
- **Comox Lake Watershed Protection Plan**: Work underway, on approved 2018 work plan

EXECUTIVE SERVICES

- **COMOX VALLEY CIVIC CENTRE - REGIONAL OFFICE BUILDING**: Updated cost and design to the board early 2018.
- **UTILITIES GOVERNANCE**: Research underway. Report expected in July 2018.
- **Asset management planning**: Contract awarded to AECOM Canada Ltd. for 2018..
- **Collective Agreement Process**: USW bargaining commenced early 2018.

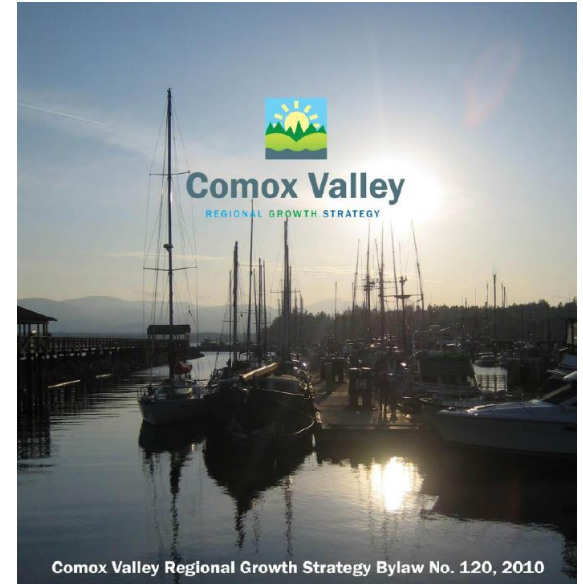
PLANNING AND DEVELOPMENT SERVICES

- **5-YEAR REGIONAL GROWTH STRATEGY REVIEW**: Specific revisions draft undergoing legal review. Report to CoW in Summer of 2018.
- **Review and update Comox Valley Zoning Bylaw**: Draft bylaw to board Spring 2018.

Comox Valley Regional District
**Advancing
Strategic Priorities
in 2017**

Know your Regional Growth Strategy & your Official Community Plans

- Powerful proactive community planning tools
- Describes the long term vision for the region & community – 20 years or more outlook
- States regional & community objectives
- Includes concepts and policies (not regulation)
- Includes policies that will achieve the objectives
- RGS & OCP policies guide Board & Council decisions about planning and land use management
- Council's land use decisions must be consistent with OCP & the RGS



Strategic and business cycle

Council Strategic Plan



Strategic planning /priority setting how to

- Dedicate time for priority setting/strategic planning
- Ensure all board members contribute – you are creating your plan for your term
- Get regular updates on progress
- Do annual check ins and adjust as required
- Stay focused on your priorities
- Drive the plan forward
- Consider timing for the 4 year term

SEVEN STEPS TO A SUCCESSFUL STRATEGIC PLAN

MISSION STATEMENT

Your fundamental purpose that drives every daily transaction in your business

VISION STATEMENT

Your ambition – where you want your business to be in three years

KEY STRATEGIC THRUSTS

Finance, HR, Core Product Service Image/Brand, Partnerships. Facility/Equipment/Technology/R&D

ACTION OBJECTIVES

Activity that moves you forward in fixing mission gaps and chasing your Vision

5

IMPLEMENTATION DETAILS

6

MONITORING PROGRESS

7

REFRESH THE PLAN

Follow
One
Course
Until



Stay focused

- Set priorities for the term
- Don't get distracted
- Get regular updates- measure progress
- Allocate sufficient resources – human



Politics is the art of the possible, the attainable – the art of the next best.

Otto von Bismarck

A low-angle, upward-looking photograph of a dense forest. Tall, slender tree trunks rise from the bottom of the frame towards the top, creating a strong sense of verticality. Sunlight filters through the dense canopy of green leaves at the top, creating a dappled light effect with visible rays of light (crepuscular rays) streaming down through the trees. The overall atmosphere is serene and natural.

