

EXCHANGE



LGMA

EXCHANGE is a quarterly magazine published by the Local Government Management Association (LGMA) of British Columbia. It's about sharing information, exchanging ideas on best practices, enhancing professional development and building networks. Reach us at lgma.ca.

Spring 2026

CASE STUDIES P16

TIPS & TACTICS P23

VOLUNTEER SPOTLIGHT P25

Reimagining the Modern Workplace

P8



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The LGMA office is located on the traditional territories of the *ləkʷəŋən* (Lekwungen) Peoples, also known as the *Xʷsepsəm* (Kosapsəm) and Songhees Nations, whose relationships with the land continue to this day. We extend our gratitude to them and to the many Indigenous Nations on whose territories we work.

EXCHANGE

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Volunteer Spotlight: Anitra Winje

Hear from Anitra Winje, winner of a 2024 LGMA Regional Chapter Award, about what motivates her to volunteer and some of her highlights.

IN THIS ISSUE

Over the past five to 10 years, how we work has changed. Hybrid working, fewer social gatherings and a new generation entering the workforce all contribute to a different way of working. Where do misunderstandings happen and where are the opportunities to come together?



In this issue, we cover the shifting landscape of the modern workplace and how local governments can create an engaging, welcoming and thriving place of work. We also share advice on how to build relationships and camaraderie amongst staff.

I am grateful to the local government young professionals who shared their observations and insights into the workplace for this issue. While the age differences may seem significant to some, there is great potential in working together across generations to find creative solutions to the challenges local governments are facing.

In the case studies, we learn about the tactics used by the Regional District of Okanagan-Similkameen to transform their workplace culture and become an employer of choice. MATI® mentors share insights into how to network internally within your organization and externally with other local governments to advance your career and develop meaningful relationships.

And Darlene Morgan shares her personal journey to becoming CAO of the Nisga'a Village of New Aiyansh government, also referred to as Gitlaxt'aamiks Village Government in New Aiyansh, and how training and building trust with staff are key parts of building a great workplace culture.

Thank you to everyone who contributed to *Exchange*, including LGMA members and industry experts. I hope you enjoy reading this issue. If you have any questions, comments or story ideas, please email me at editor@lgma.ca.

Manjot Bains
Editor

I write on the traditional and unceded lands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations, and am committed to solidarity with First Nations and pushing for change through my work and art.

EXECUTIVE DIRECTOR REPORT

Hello! I am honoured to write this column from the traditional territories of the ləkʷəŋən (Lekwungen) Peoples, also known as the Xwəpsəm (Kosapsam) and Songhees Nations.



As I write this, the LGMA team is engaging in our Organizational Development Week, a time where we catch up on professional development, prepare for the work ahead, and get a bit of extra focus time. It is one of the ways we have shaped our workplace culture at the LGMA, recognizing that while we love connecting as a team, we sometimes need time to focus and reflect. It took some time to figure out what balance worked for us and it was a team effort.

This edition of *Exchange* explores how local and First Nations governments navigate connection in the modern workplace amidst present-day challenges. I appreciate the local government volunteers and subject matter experts who shared their expertise and advice as we all work to balance a changing environment, find inspiration, celebrate successes and share collaborative solutions to common challenges.

The LGMA team is busier than ever as we prepare for our 2026 Annual Conference from June 9 to 11 in Penticton. Staff are working hard to ensure conference attendees leave feeling inspired, with local level solutions and connections. We are honoured and excited to have two incredible keynotes at this year's conference: skniŕmn Anona Kampe, local knowledge keeper, language speaker, storyteller and land and water protector, and Dr. Roslyn Kunin, award-winning labour economist and forecaster, alongside a robust agenda curated along priority learning tracks for local government. We will celebrate local government excellence at the Gala Dinner, so submit your nominations for the 2026 Member Awards before May 4. We are also very excited to celebrate and honour the incredible contributions of LGMA volunteers at this year's Volunteer Recognition Lunch.

I look forward to seeing you in Penticton!

Candace Witkowskyj
Executive Director

BOARD UPDATE

Hello everyone, and welcome to the Winter edition of *Exchange*. I am writing this column from the ancestral, traditional and unceded territory of the Okanagan Nation and the Syilx People where I am proud to live and work.

I'm writing this column shortly after the Board of Directors met in Richmond for our March meeting, where we reviewed the Association's work to-date, celebrated successes and reflected on the shared challenges facing local governments across the province.

One theme emerged clearly: in a time of economic uncertainty, political complexity and rapid change, the relationships built through our regional chapters and the provincial association remain a powerful source of strength, enthusiasm and resilience.

Your regional chapter directors emphasized the importance of engaging both new and experienced local government professionals in chapter conferences, where regionally specific strategies can be shared and local networks strengthened. I am deeply appreciative of our chapter representatives, who bring forward regional perspectives, to ensure the LGMA remains informed by members from every corner of this remarkable province.

Looking ahead, I am thrilled to welcome local government professionals to the LGMA 2026 Annual Conference, taking place June 9 to 11 in Penticton (SnPink'tn). This annual gathering offers exceptional opportunities for professional development, personal growth and renewed connection. Our 2026 theme, *Empowered Communities, Cultivating Connections*, has been thoughtfully crafted to support meaningful learning and networking that will continue to influence your work long after the conference concludes.

We are also pleased to share that local government colleagues from across the country will be visiting our beautiful province as the Canadian Association of Municipal Administrators (CAMA) is hosting their 2026 Annual Conference in Whistler. We are excited to partner with CAMA to offer a special draw: any B.C. local government professional attending both the LGMA and CAMA 2026 conferences will be entered to win a complimentary conference registration and hotel stay. It's a small gesture, but one that reflects our commitment to supporting the local government sector together.



