



HCM Election News

THE UNITED TOWNSHIPS OF
HEAD, CLARA & MARIA

THE COUNTDOWN BEGINS!

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Municipal elections will be held on Monday, October 27, 2014 across the province. Please watch for updates, new rules & regulations and your opportunity to take part in your community. If you feel you have something to offer to positively affect the future of Head, Clara & Maria; please begin to consider your options. Come out to regular meetings to find out what a municipal Council in a small municipality actually does. Often, perception is quite different from reality. If you like or don't like what you see; take a stand to make a difference come October 2014. Not only exercise your right to come out and vote; consider running for a position.

You may be asking why this is an issue now? Because, nominations may be accepted as early as January 2, 2014.

Maybe its time you would like to make a different type of contribution to

your community by taking part in municipal politics?

Aside from by-elections, it has been some time since there has been a full election in Head, Clara & Maria. Going about our normal routines, it may not always be visible what Council members do? What responsibilities they have?

In order to ensure that our residents are prepared and understand what is required of a municipal leader, staff have reprinted with permission from *Municipal World*, articles posted prior to previous elections. They explain what is required of a council member, a head of council and an elector. They pose some questions to ask of ourselves prior to running for council or prior to voting.

The municipality has a number of resources available to anyone interested in running for council which may be borrowed from the office.

The following titles are available.

- ◇ *Open Local Government* 2—Rick O'Connor;
- ◇ *Handbook for Municipal Councilors*—George Rust-D'Eye;
- ◇ *Municipal Ethics Regime*—Gregory J. Levine;
- ◇ *Off the Cuff, Volumes 1, 2 & 3*—George Cuff;
- ◇ *Strategic Planning for Municipalities* by Thomas E. Plant;
- ◇ *How to Campaign for Municipal Elected Office*—Smither and Bolton;
- ◇ *Meeting Procedures* by James Lochrie; and
- ◇ *Cuff's Guide for Municipal Leaders volumes 1 & 2*—George Cuff.

Municipal Elections 2014

NOTICE OF NOMINATION FOR OFFICE

Municipal Elections Act, 1996 (s. 32)

NOTICE is hereby given to the electors of the municipality of the United Townships of Head, Clara & Maria that nominations for the offices shown below may be made by completing nominations on the prescribed form and filing the same in the office of the Clerk, accompanied by the prescribed filing fee of \$200 for the Head of Council and \$100 for all other offices. The filing fee is payable by cash, debit, certified cheque or money order.

A nomination must be signed by the candidate and filed in person or by an agent during regular business hours between January 2, 2014 and September 11, 2014 and between 9 a.m. and 2 p.m. on September 12, 2014 (Nomination Day).

Reeve	1 to be elected at large
Councillor	4 to be elected at large
1 Trustee	Renfrew County District School Board
1 Trustee	Renfrew County Catholic District School Board
1 Trustee	Zone 3—French Language Separate District School Board No. 66

In the event that there are an insufficient number of certified candidates to fill all positions available, nominations will be reopened for the vacant positions only on Wednesday, September 17, 2014 between the hours of 9 a.m. and 2 p.m. and such additional nominations, if required, may be filed in the office of the Clerk.

Electors are hereby given notice that if a greater number of candidates are certified than are required to fill the said offices, voting places will be opened on Monday, October 27, 2014 between 10:00 a.m. and 8:00 p.m. for the purpose of voting. Advance voting will also be held prior to October 27, 2014 on a date or dates to be announced.

Melinda Reith
Municipal Clerk and Returning Officer
The United Townships of Head, Clara & Maria
613-586-2526 or twpshcm@xplornet.com for more information

So You Want to Run for Council?

This course will provide an overview of what you need to know to before you decide to run for municipal office and what you should know to begin your candidacy.

The course builds on the experience of elected officials - what they didn't know that they wish they did.

Where?

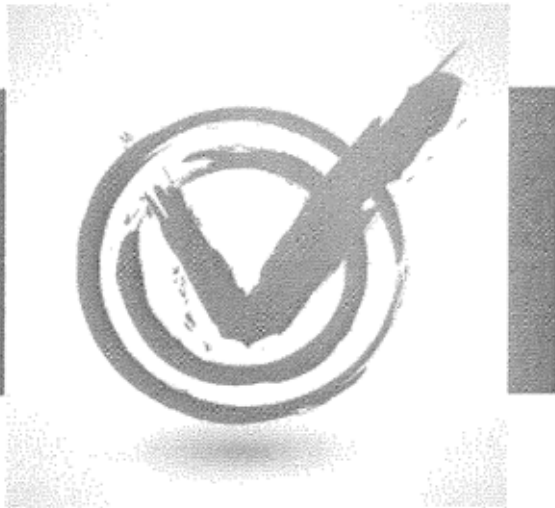
ONLINE. Work at your own pace.

How?

Visit the AMO website at www.amo.on.ca, click on the banner for So You Want to Run for Council, and log in today!

Cost?

\$24.95



Are you ready?

- What does it take to run for council?
- What should I know before I run?
- The media and me.
- What are the powers and influence of municipal government?
- What rules, regulations and laws govern my actions as an elected official?