Communications

Communications



Hearing from the public

Elected officials' role
When to refer to staff



External communications

Who do you speak for?
Speaking to the media



Common communications pitfalls

Confidentiality
Records Management
Freedom of Information and Protection of Privacy
Email
Using Legal Advice
Social Media
Making Promises and Fettering Discretion
Bullying and harassment

External Communications

- Who speaks for the Board? For Council?
- If your opinion differs from Board/Council decision
 - Caution about mis-representing positions/commitments
- Speaking to the media
 - Who is the designated spokesperson?
 - Being media-savvy
- Who are you speaking for?
 - Clarifying your role
 - Verbally
 - In writing
 - Use of corporate logo
 - Caution about improper external influence



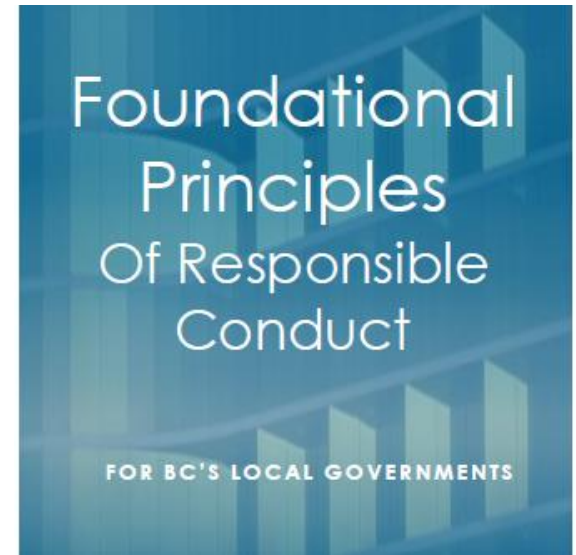
The fundamentals: responsible conduct

Drama
does not
serve your
community well



Foundational principles

- **Integrity:** being honest and demonstrating strong ethical principles.
- **Accountability:** an obligation and willingness to accept responsibility or to account for one's actions.
- **Respect:** having due regard for others' perspectives, wishes, and rights; displaying deference to the offices of local government, and the role of local government in community decision making.
- **Leadership and Collaboration:** an ability to lead, listen to, and positively influence others; coming together to create or meet a common goal through collective efforts.







Diversity is a
strength not a
weakness



Tips: How to deal with conflict & differences

- ☐ Think about what you would teach your children
- ☐ Talk with the other person. ... or at the council table
- ☐ Focus on issues not on personalities. ...
- ☐ Listen carefully. ...
- ☐ Identify points of agreement and disagreement. ...
- ☐ Use a respectful tone
- ☐ Don't get angry or emotional - bite your tongue
- ☐ Apologize when you have crossed the line
- ☐ Have an open mind and be prepared to change it



Communications how to

People want to talk to you.....

- Listen
- Direct them to the right person or department for information or to answer a question
- If asking about a council decision - advise them if you know the answer
- If asking for help direct them to the right person or department
- Don't make commitments you ought not to be making



Email

- Use Corporate email for all email correspondence – personal email should be separate
- All corporate email is part of the public record and subject to Freedom of Information rules
- Don't put anything into an email that you don't want printed in the newspaper or broadcast in the Twittersphere
- Don't communicate confidential information to the public in emails



Social media

- Useful for broadcasting information
- Personal social media is different from Corporate social media
- Don't use personal social media to represent the Corporation
- Consider seriously engaging in debate on social media
- Consider seriously blocking individuals
- Don't let it consume you