This column also marks my final message to you as president. Serving in this role has been an extraordinary privilege, one that has deepened my respect for the dedication, creativity and resilience of local government professionals across our province.

I am grateful for the trust you placed in me and for the many conversations, collaborations and shared moments that have shaped my time on the Board. I am excited to welcome and support the next president following our AGM at the Annual Conference, who will bring their own strengths and vision to this work. Our association is in good hands, and I look forward to cheering on its continued growth and success.

I hope to see you in Penticton.

Keri-Ann Austin
President

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By Mary Nguyen
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CASE of INTEREST



Always Connected: When Work Never Stops

As a local government lawyer, like every LGMA member, my workday since the COVID days does not always end at 5 p.m. Meetings often run late, and urgent legal questions sometimes arrive after dinner or during vacation. Like many professionals, I value flexibility. The ability to step away during the day for family responsibilities and return to work later in the evening is important for sustaining my practice and life outside it. Yet this raises a question, especially for those in highly connected workplaces where the clock rarely stops: are we having enough discussions about the right to disconnect?

THE LAW HASN'T CAUGHT UP IN B.C.

B.C. has not legislated a right to disconnect, and no reported cases have addressed it as a standalone claim. Current regulations mainly target overwork in shift or industrial settings, leaving many professionals, including municipal staff, without formal protection from chronic stress or burnout. The law addresses harassment, crisis-driven environments and sudden psychological injury, but is less equipped to handle the gradual effects of constant connectivity. While WorkSafeBC recognizes fatigue can contribute to psychological injury and the *B.C. Human Rights Code* may require accommodation when work conflicts with health or caregiving responsibilities, these frameworks do not create a legal right to disconnect.

Although many B.C. local governments include compensatory time or other accommodations for staff work beyond regular hours, in practice these provisions do not relieve employees from the ever-present expectation of availability.

A recent B.C. Supreme Court case illustrates the legal relevance of changes to how professional work is performed. In *Parolin v. Cressey Construction Corporation*, 2025 B.C.S.C. 741, a senior employee who had long worked under flexible arrangements was suddenly required to return to full-time office work on a fixed Monday-to-Friday schedule. The court found that this unilateral change altered the conditions under which she carried out her role, even though her duties were the same, and that the alteration was significant enough to give rise to a constructive dismissal claim.

While the case did not focus on after-hours communications specifically, it highlights that imposing substantial changes to when and how employees are expected to work can have significant legal consequences.

For municipal employers, *Parolin* illustrates the potential for claims arising from changes to work conditions, emphasizing the need to carefully manage flexibility, after-hours expectations and workload, particularly for senior staff usually excluded from statutory or contractual overtime protections.

INSIGHTS FROM OTHER JURISDICTIONS

The right to disconnect has gained traction globally. France, for example, introduced a statutory right in 2017 for companies with 50 or more employees, requiring policies to limit work-related communications outside working hours and during leave, with enforcement mechanisms for non-compliance. Italy and Spain have adopted similar measures. In Germany, the *Working Time Act* sets robust limits on maximum hours and minimum rest periods, ensuring employees are not expected to be available at all times.

In Canada, some provinces and federally regulated workplaces are exploring policy-based approaches. Ontario requires employers with 25 or more employees to establish written policies on after-hours communication. Federally, Bill C-69, which received royal assent in June 2024, mandates consultation with employees and unions when developing similar policies.

While these measures do not yet apply to provincially-regulated workplaces such as B.C. local governments, they illustrate emerging approaches to managing work-life boundaries and offer models municipal leaders can consider when shaping workplace practices.

LOOKING AHEAD

Now more than ever, we can work from anywhere at any time, but at what cost? In my view, the goal is not total disconnection, but clarity and a workplace culture that actively models and respects those boundaries. Legal protections, where they exist, will likely cover most employees, but senior staff, who are often most exposed to after-hours demands, may fall outside of them.

Employers do not need to wait for legislation: clear expectations, reinforced in practice, strengthen employee effectiveness and ensure sustainable municipal services.

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By Manjot Bains

Reimagining the Modern Workplace

The modern workplace is evolving and changing.

Different working arrangements, including remote, hybrid, in-office and shift work, mean it's harder to make connections and build relationships with coworkers. And for the first time, four generations are working together, with different styles of communication and approaches to work. These changes can lead to increased conflict and misunderstandings, but there are also opportunities to collaborate, innovate and learn from one another.

According to the January 2026 labour force survey by Statistics Canada on B.C., the largest working population group is aged 25-54, which includes people from three different generations. And a recent Statistics Canada report notes that people over 55 years old plan to work or are already working past the traditional retirement age of 65.

Millennials make up the largest portion of the workforce at 33 per cent, and by 2030, Gen Z will be 30 per cent of the workforce, according to a 2025 report from MNP, a Canadian professional services firm.

As a growing number of Millennial and Generation Z staffers emerge into leadership roles and older employees work longer, local governments need to be prepared with strategies to help everyone work well together.

"Connection and communication are the most important things for us," says Flo Follero-Pugh, Principal of Tall Cedars Search & Recruitment and workshop facilitator. "If conflict comes up, we need to have solid relationships already built so that people can see each other through."

With different ways of working, now more than ever, cultivating strong relationships with coworkers is essential. "The really great workplaces are the ones where people are open to experimenting with different ways of communicating," says Follero-Pugh.

