

# MATI Leadership in Local Government Organizations

June 17-22, 2012  
Squamish, BC

A partnership between Capilano University and  
the Local Government Management Association of BC.



MATI<sup>®</sup>



LGMA

MUNICIPAL ADMINISTRATION  
TRAINING INSTITUTE



With generous sponsorship from:



## The Program

Capilano University and the Local Government Management Association of BC have developed an innovative program specifically designed for people in leadership roles in local government in British Columbia. This is “MATI – The Leadership Experience.”

Senior practitioners in the field of local government have designed this program in conjunction with educators who are familiar with issues facing local governments in BC. It will provide participants with opportunities for discussion and interaction with a widely diverse group of leading academic and local government figures.

The program is a blend of theory and practice, with an emphasis on interaction and participation. The program features new information and new research in the field of leadership studies. The format will provide many opportunities to learn and practice skills required for effective leaders, the opportunity to learn directly from some of the most outstanding leaders in local government in BC, and time to look at specific issues faced by individual participants.



## Time and Place

The 2012 session of MATI Leadership will commence at 4:00 pm on Sunday, June 17 at Quest University Campus in Squamish, BC. The course will run all week, with participants living “in residence” at scenic Quest U. For more information about Quest campus, a 45 minute drive from Vancouver, see: [www.questu.ca/community](http://www.questu.ca/community). The program will end at 10:30 am on Friday June 22.



Photo courtesy PictureBC

## The Sessions

### SUNDAY EVENING

Welcome to MATI Leadership! **Ron Poole**, CAO, District of Kitimat and MATI Mentor and **Alison McNeil**, MATI Coordinator, Capilano University, will introduce you to the exciting week ahead!!

### MODULE 1

### *Assessing Leadership Using the MBTI*

**Gerrie Waugh**, Psychologist and Instructor, will lead this session. Participants will assess their leadership styles using the Myers-Briggs type Instrument.

Following this session there will be an opening reception.

## The Sessions (continued)

### MONDAY MORNING

#### MODULE 2

#### *Applying Leadership Skills*

Based on the work done on Sunday evening, students will work on applying leadership skills to particular scenarios.

#### MODULE 3

#### *Interpersonal Skills*

This session will assist participants to meet daily communication challenges. The session will look at how to: (1) focus on issues; (2) use conflict reducing language; (3) manage defensiveness; (4) sharpen questioning skills; and (5) defuse difficult conversations.

**Gerrie Waugh** will lead these sessions.

### MONDAY AFTERNOON

#### MODULE 4

#### *Best Leadership Practices*

**Gerrie Waugh** will work with participants to: (1) identify and develop the best leadership practices of professional managers; (2) analyze your personal leadership competencies; (3) assess your leadership perspective and how it relates to local government; (4) build collaborative relationships and consensus; (5) coach, mentor and inspire others; and (6) design a proposed action plan to take back to your work and into your personal life as a leader.

### TUESDAY MORNING

#### MODULE 5

#### *Team Leadership Skills*

In this session lead by **Judy Rogers**, former City Manager, City of Vancouver, and **Ron Poole**, CAO, District of Kitimat, you will learn how to:

- Choose the best team to help achieve your goals
- Create team cohesion and purpose
- Successfully delegate and motivate
- Understand group dynamics including “forming, storming, norming and performing”
- Track progress and sustain momentum

#### MODULE 6

#### *Working With Provincial and Federal Government Partners*

**Judy Rogers**, former City Manager, and **Karen Ungerson** from Canada Mortgage and Housing Corporation will highlight challenges and effective practices for forming successful partnerships and accessing federal and provincial government resources and funding.

### TUESDAY AFTERNOON

#### MODULE 7

#### *Tools for Problem Solving: Total Business Case Analysis*

**Graham Fane**, Dean, Capilano University, and consultant to local governments, will provide a dynamic session on Business Case Analysis to help you make a sound case and present it effectively. A major challenge for leaders and decision makers is to be able to balance the merits of a decision with the potential impacts, risks and costs. In this session, participants will work with an 8 step process for creating a business case that provides all the essential information required to support a thorough analysis of an initiative.

### WEDNESDAY MORNING

#### MODULE 8

#### *PART 1: Strategic Planning for Local Governments*

**Allison Habkirk**, Local Government Consultant and Town Planner explores how strategic planning can play an important role in local government organizations, as long as the steps in the process and respective roles of various actors are well understood. In this session participants will:

- Discuss the rationale for strategic planning, its benefits and pitfalls
- Learn steps and effective practices in the strategic planning process
- Share experiences with strategic planning and get practical advice for participating in and leading the process.