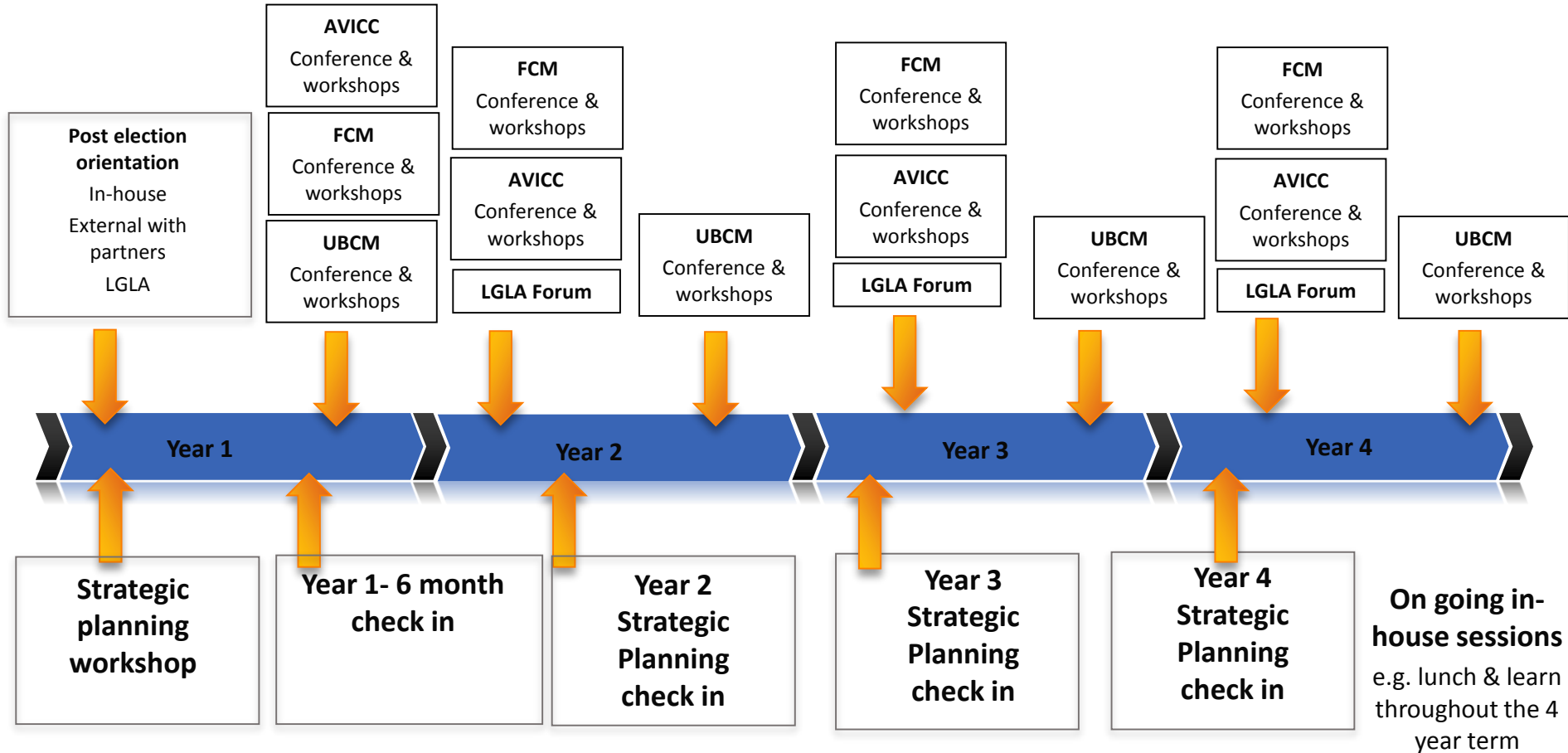


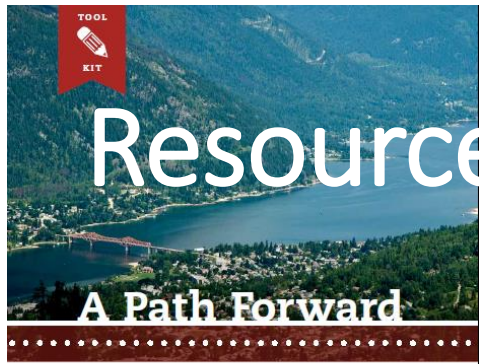
The Chair is the official spokesperson for the Board