Based in North Saanich, Follero-Pugh has worked with local governments for 12 years, leading workshops and training on emotional intelligence, diversity, equity and inclusion, communication skills, personality dynamics and generations.

The range of ages currently working together mean different ways of communicating, working styles and preferences for feedback. And as Follero-Pugh notes, one way of working isn't necessarily better than another. Employees and leaders need new ways to connect.

"The really great workplaces are the ones where people are open to experimenting with different ways of communicating."



Flo Follero-Pugh

Generational Guide

Umbrella terms like Generation X or Generation Z offer generalizations about people born during the same period, but the descriptions or commonalities will not apply to each person. Age, gender, social class, race and other factors contribute to a person's experiences and views. Generational descriptors are used in this story to help local government leaders identify commonalities or trends that can be addressed and acted upon to contribute to a better workplace culture.

- **Baby Boomers**, born 1946-1965.
- **Generation X**, born 1966-1980.
- **Millennials**, born 1981-1996.
- **Generation Z**, born 1997-2012.
- **Generation Alpha**, born 2013-2021.
- **Generation Beta**, born 2022 and later.

From Statistics Canada

IS THERE A GENERATIONAL DIVIDE?

Often, the stereotypes about age differences are rooted in something deeper: different styles of communication and ways of doing things.

"As a recruiter, I always tell people that there's always been a generational divide, and people have always complained about people who are either older or younger than them," says Follero-Pugh.

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“Because of changes in lifestyle and medicine, we now live and work longer,” adds Follero-Pugh. “So what we have is a workplace that has four generations, side-by-side, and that wasn’t the case before. People are having to adapt to the concept of working next to someone who is their grandchild’s age, or working next to someone who is their grandparent’s age.”

Communication style is one key difference Follero-Pugh sees.

“For folks who are from the Baby Boomer generation, you tend to see a preference to have in-person meetings and phone calls, whereas Gen Xers want to use email, and Millennials and Gen Zs want to use social media like instant messaging,” notes Follero-Pugh. “The ways that we’re trying to communicate with each other can lead to conflict, and it’s not that one is better than the other, it’s a preference born out of where and how we grew up.”

Values can also differ. Someone who is Gen Z may value well-being, mental health and checking in, a Baby Boomer may prioritize loyalty, and a Gen Xer may stay in a job for years to “do their time in the trenches” and prove their worth.

“So there’s a value gap. Do you stick with the job, even if you hate it, even if it’s not recognizing you, or do you say, ‘I’m suffering here, this isn’t the place for me, I need to move on?’” says Follero-Pugh.

“There’s no right or wrong here.”

Each set of values is valid. Employees come with different values and motivations, and employers may wish to consider this in recruitment and retention processes.

The harm of clinging to generational stereotypes is when bias creeps into decision-making, like the hiring process or selection for projects, because people are considered too young or too old.

Follero-Pugh also notes that when workplace problems and conflict arise, it may be more about a person’s approach to their work than whether they are doing their job incorrectly. “It’s about being brave enough and humble enough to ask that person, ‘what’s important to you? What’s the thing that you value right now? Help me understand it.’ And then you name what’s important for you as well.”

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REVERSE MENTORSHIP

With a career spanning over three decades in local government, public sector and First Nations government before retiring as Director of Human Resources for the City of Vernon, Dr. Raeleen Manjak has had a front row seat to the ebbs and flows of local government management style.



Dr. Raeleen Manjak

Based on her experience, she believes cross-generational mentoring could be the key to breaking down assumptions and communication barriers.

“Both traditional and reverse mentoring are important,” says Dr. Manjak. “We tend to see stronger understandings and collaborations in the workplace where this type of mentorship takes place. Reverse mentoring is where the younger person mentors the older generation employee, and I have seen it be really successful for all parties involved.”

Now working as a consultant and teaching graduate level strategic human resources, she has deep insights into how the workplace has changed and where leaders need to prioritize their focus.

“Good leadership transcends generations, it’s not specific to one generation or another,” states Dr. Manjak. “When leaders create clarity, fairness and purpose, all generations will work well together. We just need to find the path.”

FROM TRADITION TO ADAPTABILITY

The modern workplace is different from 15 or 20 years ago, with the most significant changes since 2020.

“Over the past five years, the biggest shift has been from stability and tradition, to one of adaptability and resilience,” shares Dr. Manjak.

“Local governments used to move at a really deliberate pace; we knew exactly what was expected and what was coming,” notes Dr. Manjak. “But since the pandemic, and specifically the past five years, there’s been this rapid transition, a kind of push towards flexibility, technology adoption and employee well-being. Flexibility isn’t a perk any longer, it’s now an expectation as we look at hybrid scheduling, compressed work weeks and remote working options.”

Accountability is now measured by outcomes. “It’s less about who is at their desk and more about how we are delivering for our community,” Dr. Manjak adds. “In hybrid environments, you can’t monitor people the way that the old models assumed you could. And if you try to, then engagement’s going to drop, innovation and creativity are going to slow right down, talent is going to leave, trust is going to erode, and that’s not the structure that you want.”

“The modern workplace isn’t rejecting structure, it’s rejecting unnecessary control.”

Dr. Manjak also pointed out that the top-down command and control leadership from years gone by no longer works in today’s workplace—except for situations where clarity and authority are critical such as crisis response, emergency management, legal compliance situations and immediate safety concerns.

Amid this workplace evolution, local governments are taking different approaches to adapt. The Regional District of Okanagan-Similkameen, for example, has implemented a four-day work week (see case studies starting on page 16), while others are finding ways to build culture through recreational activities, opportunities for advancement and other benefits.