AMO.on.ca

Association of Municipalities of Ontario

2 APRIL 2003 MUNICIPAL WORLD
 EXCELLENT LEADERS
 WHAT TO LOOK FOR IN MUNICIPAL ELECTED
 OFFICIALS
 BY CAROLYN KEARNS

During the past several years, municipalities have gained increasing attention and importance as a level of government delivering programs and services to citizens. Concerns about limited taxation powers, realignment of services (downloading), aging infrastructure and a lack of autonomy have been well doc-



umented. However, insufficient attention has been spent on an issue affecting our ability to have strong, well-

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run municipalities – a lack of high quality, effective municipal elected officials. Examples of excellent municipal political leaders are not as numerous as they should be. However, the good ones exhibit a number of characteristics that are worth noting. Looking for individuals with these qualities will substantially improve municipal operations and allow the level of government closest to the people to address successfully the many important issues facing municipalities.

Municipalities Increasingly Important

During the past 10 years, many municipalities have experienced a significant increase in their roles and responsibili-

ties for service provision. No longer defined by volunteer councils meeting monthly to discuss road improvements and to settle neighbourhood disputes, municipalities now represent a significant Corporate presence, often as one of the top 10 employers in the community. Increasingly, elected officials are moving from part-time to full-time positions, and municipal staff require increasing levels of knowledge and experience.

Recent initiatives have strengthened the role and importance of municipalities. In Ontario, for example, the provincial realignment of selected services from the province to the municipality has substantially increased the services planned, provided and paid for by the local level of government.

Ontario's Municipal Act has also been rewritten to recognize the changing role of municipalities and the need to allow them to be more autonomous. Events like the high profile Walkerton situation additionally have demonstrated the importance of knowledgeable staff and elected officials. Recognition of the importance of municipalities has become a federal issue, as well, with leadership hopefuls from all parties asked about their support for much needed municipal infrastructure programs.

In short, municipalities have "made it" in terms of being a level of government that is recognized as important to delivering the quality of life prized by those living inside and outside of Canada.

The Political Leadership Challenge

The rise in importance of the municipal level of government has highlighted a lack of leadership by municipal elected officials. Low voter turnouts, candidates being acclaimed and fringe candidates are characteristics of many municipal elections. Once in office, municipal elected officials can be an embarrassment to the electorate. Long on rhetoric and short on action, there is a tendency to lay the blame elsewhere for the problems that municipalities face.

The poor financial situation is reported to be a result of a municipal finance system based on an inelastic property tax; the deteriorating roads and bridges are the result of reduced grants from senior levels of government; and other citizen concerns, like education and health care, are passed off as not within the municipal jurisdiction of responsibility. Televised council meetings record in painful detail, rambling speeches, procedural wrangling and unpleasant name-calling. First-time elected officials are sometimes disappointed with their inability to see meaningful work undertaken, and talk about hidden agendas and the political deal making on council. Citizens refer to the "circus-like" atmosphere of municipal politics and are not interested in running for municipal office.

So, at a time when municipalities have never been more important, municipal elected officials are under the microscope and the results are

discouraging. This situation is particularly difficult for the many elected officials who work long hours, are diligent readers of agendas, have perfect council attendance, and feel that, despite their hard work, there is little positive feeling on the part of the electorate.

Now, more than ever before, we need to think seriously about what defines good municipal leadership and work to ensure that we are electing and supporting the right individuals to oversee our municipal government.

New Approach Needed

There are some excellent municipal councils that are effective and provide examples for others to follow. Some demonstrate strong leadership through the office of the mayor or the reeve. Others have exemplary leadership through individual members on council and their approach to their jobs. Too often, the focus is on the structure of the government – i.e. the size of council, the council/committee structure, the number of meetings, etc. – instead of the qualities and practices of the individuals who hold public office.

In thinking about our municipal elected leaders, we need to ask a few fundamental questions about the incumbents and others who seek elected office. While these questions might apply to all levels of government, they are directed to municipalities.

1. Is the motivation for the job and the experience appropriate? Individuals seeking or holding public office should have a passion about public service. It should not be attractive because of the perceived “power” or ability to garner publicity. Nor should it be a way to right a perceived injustice or to fill up time during retirement. The best mu-

nicipal politicians are those with a huge sense of civic duty and a feeling of giving back to a community that has been good to them. Their commitment commands respect and loyalty.

2. Is there a clearly articulated vision and a platform of activities to implement it? Good municipal elected officials tell you what they are going to do and how. They do not “trash talk” the work of previous councils. Zero tax increases and lobbying senior governments for more money do not constitute a proactive, forward-thinking platform. A clearly articulated vision and a set of goals and actions that support that vision are needed. In addition, these individuals support the good initiatives that are underway, regardless of who initiated them, and work to see them completed.

3. Is there understanding and support for the role of the administration and for teamwork? Good members of council are not those who try to act smarter than the staff. They direct staff and recognize that their role as members of council is not to second-guess or embarrass staff or do their work for them. Rather, they ensure a well-run municipality following the overall vision and strategic direction described earlier. Increasingly, effective municipal leaders are those who build on the collective strengths of the community. They involve other organizations to join in achieving the collective wishes of the community. Partnerships and working with others are fast becoming mandatory requirements for effective municipal leadership.

4. Is there a track record for informed decision-making? There is a tendency for municipal councils to fence sit and to avoid controversial decisions. They look for others to blame, or defer the decisions based on an excuse that more information is needed or more input re-

quired. Or, just as bad, decisions are made late at night without sufficient information and input. Elected officials must be accessible, and they must really listen to a broad range of views. However, at the end of the discussion, responsible elected officials make tough but fair decisions and stand by them.