- The Chair communicates the will of the Board to the staff and to the public

BOARD ORIENTATION-LEARNING PLAN

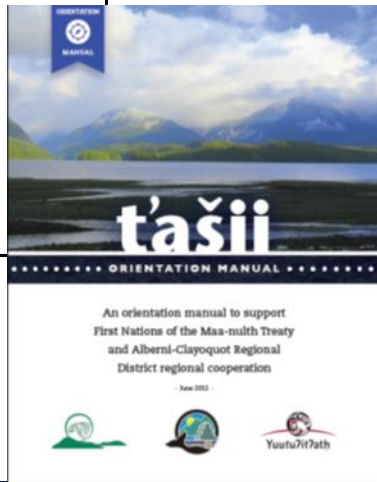
4 Year Learning Plan





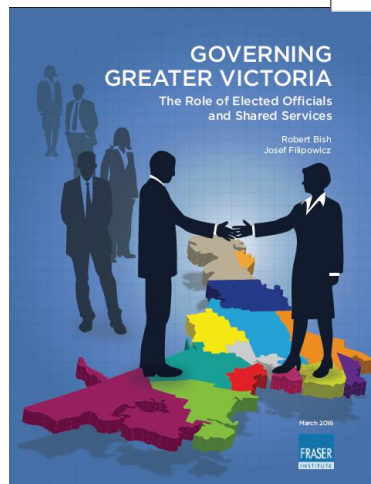
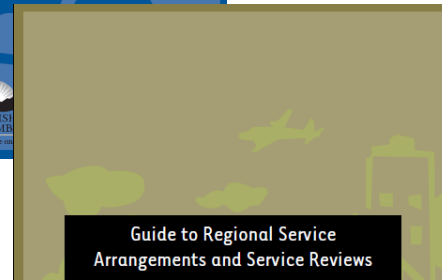
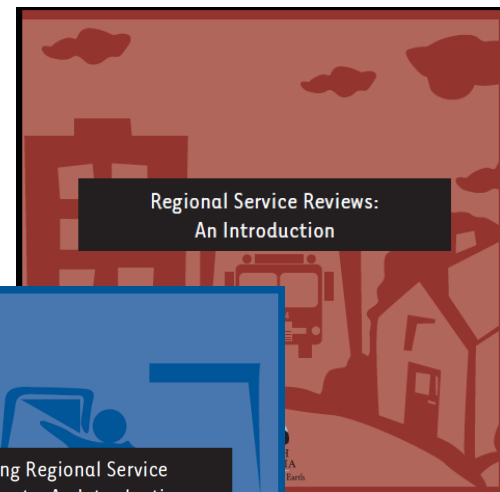
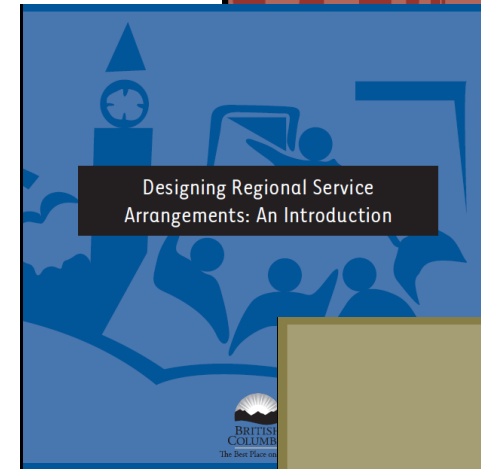
A resource guide to support
Treaty First Nation, regional district
and local government collaboration
and planning