LEADING WITH VALUES

“Transparency is really important,” says Dr. Manjak. “The modern workplace isn’t rejecting structure, it’s rejecting unnecessary control, and the leaders who are really thriving today are the ones who combine clear expectations with a real genuine respect for the employee.”

Today, employees are looking to understand how decisions are made, including organizational priorities and budgets.

“The contemporary workplace that we’re all experiencing right now isn’t just changing structurally, it’s really becoming more human,” adds Dr. Manjak. “I think it’s going to evolve, it’s going to be organic, but it also needs to be intentional and purpose-driven.”

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When it comes to thriving workplace culture, a values-driven approach works well.

“Align your values so you’re living those values and they’re not just up on a meeting room wall somewhere—that is being values-driven,” says Dr. Manjak. “Trust, clarity and purpose. Everything is deeply aligned around purpose, so the values should be clearly articulated from leadership.”

Good communication, showing up in different spaces, encouraging relationships and developing connections with staff are hallmarks of workplaces that thrive, adds Dr. Manjak. “Learning, development and psychological safety are vital. And a reward and recognition system that really feels authentic and personal helps employees thrive and belong.”

An example of this approach can be found at the Nisga’a Village of New Aiyansh government, which is creating space to listen to and honour staff and prioritizing lifelong learning (read more in the case studies starting on page 16).

HOW TO WORK DIFFERENTLY

While some have settled into a comfortable pattern of hybrid working or working from home, many managers and employees continue to have challenges with this flexible model.

“You can’t recreate the office space online,” states Dr. Manjak.

Instead, managing hybrid teams requires intention as the workplace continues to evolve and respond to the needs of staff and leaders. “Successful leaders are really setting clear expectations, they communicate frequently, and they’re measuring performance based on results, not on visibility.”

For employees, navigating the boundaries between professional and personal life while working from home is important but can be a challenge.

“Some people thrive in that kind of quiet autonomy, but others feel isolated,” says Dr. Manjak. “And the real challenge in all of this is equity. If some employees are in the office more than others, proximity bias can creep in, and we have to always be mindful of these unconscious biases we have. Leaders have to actively ensure that their remote or hybrid employees have equal access to opportunities, rewards, recognition, advancement, and learning and development. All of those things help build culture in the workplace.”

Follero-Pugh recommends creating social opportunities online to connect workers at home with those in the office.

“I’ve seen workplaces experimenting with different ways of communicating,” she says. “For example, you can book a time once every quarter or year to gather in person and celebrate one another. It can be in the office or off-site.”

Being purposeful and intentional about creating connection and community is important, says Dr. Manjak.

“At the end of the day, it’s all about how we connect and build relationships,” she says. “That relationship-building piece is absolutely vital. How you do it has changed but the necessity for it has not.”

Continued on page 13



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“Ask your employees, ‘what works? What doesn’t work? What do you want to see?’ Because that ability to ask the question and to feed that back into action really creates that parallel to inclusion.”

CULTIVATING RELATIONSHIPS

Socializing has also changed dramatically over the past decade. After-work drinks and big holiday parties have become rare, and there is more awareness now around consent, sober living and cultural and religious preferences. But the need for connection hasn’t changed.

“Workplace relationships still really matter deeply,” says Dr. Manjak. “You have to be deliberate and intentional in how you do it. Purpose-driven gatherings, instead of large, generic events. For example, team volunteer days in the community are an opportunity to get together and work towards something that has a collective outcome.”

Other low-to-no cost bonding and social activities include learning lunches and skills-sharing sessions using subject matter experts from within the organization.

As well, “Cross-departmental project groups help break down silos in organizations,” Dr. Manjak recommends. “This means pulling people together from different teams to create innovative and creative outcomes.”

Considering inclusivity and different abilities is also an important part of planning any gathering.

“Not everyone can attend evening events because they might have caretaking responsibilities or whatever the situation may be. And I think after years of remote work, social stamina really varies so we need to be mindful of not only having alcohol-centered events, because they can intentionally and unintentionally exclude people based on cultural, religious and recovery-taking grounds. The key is variety, choice, multiple ways to connect, and not one format. That’s really the way forward.”

Other considerations are dietary considerations, accessibility, and major religious or cultural holidays.

“Ask your employees, ‘what works? What doesn’t work? What do you want to see?’ Because that ability to ask the question and to feed that back into action really creates that parallel to inclusion. It improves dramatically when you invite that input, rather than just guessing what somebody might want,” Dr. Manjak says.

BUILDING MEANINGFUL CONNECTIONS

With all the changes of the modern workplace, networking is important for leaders and employees to develop their career. Listening, learning different perspectives and exchanging ideas are all part of being a great leader, especially in today’s world where local governments face more challenges and are under more public scrutiny.

Seeking out regional networking opportunities can be a great way to support career development for younger professionals and emerging leaders and staff who are new to networking.

Area association meetings, UBCM Convention, CivicInfo BC discussion groups and the Planning Institute of British Columbia peer learning network offer in-person and online opportunities to connect, while the LGMA hosts regional and provincial events in addition to workshops, courses, courses and the Connect Lunch series.

For many, networking can be stressful and cause anxiety.

“We need to redefine what networking actually is,” advises Dr. Manjak. “People think it’s working the room, but it’s not. It’s really about building relationships over time. So, for someone who struggles, I suggest setting small, incremental goals like talking to two new people, not 20. And then prepare two or three different conversation starters in advance, like ‘what do you really love about what you do?’ Because most people enjoy talking about what they do.”