5. Is there a commitment to do the right things, instead of just doing things right? Finally, the overall observation of strong municipal leaders is the commitment to doing the right things for the municipality. It is not about being able to interpret procedural by-laws or show how due process was followed for decisions or to document the volume of correspondence



received or to articulate how many ways information is communicated prior to decision-making. These are useful inputs to show that municipal elected leaders are performing their fiduciary responsibilities. Real municipal leaders are seen to be making positive changes in the communities they represent, based on the vision and direction established earlier.

This year, the residents of many municipalities across Canada will be invited to elect their new municipal leaders. The municipal elections provide an opportunity to select the team that will lead municipalities for the next number of years. In thinking about those who run for office, or deciding whether to stand for re-election, or throw your hat in the ring, ask yourself these five questions. They provide the framework for a new approach to political leadership that will lead to stronger, more effective municipalities. MW

LANDMINES OF BEING A MAYOR PART 1 GEORGE CUFF

I have previously offered some thoughts as to what responsibilities and obligations accompany the role of the mayor. Hopefully, some of those musings resonated with those holding this important position (or at least those who actually read the materials!) and will be of some benefit to their councils and communi-

ties. Unfortunately, there are other instances where the role of mayor has become diluted by a misapprehension of the role.



“George B. Cuff, CMC is a Management Consultant with 25 years of involvement in various local government roles.”

Achieving role clarity by elected officials is often a struggle. This is due in part to the misconceptions of those accepting political office, and in part to the lack of concrete direction and/or advice pertaining to how such roles are expected to be performed.

This month's column, then, is not focussed so much on what a mayor is expected to do, but rather a description of the pitfalls that many council leaders so readily experience. The following list is not intended to be exclusive nor all encompassing – experience teaches that new pitfalls are being added regularly!

Becoming the CAO

It should be evident that the mayor is not elected to manage the municipality. This is not a position that one takes on

because of vast experience in local government or in senior positions in industry or the public sector. A mayor, quite simply, is elected to lead. There are substantive differences. Any mayor who assumes the functions and prerogatives of a chief administrative officer is not only guilty of undermining the most important administrative linkage a council has to its staff, but also lessens the potential positive impact that a political leader can impart to the community. It is not possible to do well at both positions concurrently. One or both will inevitably suffer, and in most instances, it will be both.

Thus, and for example, while various mayors have felt and operated otherwise, a mayor should not expect to attend meetings of management or, even worse, chair such meetings. Further, a mayor should not be directing the dismissal of department heads. A mayor should not take it upon himself or herself to carry out “field inspections” or site visits. A mayor should not be recommending the purchase of this or that tractor, grader or computer system based upon their inspection of such products at municipal trade shows. The foregoing examples (drawn from real-life) are – or at least should be – the prerogative of management.

If the relationship is based on mutual trust, and where a mayor feels that the CAO should be addressing administrative issues somewhat differently, such advice or insights can be appropriately offered, on the basis of “here is what I see from my perspective. You

may want to think about this.” This leaves the CAO with an additional perspective and, while it should be heeded, it need not be acted upon.

A healthy municipality reflects coherent role appreciation and understanding.

Advocate For Own Agenda Only

By exercising the role of community leader, a mayor has the potential for tremendous influence on the direction of a community. Citizens expect the mayor, as chief spokesperson for council, and the one whose own agenda may indeed resonate the most clearly with a majority of the residents, to place those ideas before council for its reaction. If the mayor is an effective leader, he or she may be capable of seeing the broader agenda more quickly and more clearly than others. The election may have been the focus of debates relative to the vision set out by the mayor. If elected, the mayor has not only the right, but also the obligation, to articulate his or her vision of the future community.

This right does not, however, negate the fact that all others on council may have a somewhat different view of the world; nor does it mean that the mayor's view should prevail. Rather, the mayor has the implied obligation to seek the views of his or her council colleagues and, through some process of discussion and compromise to ensure that a community vision emerges. While the forcefulness of some mayors may appear at odds

with this observation, the delicate counter-balance that a council as a whole brings to the notion of a “one man show” is extremely important and valuable.

Believing Every Issue Needs Unanimity

Democracy is not well served by the search for unanimity on a council. Some of the most successful councils have very heated debates on the key issues and resolve such matters by a 5-4 vote. While the mayor may view the matter as very significant, there is nothing to suggest that the issue should result in everyone seeing the issue the same way.

If, after the council has heard all the evidence and still decides the matter by a narrow margin, it may well be that the community as a whole would, if exposed to the same arguments vote in a similar fashion. It is my view that the best councils, like hockey games, are unpredictable in nature, given the propensity of most leaders to see the world somewhat differently.

The key to successful mayoral leadership is the recognition that the key issues were fully debated, the public view was heard, and the majority decided the result. Those matters that do receive the support of all members of council are often quite straight forward or are of a housekeeping nature. It is seldom that a council resolves contentious matters by a unanimous vote. The mayor should not be perturbed by the failure of council to agree unanimously to any matter but, rather, maintain focus on the course ahead.

Falling Prey to Pettiness

Leaders rise above the temptation to engage in pettiness, whether in a council meeting, committee meeting or public forum. While tempted, they recognize that resorting to gutter behaviour does

not bode well for the future of any community.

The position of mayor should be held in high regard. The person holding the position should not do anything that contributes to a dilution of that honour. Regardless of how tempting, or how justifiable given the antics of others, a mayor begins to squander his or her leadership quotient whenever civility succumbs to pettiness and vindictiveness.