September 2012



An orientation manual to support
First Nations of the Maa-nulth Treaty
and Alberni-Clayoquot Regional
District regional cooperation

June 2013



GOVERNING
GREATER VICTORIA

The Role of Elected Officials
and Shared Services

Robert Blush
Joseph Filbinowicz

March 2016

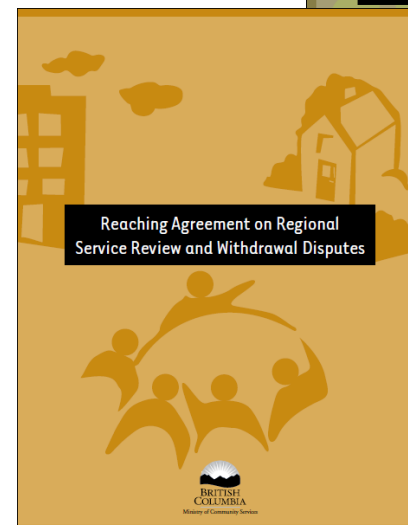


Regional District
TOOL KIT

- ❖ Fact Sheets
- ❖ Effective Practices
- ❖ Discussion Guides
- ❖ Presentation
- ❖ Information Booklet



2005
first edition



Reaching Agreement on Regional
Service Review and Withdrawal Disputes



BRITISH COLUMBIA
Ministry of Municipal Affairs
www.marh.gov.bc.ca



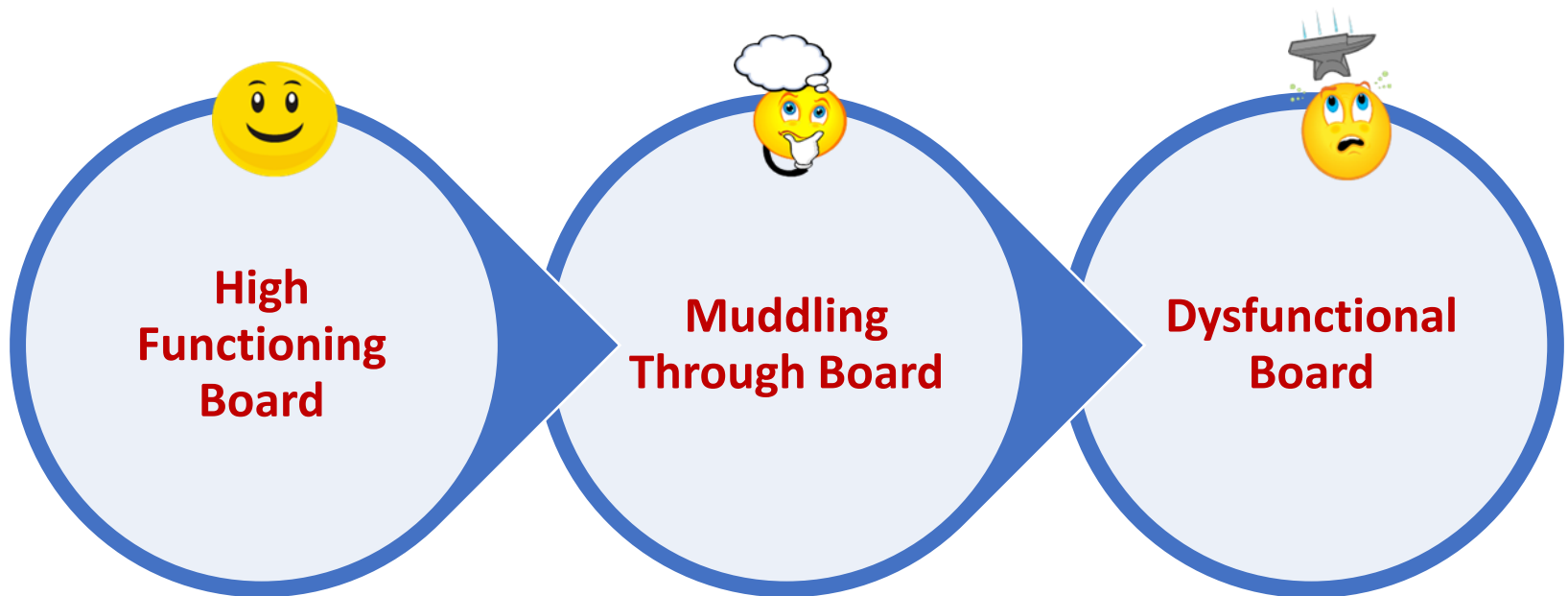
What does high performing look like?