Attending networking events regularly can also help reduce anxiety. “The more familiar you are, the more your anxiety starts to reduce,” adds Dr. Manjak. “And like everything else, we have to practice networking because it’s a skill and it improves with repetition.”

In the modern workplace, leaders and employees are still looking for ways to connect, even though how they connect has changed. Learn more tips on the benefits of networking and how to do it from MATT® leaders in the case studies beginning on page 16.

Turn to page 15 for a perspective from up-and-coming local government employees, and see *Tips & Tactics* on page 23 for local government networking opportunities.

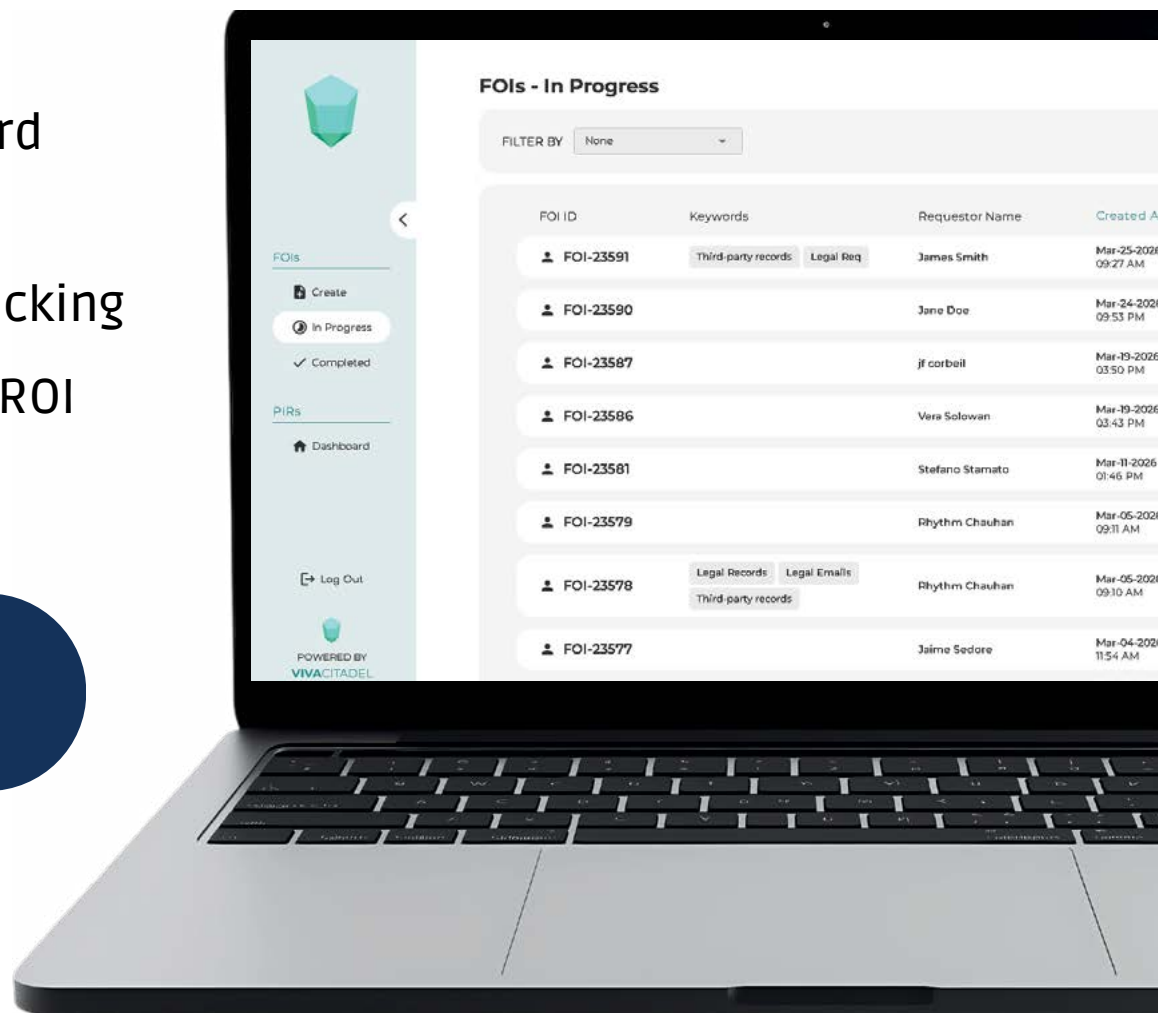


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Gen Z Enters the Chat

We asked a few young local government professionals to share their candid views on workplace culture. Ranging between the ages of 23 to 25, the confidential responses provide interesting insights into how values and motivations may differ between generations. Responses have been edited for brevity and clarity.

Common perceptions or stereotypes

“I’ve found that Gen Z has been stereotyped as lazy, with the idea that we all want to work from home and use our sick days. I think Gen Z’s reputation for prioritizing wellness and boundaries benefits all generations, but can reflect negatively on us.”

“I have noticed that younger generations tend to want more validation and feedback on their deliverables before feeling like they’ve done a good job.”

Differences in values and motivators

“There generally seems to be greater emphasis on work-life balance from the younger generation. There are greater expectations for and emphasis on mental health, DEI values and flexibility for responsibilities outside of work.”

“I’m looking for a work environment that is flexible. Whether that be with start and end times, vacation days, hybrid work arrangements or flex time, these accommodations show me that the organization cares about work-life balance, and will work with you to find a schedule that helps you achieve that.”

“A lot of younger generations entering the workforce value a strong work-life balance. I am looking for a work environment that respects that life is not all about work, and encourages time off, vacation and taking breaks. When your employees are encouraged to separate work from life, they are happier and in the end happier people work better.”