Where members of council try to use the forum of a council meeting to ridicule others on council (or in the administration), the mayor ought not to engage in such immaturity; rather, he or she should use the prestige of the mayor's office to silence personal attacks or other petty behaviour. It would be gratifying to think that anyone elected would bring to bear a certain class to the table, but human nature (as proven by the stories emanating across Canada) proves otherwise. The key to avoiding the mud lies in an unwillingness to throw it.

Using Power as a Battering Ram

While Canadian municipalities operate within the limitations of what is commonly referred to as the “weak mayor” system, the truth of the matter is that some communities are led by mayors who act as though they were anointed rather than elected. Thus, in a number of centres across Canada, by virtue of a combination of a powerful personality, bullying tactics and a compliant council and/or administration, the power of the mayor may have grown at the expense of the council as a whole.

Mayors are and should be respected by virtue of their positions. The community as a whole tends to hold the mayor in a position of esteem that may be above that of the rest of council. On the other hand, such a perception can lead to an abuse of power if appropriate checks and

balances are not followed. The legislation across Canada is virtually unanimous in requiring the mayor to submit to the will of council. It is the Canadian view that a mayor can and should lead, but not at the expense of the council as a whole, and not by personal dictate.

Placing Entire Focus on Town Hall

During the course of seminars on this topic, I have often referenced the example of the early Ralph Klein, a former television reporter who decided to tackle the then mayor for the incumbent's position (and would, of course, later go on to become Premier of Alberta) of Calgary. While the incumbent mayor was an accountant, it was Ralph who figured that there were more votes to be had out on the streets of Calgary than there were in city hall. His subsequent re-election, too, was based on his ability to connect with the voters, as opposed to spending the majority of his time in the municipal offices. Further, his success on the provincial stage since then is also regularly accorded to his “street smart” recognition that, while the business of the people might be conducted inside the legislature, the audience he needs to connect with is found in local community halls, on the street or in places of commerce.

It can be a heady experience for a mayor to become important in the local community and have his or her own office inside the town or city hall. Much of the business of the community is in fact conducted there. Often, however, the people of the community may not be comfortable in that environment and are far more likely to be in the market Saturday morning or out at the ball field or in a hockey rink. A mayor who is held in high esteem by the community is often someone who has placed connecting with the public in a prominent place in her or his

Continued on page 12

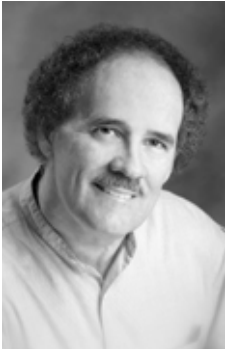
MUNICIPAL WORLD AUGUST 2003 23

THE COURAGE TO LEAD

CHARLES K. BENS

Despite loud and consistent pleas for more money, it isn't a lack of revenue that plagues municipal government in Canada. It's really a lack of courage. In far too many instances, local politicians simply don't have what it takes to get the job done.

Don't get me wrong. Most of them try very hard. They work hard and tirelessly on behalf of their communities, and are quite unappreciated for what they try to do.



*"Charles K. Bens has been a public sector researcher and consultant for over 35 years, with six books and over 150 articles to his credit. His latest book, *Selecting Better Politicians: A Citizens Guide* is published by Municipal World <www.municipalworld.com>."*

However, to steal a phrase from a popular astronaut movie, many of our local politicians just don't have "the right stuff."

Before spelling out all of the essential – but often missing – skills and attributes of our local politicians, allow me to provide a few examples of municipal leaders who do have the right stuff.

Hungarian Example

The first example is Katalin Bodrogi, the Mayor of Nagykata, a small town of 13,000 people in Hungary. When she took over as mayor in the early 1990s, her town had an unemployment rate of 25 percent, and few prospects for changing this dire situation.

Mayor Bodrogi had heard about an economic development program being offered by the Canadian Urban Institute. She applied and was accepted because she was able to mobilize some citizens to help develop a concept plan for economic development. CUI offered assistance in the form of training and a promotion campaign with the international business community.

Mayor Bodrogi attended every session, took notes and organized the town's staff to follow through on the development of a comprehensive strategic plan for economic development. She had to fight vocal political opposition to the plan, but stayed the course, and soon attracted investors from Japan and Sweden. Two large factories were built, and several smaller ones, resulting in a drop in the unemployment rate to under 5 percent.

Bodrogi has been returned to office consistently, and was recently awarded a Best Practice Citation from the United Nations Habitat Program. Now that took real courage.

Courage in Portland

The second example is a little closer to home, in Portland, Oregon. Over 30 years ago, Portland established an urban growth boundary in order to control suburban sprawl. Because of this forward thinking and planning, Portland can claim one of the most livable city environments in North America. They have an excellent mass transit system, compact neighbourhoods and protected forests and farms outside the city limits. On three separate occasions, voters in the Portland area (population 1.3 million) have voted to retain their urban boundary.

Citizens in Southern Ontario may recall that there used to be a similar urban beltway running from Hamilton to Toronto. Over the years, however, our local and provincial politicians caved in to developers and other money: Interests who wanted to develop every square inch of available land.

Voters in Portland also voted to impose the state's only local income tax on May 21, 2003 in order to finance schools, law enforcement and other local agencies that were being hurt by state cutbacks. The politicians in Portland had the courage to ask the citizens to support these important planning and taxation initiatives, instead of letting services and the quality of life deteriorate as has been the case in so many other communities.

In far too many instances, local politicians simply don't have what it takes to get the job done.