Ten Characteristics of High Performing Organizations

- Participative leadership
- Effective decision-making
- Open and clear communication
- Valued diversity
- Mutual trust
- Managing conflict
- Clear goals
- Defined roles and responsibilities
- Coordinative relationship
- Positive atmosphere

(Source <http://www.iwnc.net>)

Three Types of Boards





PRIORITY SETTING

High Functioning

**Sets clear direction and
priorities**

Muddling Through

**Sets priorities then
forgets about them**

Dysfunctional

**Avoids setting priorities
or doesn't feel it's
important**

FOCUS



High Functioning

Focused on priorities and key challenges

Muddling Through

Intermittently focused – direction often driven by minority

Dysfunctional

Easily distracted – lacks direction and therefore focus. Hidden agendas.



GETTING THINGS DONE

High Functioning

Wants to get things done or un done – and knows how.

Muddling Through

Wants to get things done –doesn't know how.

Dysfunctional

Doesn't know what it wants to do, how to get things done, and / or actively promotes chaos.

DECISION MAKING

High Functioning

Makes decisions and moves forward together—understands and respects the democratic principle of the majority prevails.

Muddling Through

Makes some decisions — defers others and frequently gets stuck.

Dysfunctional

Avoids making decisions — particularly the tough ones. Blames others.





DECISION MAKING II

High Functioning

Does not reconsider decisions unnecessarily.

Muddling Through

Frequently does not know how to deal with contentious decisions.

Dysfunctional

Frequently reconsiders decisions and flip flops – doesn't respect democratic outcomes.



DELIBERATING

High Functioning

Listens more than talks.

Muddling Through

Appears to listen, but really doesn't hear the key messages or comprehend root causes.

Dysfunctional

**More interested in talking rather than listening.
Activity rather than action.**

ACCOUNTABILITY



High Functioning

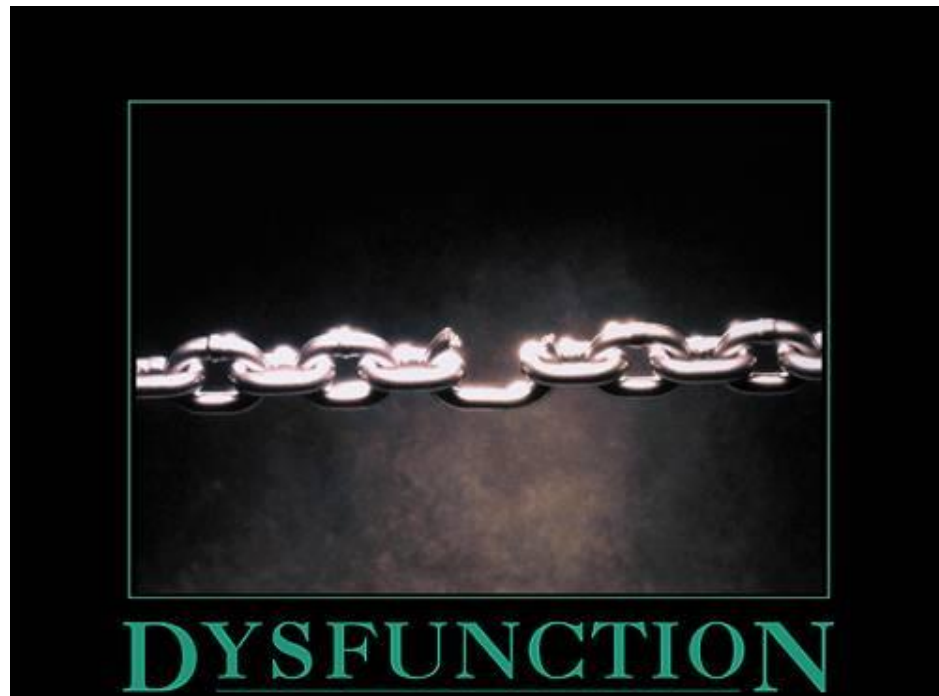
Takes responsibility for
personal and collective
decisions