Important aspects of work culture

“A safe and welcoming organization, DEI values embedded in the organization, flexibility, professional development and support for growth.”

“Mutual respect is really important. Humility is a big one. I am self-aware enough to know I do not know everything, but I also know things that other generations might not. Being humble enough to know your faults and seek help ensures that the work gets done.”

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Building Meaningful Relationships and Supportive Workplaces

Many local governments struggle with finding good talent and staff retention, so solutions need to be creative and effective to make an impact.

In this section, the Regional District of Okanagan-Similkameen shares strategies that have transformed their workplace culture, and experts share insights into how networking can help advance careers while developing friendships and strong work relationships. The final story takes an in-depth look at how prioritizing lifelong learning for leaders and staff can help build capacity and develop meaningful, supportive relationships in the workplace.

The Leadership Shift That Transformed RDOS

By Cynthia Lockrey

Creating a more supportive, adaptable and sustainable workplace wasn't just a choice for the Regional District of Okanagan-Similkameen (RDOS), it was a necessity. The district was struggling with retention, often seen as a temporary spot for people to hone their skills before moving on to neighbouring local governments.



Jim Zaffino

"In the first two years I was here, the planning department had a 100% turnaround," explains Jim Zaffino, Chief Administrative Officer of RDOS. "By focusing our efforts on creating a positive workplace culture and prioritizing the well-being of our employees, we've now become an employer of choice. While we enjoy high retention levels, when vacancies do occur, we get lots of qualified applicants."

FOUR-DAY WORK WEEK

One change that helped transform employee well-being was implementing a four-day work week. Staff can choose if they take the Monday or Friday off, giving them a day to manage their personal and family needs, such as attending appointments.

To make up the time, participating staff take 30-minute lunches each day rather than one hour. During weeks when there's a statutory holiday, they take that day as their day off.

Each month, staff complete a survey to give their feedback on the program. Zaffino says staff regularly share their appreciation of how a four-day work week has improved their work-life balance. It's also been directly related to an increase in staff retention while making the RDOS seen as a progressive employer in a competitive labour market.

"We started with a six-month pilot program to prove that a four-day work week wouldn't impact the work of the organization," explains Zaffino. "This is a letter of understanding (LOU), which is separate from the union agreement. Not all staff take part in the four-day work week, due to the roles they play in the regional district."

MANAGING STAFF CAPACITY

Another way the RDOS prioritizes staff well-being is ensuring the strategic plan aligns with staff capacity. The strategic planning process begins with the Board establishing strategic themes, which are converted into priorities and actionable items with a department or division manager assigned to lead each priority.

From there, all departments and divisions estimate the staff hours required for each action, comparing them to available capacity. Staff are categorized by core-only roles and core-plus-project roles, allowing clear identification of hours available for non-core work.

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“I’m trying to reduce the amount of personally donated time by exempt staff. We used to call it overtime, but that language implied that exempt staff were being paid for those hours—which they are not.”

Staff who have core-only roles are not included in the hours that make up the strategic priorities. The core work hours assigned to the remaining staff are also not included. This process considers holiday time to adequately reflect staff availability. When action hours exceed capacity, staff make recommendations to the Board on which projects may be deferred.

“In the first year of going through this process, we were 11,000 hours over capacity,” says Zaffino. “We didn’t eliminate any projects, but rather shared the challenge with the Board, moving some of the projects to the following year.”

The intent of this process is to ensure Board expectations don’t exceed staff capacity.

“I’m trying to reduce the amount of personally donated time by exempt staff,” explains Zaffino.

“We used to call it overtime, but that language implied that exempt staff were being paid for these hours—which they are not. Reframing it as personally donated time ensures people realize the true impact of these additional hours on our exempt team.”

“I also changed how exempt staff are compensated. Now, 50 per cent of their annual salary increase is tied to the performance of the strategic actions. In the first two years, we achieved 91 per cent completion rate of these actions.”

Every two weeks the Board receives a progress update, using software developed by RDOS—software Zaffino willingly shares with other local governments.

ONE REGION WORKING TOGETHER

Zaffino strongly believes that the key to any regional district’s success is to embrace the reality of being one region working together versus electoral areas and municipalities focusing on how to divide resources.

This is a philosophy that he believes in so deeply that “One Region Working Together” is included in public information materials, including PowerPoint presentations. Zaffino also had “One Team Working Together” signs made up for staff to put throughout the workplace.

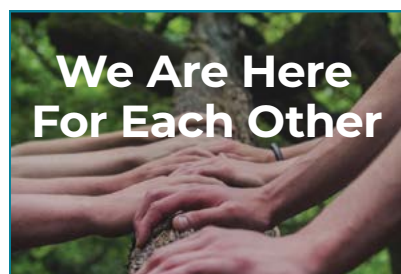
“As a large regional district with nine electoral and 11 municipal directors, we need to work as a team,” explains Zaffino. “By embracing the model of one region working together, we’re able to work as a team for the people we serve. One of our Board members even had a hat made with this slogan on it, that he wears proudly.”

LEADERSHIP VS. MANAGEMENT

This model of working together also extends to staff. As the CAO, Zaffino says it’s important staff receive the recognition they deserve.

“As local governments, we’re traditionally bad at celebrating our successes,” Zaffino explains. “We now take the time to celebrate our successes. If a staff member has achieved a professional accomplishment, I take them to the Board to be recognized. I also ensure that I give credit where it’s due for any successes, shining the light on the employees instead of taking the credit as the CAO.”

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“If there are people out there who don’t want change, sit down with them and ask why.”