Impressive Results in London, England

Another very courageous act took place recently in London, England, where Lord Mayor Ken Livingstone introduced a high-tech traffic congestion solution that uses cameras to charge commuters for trips through the city's core. Opponents predicted disaster, but the Lord Mayor stuck to his guns, and the results have been impressive so far.

Traffic in the eight mile square central zone of London has declined by 20 percent with buses and taxis able to move much more quickly than before. About 100,000 people pay the toll every day, which could raise as much as \$200,000 million for the city with most of it being put right back into transit improvements.

Now, that's the kind of leadership grid-locked Toronto has needed for years.

A Look at the Big Apple

And our final example is Mayor Bloomberg of New York City. Sure, Rudy Giuliani is the media darling who saw his city through 9/11 and its aftermath. But, he left New York in a financial mess that Bloomberg has been struggling to fix.

Instead of caving in to demands to cut service and lay-off excessive numbers of employees, Mayor Bloomberg took a different tact. He risked his political future by raising taxes and fees to cover most of Giuliani's deficit in order to

keep city services at an acceptable level. That took courage.

Prevalence of Mediocrity

These examples of strong leadership are used to illustrate the difference between what is possible and what is the norm in Canadian municipalities – and senior levels of government for that matter. We certainly have had some strong and visionary leaders that could also be cited for their courage and their skillful leadership.

The former premier of the Province of New Brunswick, Frank McKenna, certainly stands out, as he single-handedly reversed the economic fortunes of his province with an impressive high-tech revolution in the 1980s and 1990s.

The cities of Waterloo and Mississauga in Ontario have been voted among the top 100 employers in Canada, and must be the beneficiaries of some good political leadership in order to achieve this recognition. Rossland, British Columbia has had one of the most unique citizen initiative policies in all of Canada for several years and should be given credit for this creative citizen participation tool. Cities like Burnaby, British Columbia; Calgary, Alberta; and Sudbury, Ontario have all been recognized for their advanced performance measurement and decision-making systems.

But, these are exceptions that are not the norm. It is this prevalence of mediocrity that we can no longer afford to tolerate.

Criteria to Evaluate Candidate

Luckily, there are specific criteria voters can use to evaluate candidates for public office. At every level, the following 10 criteria will be useful:

leadership skills;
communication skills;
legislative skills;
issues;
election behaviour;
vision;
personal attributes;
promises;
bureaucracy aptitude; and
accountability.

As citizens across Ontario and Canada go to the polls in the months ahead they had better pay atten-



tion because there is a lot at stake. Citizens should also spend some time evaluating their own performance, because it is their lack of knowledge and lack of involvement that often allows less than stellar politicians to continue to get elected year after year.

What We Need

This is no time for mediocrity. We need politicians who are willing to learn; who are willing to take risks; and who are willing to do what's right for their total constituency – not just their high rolling supporters. We need municipal politicians who are able to inspire public employees; who are able to engage citizens; who are ready to make tough decisions; and who are ready to really stand up to bullying politicians at the provincial and national level.

We need local politicians who have the courage to lead. MW

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MUNICIPAL WORLD 5 JULY 2003
THE MAYOR:
PART 1: FUNCTIONS AND EXPECTATIONS
GEORGE B. CUFF

As the chief elected official of communities across Canada, the mayor holds a position of public prestige and importance. The mayor's position is one that, fulfilled as intended, can bring considerable benefit to a community. It is also obvious, based on evidence where these powers have been misrepresented or poorly displayed, that the mayor can have a very negative impact on how well local government

is understood and discharged. Fortunately, in the vast majority of instances, Canada is well-



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served by the men and women who hold this important office.

Powers Often Misunderstood

Unfortunately, the role, powers and influence of the chief elected official of any community (normally and herein referred to as mayor) are greatly misunderstood. With this misunderstanding, problems are inevitable.

The mayor is not the governor, nor the police chief, nor the councillor,

nor the chief administrative officer (other-wise known as city manager, administrator or chief administrative officer), nor the head of public works, nor the city clerk, nor the final authority. And yet, in some communities, the mayor seems to have either taken on such roles, or has been accorded same by virtue of expectations and treatment by others – or as a result of the personality of the mayor.

Mayor Mary Reeves of Abbotsford, British Columbia commented on the need to view the position as distinct from that of other municipal positions: "People are confused when they find out that the mayor has only one vote. The public may not always understand that the mayor must work with the other members of council in achieving consensus. As well, the time commitment is also very different from that of a councillor, which may not be understood by others in this business. Good communication with senior staff is also critical in order to make the mayor's role more effective."

Principal Functions

The principal functions of the mayor (also known in some quarters as chief executive officer, reeve or chair) can be categorized into the following four key groupings (these may differ slightly based on the legislation in individual provinces):

Leadership functions

- ... chair of regular meetings of council;
- ... consensus-seeker on behalf of all members;
- ... key spokesperson to the community and to the municipal organiza-

tion;

... key linkage in the establishment of council committees; ex officio to internal standing committees; may recommend and/or appoint members to both internal and external boards and committees; and

... may make recommendations regarding peace, order and good government.

Communication functions

... brief council members on all key meetings held by mayor;

... key signing authority for council correspondence;

... primary liaison with the chief administrative officer;

... primary liaison with the public;

... key linkage and spokesperson to other levels of government; and

... primary spokesperson vis-a-vis the decisions of council to the outside world; expresses the "will of council."

Monitoring functions

... act as council's eyes and ears in maintaining an overseeing role with regard to the conduct of municipal officers;

... recommend the suspension of a municipal officer or employee if necessary (note: this power is not held commonly across Canada); and

... ensure that the law is carried out (again, much of this is presumed to be delegated to the CAO).