#### *PART 2: Moving from Good to Great in your Organization*

In this session lead by **Kevin Ramsay**, CAO, District of Squamish; **Doug Holmes**, Asst. City Manager, City of Nanaimo; and **Tom MacDonald**, Executive Director, Local Government Management Association, participants will learn how leaders can improve the performance of their business unit and entire organization and explore application of “good to great” principles to local governments.

# 2012 MATI – THE LEADERSHIP EXPERIENCE

## WEDNESDAY AFTERNOON

### MODULE 9

### *Leadership Essentials*

In this scenario based workshop, participants will work with City Managers and others to problem solve using strategic thinking and develop leadership approaches to local government issues.

Faculty includes: **Brian Carruthers**, CAO, City of Williams Lake; **Doug Holmes**, Asst. City Manager, City of Nanaimo; **Tom MacDonald**, Executive Director, LGMA; **Todd Pugh**, Executive Director, CivicInfo BC, and **Ken Tollstam**, City Manager, City of North Vancouver.

## WEDNESDAY EVENING

### MODULE 10

### *Visions of Leadership*

Join some of B.C.'s top local government leaders who will participate in roundtable discussions with participants.

These leaders will include: **Brian Carruthers**, CAO, City of Williams Lake; **George Duncan**, CAO, City of Richmond; **Allison Habkirk**, Consultant and former Mayor, District of Central Saanich; **Doug Holmes**, Asst. City Manager, City of Nanaimo; **Ruth Malli**, CAO, Town of Ladysmith, and **Ron Poole**, CAO, District of Kitimat.



## THURSDAY MORNING

### MODULE 11

### *A Day in the Life of a Leadership Team*

This half-day simulation, developed with City Managers, will involve each leadership participant taking a role as part of a Senior Management Team, and working individually and in group processes throughout the morning.

Faculty for the simulation day will include:

Session Leader: **Neal Carley**, Division Head, Streets, City of Vancouver. Participants: **Dale Bracewell**, Manager, Active Transportation, City of Vancouver; **Allison Habkirk**, Consultant and former Mayor, District of Central Saanich; **Doug Holmes**, Asst. City Manager, City of Nanaimo; **Peter Judd**, City Engineer, City of Vancouver; **Lon Laclaire**, Manager, Strategic Transportation, City of Vancouver; **Tom MacDonald**, Executive Director, Local Government Management Association; **Alison McNeil**, Instructor, Capilano University; **Ron Poole**, CAO, District of Kitimat; **Todd Pugh**, Executive Director, CivicInfo BC; **Kevin Ramsay**, CAO, District of Squamish; **Taryn Scollard**, Superintendent Streets Operations, City of Vancouver, and **Rhys Williams**, Manager of Streets Design, City of Vancouver.

## THURSDAY AFTERNOON

### MODULE 12

### *Surviving and Thriving in the Local Government Wilderness*

**Jerry Berry**, consultant and former City Manager, will lead this session, which will look at the role of personal mastery as a general leadership skill set, as well as an important element of maintaining one's balance, productivity, stamina and sanity in a local government environment.

## THURSDAY EVENING

### *Maintaining the Balance*

Participants will have the choice of kayaking or taking a private boat tour in beautiful Howe Sound.

## FRIDAY MORNING

### *Wrap Up*

Participant teams will present demonstrations of what they learned at MATI Leadership in the official graduation ceremony.

# REGISTRATION

## University Credit Option

As with the other MATI courses offered by Capilano University in partnership with LGMA, participants will have the option (not required) of enrolling in the program as a 3-credit Capilano University course, PADM 204. This course can be used as an elective toward the Professional Certificate in Local Government Administration of Capilano University, and credit toward the Provincial Board of Examiners' Certification.

## International Institute of Municipal Clerks (IIMC)

The IIMC grants the professional designation known as Certified Municipal Clerk (CMC). To earn the CMC designation, you must have the education and pertinent experience required by the IIMC. In terms of educational requirements, each of Capilano University's Local Government Program courses (including all Capilano MATI courses) are accepted by the IIMC towards the CMC designation when taken for credit. MATIs offered through Capilano University each provide 30 points of the total required 60 IIMC points. For more details on Capilano University courses and IIMC requirements, contact **Alison McNeil** at Capilano University ([amcneil@capilanou.ca](mailto:amcneil@capilanou.ca)) and visit the IIMC website at [www.iimc.com](http://www.iimc.com).