Zaffino also carves out time to hear from staff. This includes regular meetings with not only the senior management team, but also managers and directors. The RDOS holds quarterly town hall meetings to hear from all staff on the issues that matter to them, versus an agenda of talking points from the leadership team.

“I truly believe in having an open-door policy,” stresses Zaffino. “It’s important that staff at all levels of the organization know they can come to talk to me openly.”

“It’s a safe place where staff can feel confident, they won’t be fired for speaking their mind. They can’t be rude or bullying, but everything else is welcome.”

PRIORITIZING WORKPLACE CULTURE

When asked what advice he would give other local governments looking to shift their corporate culture, Zaffino says it’s important to meet with those resistant to change.

“If there are people out there who don’t want change, sit down with them and ask why,” Zaffino advises. “The hardest part of being a CAO is that sometimes staff won’t accept change and we need to let them go. If we don’t, they will stick with the old ways and bring others down.”

At the end of the day, it’s about protecting the well-being of staff and maintaining a positive corporate culture. The benefits of high retention and an engaged workforce are worth the efforts.

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How Strategic Networking Strengthens Local Government

By Cynthia Lockrey

Networking is intrinsic to how local government staff work every day. By the nature of the work being done, local government is a collaborative environment. Staff require input and interaction with other departments and organizations, and rarely work alone.

While these type of task-based interactions happen daily, it’s still important for staff, of all levels, to proactively network with colleagues within their organization as well as those working at other local governments.

NETWORKING INTERNALLY

What networking looks like depends on the culture of the organization as well as the personalities involved.

“We all have colleagues where networking comes more easily to them – especially extroverts,” explains Stephen Fleming, a retired local government corporate officer. “Networking is important regardless of where you are in the organization and how comfortable you are with it. To be a lone wolf as a staff member doesn’t get you far.”

While there are many ways to network, Fleming says what’s most important is being sincere in your interactions.

“You want to network with intent and purpose,” he explains. “You don’t want to come across as insincere, trying too hard, or being egocentric—networking just to promote yourself—as people see right through it. It must be seen as a true collaboration. At the end of the day, you need to find a way to network in a way where you’re staying true to yourself.”

Linda Adams, an instructor in the School of Public Administration at Capilano University, agrees.

“Networking is a two-way street,” she says. “The more you do it, the more you learn. When you’re offering help, and you’re the one giving advice, you learn a lot through the process. You also gain important connections who may help you in the future.”



Stephen Fleming



Linda Adams

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BUILDING INTERNAL CONNECTIONS

What are the ways you can network within your organization? Fleming says what that looks like is unique to each local government.

Opportunities may include formal or informal mentoring programs where junior or new employees can connect with and learn from senior staff, or informal events such as a United Way fundraiser or the staff Christmas party.

“If you don’t find networking events, there’s nothing stopping you from forming a book club, walking group or other club for staff,” says Fleming. “You can also invite someone out for coffee from outside of your department to network informally.”

As for management, just walking around the floor is a form of networking, when it’s not tied to a specific project or request. It can be as simple as bringing in donuts and taking time to chat with staff informally and getting to know them as people.

SOCIAL MEDIA CAUTIONS

While both Adams and Fleming recognize the benefits of professional social media platforms like LinkedIn, Fleming cautions about becoming too social with coworkers on platforms like Facebook.

He advises thinking twice before adding coworkers to your social media.

“Where does that line cross from you knowing people at work and being friends with them on social media?” Fleming asks.

“I’ve seen workplace relationships being impacted negatively by social media activities that have nothing to do with work. For example, someone being offended by a post that relates to a co-worker’s personal beliefs. You need to be clear on where you’ll draw the line in regards to following co-workers, and even elected officials, on social media.”

Fleming says that while many lasting friendships are formed in the workplace, people should be cautious of how these can be perceived.

“Conflict can easily arise when people are friends with some people in their department and not others,” says Fleming. “It’s important to think about how that can be perceived. Do others believe you’re favouring someone because you are friends? It can negatively impact departments and teams in unexpected ways.”

EXTERNAL NETWORKING

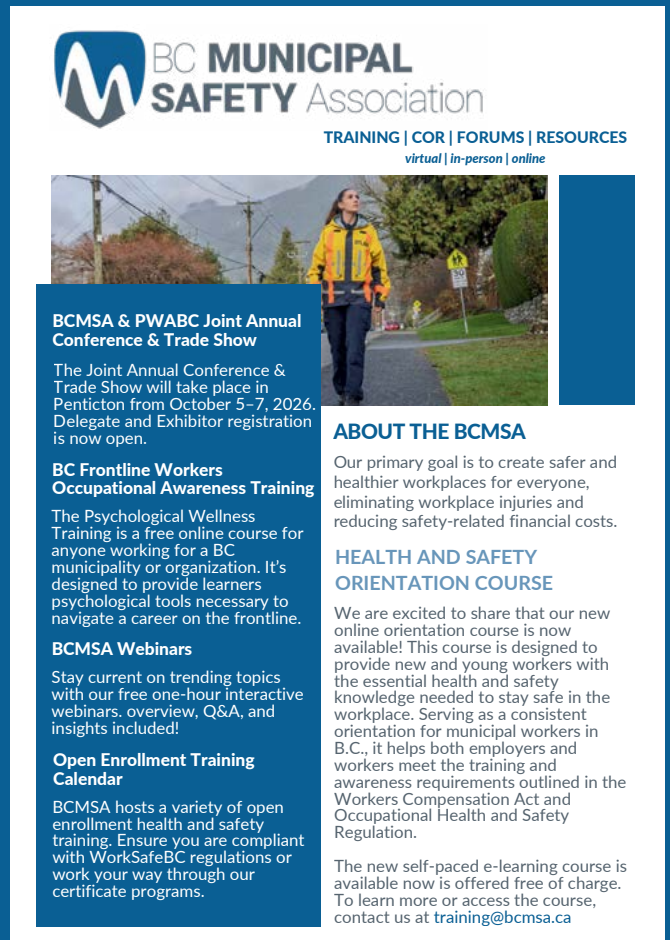
While it may take a bit more energy to network externally, it’s well worth the effort. Networking with peers from other local governments – regionally, provincially and nationally – is a great way for staff to learn about best practices, navigate tricky issues and quickly gain access to different experiences and tools that can be of value to their organization.