Representational functions

... acts in an ex officio capacity to boards and committees;

... performs a ceremonial role on

special occasions; and

... main spokesperson to other levels of government.

Expectations of the Office

The fact that the mayor has more perceived influence than other members of council is apparent to most. By virtue of the office, the person occupying the role is accorded power and influence only dreamed of by other members of council. (That may not become a problem unless one of the other members of council perceives the mayor to be less dynamic and surely less intelligent than the councillor! This is not as infrequent an occurrence as one might imagine).

Mayor as Advocate for Public

Surely one of the most significant roles that any mayor can and will play is that of acting as the advocate for the public. Those who have felt that their rights have been disregarded or downgraded may see the mayor as their ally. Those with a cause, axe to grind or crusade to fulfill will often find their way to the mayor by a phone call, letter, e-mail, public appeal or via an in-office visit. Many see this as their first avenue of justice, while others would not think of pursuing this route unless the issue is – in their minds at least – a crisis or of singular importance.

The mayor then needs to consider the options. These might include: saying no; referring the matter to the CAO or a department head; asking the clerk's office (or council secretariat) to investigate or put the matter onto an agenda; making a call on the spur of the moment to the person deemed most responsible or most likely to be empathetic.

In no instance, however, should the mayor promise any particular action other than the action of referral or seeking additional information. Otherwise, the mayor is placed in the dubious position of dictating a solution

that may or may not be justifiable once the rest of the story has been heard or investigated. The experienced mayor may promise action but it will be in the form of "I'll have this looked into and we'll get back to you." Using the expression, "That's interesting," is also a reasonable course of action, as it implies no particular response!

To the average citizen, however, having their matter heard by the mayor is tantamount to fulfilled justice. The mayor's office is accorded such significant importance that any action beyond the hearing is often considered a bonus. In the final analysis, however, it is clear that the mayor is perceived by those in need as "their advocate." Trying to dissuade someone of this perception would be difficult indeed.

Mayor Ken Scott of Spruce Grove, Alberta says, "Although the responsibilities of the mayor are widely varied, the key role of the mayor and indeed all council members is to ensure the well-being of the city and its people. We have been elected to listen, discern and advocate on behalf of our residents.

"Spruce Grove, through a public process, has developed the city's key initiatives. Council has the responsibility to serve as an advocate between residents and administration, as together we translate community vision and ideas into action plans. These plans range from safety, environmental stewardship, and programming for youth through to the growth and development of our neighbourhoods and businesses."

Mayor as Leader of Council and Community

The mayor is, or should be, expected to lead. Unless the mayor has proven to be incapable of leading a two-entry parade, most citizens and often, many councils, expect the mayor to exercise the leadership potential of their office. This may be due to:

... increased prominence of the mayor's office;

... added administrative resources that may accrue to the mayor's office;

... fact that the mayor is notified of issues before other members of council;

... closer relationship that generally marks the mayor-CAO interface; and

... ongoing attention paid to the mayor by the media (in comparison to other members of council – often regardless of how colourful or controversial other members may become).

The mayor needs to be sufficiently astute so as to recognize the issues as they develop. If the police chief reports an unusual upswing in gang violence, the mayor should not need to await the appointment of a task force to



confirm the matter. Citizens expect that the mayor will publicize the problem and give full assurance of the council's support to the chief in seeing the problem addressed. (You will note that this does not mean promising an immediate increase in the number of uniformed police – which may or may not be needed. Such a commitment is not the mayor's to make, even though having the issue addressed by the administration or referring it to the police commission may be appropriate.)

If the issue is one of proposed budget, and therefore tax increases, the mayor might want to lead by expressing the view that all of council is equally concerned and that a thorough review would precede any tax increase. Further, the mayor may want to express the notion that a visit with the province is in order given the limitations placed by provincial governments on revenue sources. Simply saying nothing in response to administrative projec-

CONTINUED FROM PAGE 11 – CUFF

tions is not acceptable. Neither is making firm commitments – other than the promise to investigate.

Mayor Gary Burroughs of Niagara-on-the-Lake, Ontario observes, “As the political leader, the mayor must establish, with the involvement and support of council, clear goals for the community and then work to develop policy to guide the community towards achieving these goals. I believe that the role is expanding as senior levels of government download more and more services. This role must involve working with the other levels of government rather than being their staunchest critics.”

“By virtue of the office, the person occupying the role is accorded power and influence only dreamed of by other members of council.”

Leadership requires vision, commitment and character. It is a role more readily described than fulfilled. The mayor must be able to see further, see first and see with clarity. Key issues need to be described with passion and persuasion. The process for ensuring that the issue not be allowed to drift away needs to be articulated. The mayor ought to be able to count on council support at least to ensure key issues are fully investigated by the administration.

Mayor as Servant

Mayor Bob Stefaniuk of the Regional Municipality of Ritchot, Manitoba (located just south of Winnipeg), was elected for the first time in 1995 (a mixed blessing given that his election was just prior to the major flooding in the surrounding Red River Valley). He

comments eloquently on this central aspect of the role of mayor: “I’m here in this position because of the confidence of the people. I treat this mandate very seriously. It is a treasured and unique opportunity.”