Muddling Through

Doesn't care about or
accept collective or
personal responsibility.

Dysfunctional

Blames others-often staff
- for decisions.



“The only consistent feature of all your dysfunctional relationships is you.”

RELATIONSHIPS

High Functioning

Respectful & constructive relationship within Council and with City Manager / Staff.

Muddling Through

Doesn't see or understand Council – staff conflicts.

Dysfunctional

Dysfunctional relationship with staff. Actively promotes discord, or does little or nothing to intervene to prevent it.

MEETING MANAGEMENT

High Functioning

Board as a whole shares responsibility for meeting management

Muddling Through

Ineffective use of procedures and protocols for meeting management.

Dysfunctional

Responsibility for meeting management falls solely to the Chair, or no one at all.



ROLE CLARITY

High Functioning
understands its role and
that of others and
actively works to
maintain clarity.

Muddling Through
Suffers from role
confusion.

Dysfunctional

Doesn't understand or
accept its role or that of
others.





ROLE CLARITY

ROLE CLARITY II

High Functioning

Respects the boundaries between elected officials as policy makers and the role of staff to oversee operations and implementation of decisions.

Muddling Through

Intrusion by some members into the operations area.

Dysfunctional

Thinks its role is to be involved or to directly manage operational areas.
Does nothing to correct such behaviour.



BEHAVIOUR

High Functioning

Demonstrates and enforces respectful behaviour to each other and to staff. Maintains decorum.

Muddling Through

Behind the scenes attacks on members and/or staff. Poor decorum.

Dysfunctional

Openly criticizes members/staff in public. Lack of decorum becomes the norm.



EGOS

High Functioning

Egos in check – focus is on
the corporation &
community

Muddling Through

Individual egos asserted
but managed by the
majority

Dysfunctional

members put individual
needs and wants before
shared wants and needs
of the community.

COUNCIL EQUALITY

High Functioning

All members are treated with respect & are considered equal.

Muddling Through

Some members marginalized or allowed to avoid accountability.
Different standards.

Dysfunctional

Winners and losers around the table – marginalizes members.



DIVERSITY

High Functioning

Celebrates and welcomes differences of opinion.

Muddling Through

Barely tolerates different views at the table but not in practice.

Dysfunctional

Openly intolerant of different perspectives and views different opinions as wrong or stupid.



TIME MANAGEMENT

High Functioning

meetings are well run, time is well managed and important issues get the attention they need and deserve.

Muddling Through

manages to get through meeting agendasbut just.

Dysfunctional

meetings are chaotic, easily distracted and important issues do not get the attention and time they should.



Advice from the trenches



- Understand your role and the staff role
- Uphold the Foundational Principles – council should not tolerate bad behaviour.
- Ensure you have quality orientation and training at the start of your term.
- Be honest
- Ask questions
- Support strategic planning and stick to the plan
- Be sensitive to and aware of the 4-year election cycle.
- Remember: elected officials work in a world of compromise.
- Diversity at the table is a strength not a weakness. You represent a diverse community and therefore members of council hold different opinions.
- Respect the democratic process – majority rules.

This is a
learning
job