## How to Register

To apply for attendance at MATI Leadership, please go to the special CivicInfo website below and **apply by April 20, 2012. After this date, please contact Alison McNeil to inquire about space availability.**

Register at: [www.civicinfo.bc.ca/event/mati-leadership.asp](http://www.civicinfo.bc.ca/event/mati-leadership.asp)

Alison McNeil, MATI Leadership Coordinator will contact you by telephone on or before April 20, 2012 to confirm details of your registration.

## Fees

The fee per participant is \$2,500 (plus \$300 HST). This is an all-inclusive fee, which will cover tuition, course materials, accommodation, all meals and refreshment breaks, and all special recreational activities. The \$2,800 fee can be paid on-line by credit card at the time of registration or by sending a cheque to:

Local Government Management Association of BC  
Financial & Program Administration  
620 View Street, 7th Floor Central Bldg.,  
Victoria, BC V8W 1J6

## Refund Policy

Refunds will be processed until April 20, 2012 subject to a \$50 LGMA administration fee. After April 20, no refunds are provided; however, registration may be transferable to another qualified candidate.



# FUNDING ASSISTANCE AND FACULTY

## Board of Examiners' Credit and Scholarships

**M**ATI Leadership participants will be eligible for a scholarship from the provincial UBCM Commemorative Scholarship fund. Those interested in a scholarship may apply by submitting a scholarship application to the Board of Examiners. Application forms are available on-line from the Board of Examiners website at: [http://www.cscd.gov.bc.ca/lgd/gov\\_structure/board\\_examiners/index.htm](http://www.cscd.gov.bc.ca/lgd/gov_structure/board_examiners/index.htm)

If you are working towards certification from the Board of Examiners, please note that MATI Leadership, when taken as a credit course, will be accepted as an Elective for the Provincial Board of Examiners' certification. For this reason, the Board will award credit students with higher scholarships than non-credit students.

For further information on the Board of Examiners please visit the Board of Examiners' website or contact **Deanna Battle**, Administrator, Provincial Board of Examiners, Victoria: 250-356-0944 or email: [deanna.battle@gov.bc.ca](mailto:deanna.battle@gov.bc.ca)



## 2012 MATI LEADERSHIP FACULTY

<b>Doug Holmes</b>	Asst. City Manager, City of Nanaimo, MATI Leadership Chair
<b>Ron Poole</b>	CAO, District of Kitimat, MATI Leadership Mentor
<b>Brian Beck</b>	Strategic Projects, Engineering Dept., City of Vancouver
<b>Jerry Berry</b>	Consultant and former City Manager
<b>Dale Bracewell</b>	Manager, Active Transportation, City of Vancouver
<b>Neal Carley</b>	Division Head, Streets, City of Vancouver
<b>Brian Carruthers</b>	CAO, City of Williams Lake
<b>George Duncan</b>	CAO, City of Richmond
<b>Graham Fane</b>	Dean of Business and Professional Studies, Capilano University
<b>Allison Habkirk</b>	Consultant and former Mayor, District of Central Saanich
<b>Peter Judd</b>	City Engineer, City of Vancouver
<b>Lon Laclaire</b>	Manager, Strategic Transportation, City of Vancouver
<b>Ruth Malli</b>	CAO, Town of Ladysmith
<b>Tom MacDonald</b>	Executive Director, Local Government Management Assoc. of BC
<b>John McKearney</b>	Fire Chief/GM, City of Vancouver
<b>Alison McNeil</b>	Chair, Public Admin. Dept. and Instructor, Capilano University
<b>Todd Pugh</b>	Executive Director, CivicInfo BC
<b>Kevin Ramsay</b>	CAO, District of Squamish
<b>Judy Rogers</b>	Former City Manager, City of Vancouver
<b>Taryn Scollard</b>	Superintendent of Streets Operations, City of Vancouver
<b>Ken Tollstam</b>	City Manager, City of North Vancouver
<b>Karen Ungerson</b>	Corporate Representative, BC Community Development Centre, Canada Mortgage and Housing Corporation
<b>Gerrie Waugh</b>	Registered Psychologist and Instructor, Capilano University
<b>Rhys Williams</b>	Manager of Streets Design, City of Vancouver

*For more information, please contact:*

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