Lest one be led to believe that I am in favour of placing the mayor on an unnatural pedestal of unchallenged authority, I offer this observation. The mayor, who is to be first amongst equals, needs to learn to be servant of all. The mayor, who will be judged as most successful by colleagues, will be the one who places the needs and aspirations of those colleagues before his or her own. While this takes more maturity than God has apparently granted to most, a successful mayor understands this equation.

To achieve, you need to help others hit their targets or at least be seen to do so. The mayor needs to spend time with colleagues on a one-to-one basis in order to understand who they are, their backgrounds, their perception of big picture issues, their local concerns and their future plans. This should not be relegated as unimportant; rather, it should be viewed as an absolute essential plank in building a coalition that will withstand the vagaries of political life.

The mayor is the servant of the people and holds office at their pleasure. Regardless of length of tenure or popularity in the most recent election, the only certainty of public office is the reality that some day the present office-holder will vacate it. (I personally went from being “Your Worship” to “Your Washup” in one evening – fortunately, voluntarily!)

The mayor needs to ensure that he or she does not seek to “lord it over” others, nor to seek unfair advantage at the expense of others. The mayor

should not use the office to gain position for future gains or other political office (there is none higher, by the way). The mayor should be referred to respectfully by everyone while in that office, but will inevitably become who they were at home before attaining such lofty heights. (Thus, for example, the mayor’s spouse should not be expected to roll over in the morning and say, “Good morning Your Worship.”)

Successful leaders serve others and do so willingly. MW

(Continued from Page 5)

daily schedule. It is too easy to be surrounded by those whose futures or careers are linked to the success of the mayor and who may see it as being in their best interests to convince the mayor that the world outside city hall sees life as those inside the often sterile facility.

Summary Understanding the challenges of being a mayor is likely to raise the standard of performance. The foregoing (as well as Part Two) seeks to shed additional light on these challenges, which – if left undisclosed – may reach up and inflict more damage than necessary. While to “err is human,” being blissfully and willfully unaware is far more avoidable! MW

From the May 2005 issue of Municipal World—Check out George’s bio on the Municipal World website. www.municipalworld.com

CONSIDER MUNICIPAL POLITICS

BRIAN H. CLARKE

Municipal governance matters far more in our daily lives than most people imagine. While it is federal and provincial politics that receives the most ink in our printed media and the most air time in our radio and television communications, we are impacted by decisions made at the municipal level almost everywhere we turn.

The stores where we shop, the neighborhoods where we live, the streets we use to get from place to place, the parks we play in, and the many services we use without even thinking about them are often controlled, in some way, by municipal government.

It's a shame that more people don't seriously consider involvement in municipal politics, and that participation at this level of government is so often overlooked.

Easy to Get Involved

In many ways, it is easier to get involved in municipal politics than it is in other levels of government. Provincial and federal politics often requires years of participation in party politics in order to gain enough support to win a nomination. Beyond that you are competing against other political parties for the final goal of MP or MPP for your riding.

In municipal government, you compete only against other candidates for your ward or the municipality at large, and there are seldom party affiliations. Once elected, you are part of a governing body that has tremendous authority to make decisions within its area of jurisdiction. As a councillor, you have

an opportunity to develop and implement your council's vision for the community. It can be very exciting, and your actions can have an impact on the community for many years to come.

People become candidates for a variety of reasons. Among the best of reasons is a deep desire to serve the community. Self interest or short-term, single issue candidates not only do a disservice to themselves by running, but to their community as well. It is also important for candidates to understand that, while elected to represent their constituencies, they are making decisions on behalf of the entire community that they serve. An ability to balance the interests of their constituents against those of the broader community is vital.

While there are many reasons why you may decide to get involved in municipal politics, it is important to have a clear idea of what it involves before diving into the process. Although the position itself does not require any particular expertise or training, there are other characteristics that are requisite if you are to be successful.

A politician – whether federal, provincial or municipal – needs to be able to work with people both individually and as part of a team. As a councillor, you will be responding to numerous inquiries from individuals as well as community groups. As a member of council, you will need to work as part of a team to be able to accomplish your goals. Being a good listener, as well as a good problem solver, is necessary to be able to deal with the many issues that will

come before the council. It will also help you to respond effectively to the many calls you will receive from members of the public.

Politicians should have a clear vision of what it is they want to accomplish. Simply reacting to issues (or "management by crisis" as it is sometimes called) will result in merely a caretaker council. It is much more desirable to have politicians who have goals that they want to see accomplished. If you have little you want to accomplish you will no doubt succeed in accomplishing just that.

Governance Process

Municipal politics is a rewarding endeavour. As a councillor, you will have a wonderful opportunity to make your mark in the community. Becoming a municipal politician is, of course, a serious commitment that requires serious deliberation. But this should not dissuade good candidates from considering the position.

A decision to run for council is, in many cases, a three* year commitment. For some, it may be a natural progression of their long term community involvement. For others, it may be a desire for change, or to have a say in what goes on. Whatever the reasons, once you decide to become a candidate, you step into a new world of existence.

You will soon discover that you are no longer a private figure, as public life begins to place new demands upon you. In a short time, the public and the media will begin to call on you for your opinions, and you will develop a broader interest and understanding of what it means to be a politician and represent your community.

Clarke, Continued from page 9

When you first enter office, you will discover that there is a learning curve to round as you begin to work with the process of governance. Becoming familiar with the intricacies of conducting meetings and learning to be an effective representative will take time. Additionally, being a municipal politician necessitates a significant personal time commitment. There are meetings and committees galore. Above and beyond that, there are reports to read, functions to attend, and many other time-consuming activities.

Municipal governance is a vital and valuable part of the political spectrum. Those interested in municipal politics realize that it plays an important role in every Canadian community, and it is a worthwhile vocation and contribution to society.

If you are serious about making a real difference in your community, consider getting involved in local government. The next time you step out, take a look around; you will see that municipal government plays a part in almost everything around you – where it matters most.

For information on local elections in your community, contact your municipal office.
MW

Brian H. Clarke is the author of the book Run & Win: A guide to succeeding in municipal elections, published by Municipal World < www.municipalworld.com >

**Note: Since the time of printing the term of municipal Council in Ontario has changed to (4) four years. (MR)*

Municipal World has information on You tube as well. Google, "Municipal Word on You Tube" to find links to short topics discussed by the authors of MW publications speaking on their areas of expertise in municipal government.

LETTER TO CANDIDATES

The following information is provided to candidates upon the submission of their Nomination form and provides the basic advice given to candidates by municipal staff. Please note **that it is the responsibility of the candidate** to make sure that they are aware of and follow all Municipal Election Laws. It is not up to Municipal Staff to make sure any candidate is compliant.

*"Thank you for your interest in Municipal Politics and congratulations on your decision to run for a seat in this upcoming election. For your information, we have included a number of documents which explain the rules, guidelines and processes required to run a successful election. Please ensure that you are aware of and comply with the applicable legislation. **It is your responsibility.**"*

*For quick access to comprehensive election information, please view our municipal webpage at <http://www.townshipsofheadclaramaria.ca/Elections.html>. Here you will find links to e-laws Ontario for a copy of the Municipal Elections Act, to the Ministry of Municipal Affairs and Housing for their Candidates Guide, and to various forms and documents that are specific to our municipality. **It is your responsibility to ensure that your forms are accurate and submitted to the proper authorities on time.***

*Please find, along with this letter: an HCM Candidates Guide, an Elections Timetable and a preliminary statement of maximum campaign expenses. Although our staff are here to answer your questions to the best of our ability, **the responsibility for running your campaign according to legislation remains your responsibility.** If you are uncertain of any point, please obtain independent legal advice and good luck in your endeavours."*

Updates provided to staff as well as updated calendars, documents and policy will be posted on-line as it is completed. If you are interested in running for Council use these resources to make sure that you understand your obligations as well as rules for running a successful campaign. There is more than meets the eye in being a part of municipal council... (MR)

2014 ELECTION CALENDAR

January 2, 2014 to September 12, 2014	Nomination Period - Nomination forms may be filed by candidates prior to Nomination Day, at any time when the Clerk's office is open (Monday to Friday, 8:30 – 4:00).
January 2, 2014 to December 31, 2014	Campaign Period - The Campaign period begins once a candidate has filed a nomination form and ends on December 31, 2014.
Spring 2014	Enumeration – A mail-in enumeration will be conducted by the Municipal Property Assessment Corporation (MPAC).
September 2, 2014	Voter's List - The Clerk shall make the list of voters available for election purposes only. Note: Public viewing of the Voters' List will be supervised in order to protect personal information.
September 9, 2014 to September 12, 2014	Revision Period Commences – Application to Remove Another Elector's Name
September 12	Nomination Day (9:00 a.m. to 2:00 p.m.) Last day for filing nominations.
September 15, 2014	Certification of nomination forms before 4:00 p.m. Acclamation(s) the Clerk shall immediately after 4:00 p.m. declare any acclaimed eligible candidates to be duly elected. Proxy Vote Certificates – commence to issue
September 17, 2014	If not enough Nominations received for all positions, re-open until 2:00 p.m.
September 22, 2014	Issue Certificate of Maximum Campaign Spending Limits to candidates, s. 76(7) Prepare and distribute Interim Changes to Voters' List s. 27(1)
TBD	Advance Vote
October 24, 2014	Clerk to provide Notice of Penalties to all Candidates
October 27, 2014	Voting Day Unofficial election results to be released after 8:00 p.m.
Week of October 27, 2014	Official Results - Clerk to Declare Official Election Results as soon as possible after Voting Day!
December 1, 2014	New Term of Office Commences
December 1, 2014	Deadline for notice by Clerk of the filing requirements for the financial statements and of the penalties under s. 80(2) and s. 92(5). Via registered letter.
December 30, 2014	Extension of Campaign Period
December 31, 2014	Campaign Period Ends – 45 days after Voting Day
March 27, 2015- 2:00 p.m.	Financial Form Filing Deadline —Deadline for filing financial statements for reporting period ending December 31, 2014.
It is your responsibility as a candidate to ensure that you comply with all legislation. It is not the responsibility of the Clerk or any other municipal staff. For that reason, advice will not be provided. Please review the Ministry of Municipal Affairs election page for their candidate's guide and e-laws Ontario for the Municipal Elections Act, 1996 or obtain independent legal advice.	



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WE'RE ON THE WEB

WWW.TOWNSHIPSOFFHEADCLARAMARIA.CA

EMAIL LIST If you would like to be on our community email list please contact the Municipal Office. It is the intent of staff to keep email addresses secure by using Blind Carbon Copy however; we can not guarantee confidentiality.

INPUT Council and staff are interested in what you have to say. If you have ideas for service changes, comments, concerns, complaints? Please forward to the Municipal Office or any of your members of Council at the contacts provided. Your input is valued. Many positive changes recently implemented have been the result of ratepayer suggestion. Please take every opportunity you can to take part in the future of your government and your community.

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Signage is changing. Watch for our new look!