“No matter where you are in the org chart, you’ll benefit from sharing information and techniques with peers at other local governments,” explains Adams. “It also reduces the risk for your organization because you can learn from others’ missteps and successes before going down a path that other local governments found wasn’t successful.”

“If you only talk to people within your organization, you can develop blind spots.”

To ensure external networking happens, Adams stresses that local governments need to consider it a legitimate and important part of the job, especially at the management level.

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Senior leaders must not only model it but also encourage staff to network with intention and make it a habit. Only by doing this will networking become the norm in the organization.

“There are so many benefits of networking,” explains Adams. “It provides staff with access to ideas, resources and tools. You don’t get those things by staying home or only talking to your coworkers.”

She stresses this is particularly important in senior roles, like CAOs, who may have few, or no, internal peers.

“It can be lonely,” says Adams. “It’s important they have a network to bounce ideas off of in a safe space.”

“For CAOs it helps to have peers to talk to candidly about difficult issues. When you have a thorny problem, likely someone else has had it too. If you reach out, you can be much further ahead versus struggling away on your own. In my experience, most people in local government genuinely want to help their peers.”



PRIORITIZING NETWORKING

Adams said the two biggest reasons that internal and external networking falls by the wayside are time and workload. When staff see networking as something that is helpful but non-essential, it’s more likely to get dropped when they get busy.

“We need to ensure staff understand the value of networking,” says Adams. “We talk a lot about what attracts and retains staff. When people are feeling supported and connected to peers beyond their own organization, it strengthens confidence and job satisfaction, which support retention.”

With many local governments looking for ways to improve staff retention, networking is an essential component that shouldn’t be overlooked or undervalued.

Lifelong Learning and the Leadership Journey

By Manjot Bains

The modern workplace looks different across the province. Local context and cultural and historical considerations impact the needs of staff and how people work together.

For Darlene Morgan, focusing on building capacity and lifelong learning have uplifted not only her employees but the communities she works with. Her storied career includes 32 years with the Gitksan Nation and 22 years with the Nisga’a Village of New Aiyansh government, where she is currently the Chief Administrative Officer.



Darlene Morgan

In 1972, Morgan was a recent graduate and newlywed when she moved to Gitwangak (formerly known as Kitwanga) and became a receptionist with the Gitksan Nation. Morgan recalls her experiences living on a reserve for the first time.

“I had to learn how to live among First Nations people,” shares Morgan from her office in New Aiyansh. “I’m a residential school survivor. I was in the system for 11 years and by the time I was eight years old I was completely institutionalized. And I lost everything along the way. I had no culture, no language and I didn’t know anything about First Nations peoples, the different tribes, any of that because that was all stripped.”

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As a receptionist, Morgan watched and learned, and took every training available to understand the delivery of programs and services in the community.

TRAINING FOR LEADERSHIP

Like many who have had lifelong careers in local government, Morgan worked different positions in the band office, including secretary, social worker, education administrator, housing officer and in public works. She also took evening courses for computer accounting and towards a business administration certification.

“My goal was to become the top managerial position in that office, and I knew I needed business admin and finance. Many First Nations didn’t have the financial experts to operate programs that were underfunded and set up to fail, so I needed a finance background to be successful.”

Morgan’s focus on education and training also meant taking a hands-on approach at the office. “When the water and sewer lines went in, I was in the ditches with the guys, because I needed to know what they were doing down there,” she shares.

Understanding what staff did and experienced helped develop Morgan’s leadership skills and better relate with her team. She went on to become the assistant band manager, and during her last 10 years with the Gitksan Nation, she held the top position as band manager. She also assisted other villages with financial management.

“My focus has always been capacity building throughout my career, trying to train as many people as I can so they have the skills to administer their programs,” says Morgan.

Learning and development are key parts of her approach to leadership.

“If you, as the most senior staff, carry lifelong learning with you, everybody will follow. Staff will then recognize that their learning is never going to stop as long as they’re here as public servants.”

DEVELOPING COHESIVE TEAMS

Morgan also focuses on supporting her staff through meaningful team building.

“My job is to make sure I’m listening to them when they’re asking for something or talking about something,” says Morgan. “You don’t want to be the ultimate boss, you want to be a team member so I focus on the team. When we’re doing something in the community, I’m right there with the staff doing it—I do whatever I can to help.”

“My focus has always been capacity building throughout my career, trying to train as many people as I can so they have the skills to administer their programs.”

Cultivating trust and honesty with staff contributes to a positive workplace culture, as does being a good listener and asking for help. “Building relationships internally first within your own group is important, and most times, it has a lot to do with trust,” says Morgan. “If your staff don’t trust you, then it’s just not going to work.”

“I’m not an expert in everything and I tell the staff that I’m not the expert, you’re my expert. I make sure I hear what the staff are saying especially when they’re upset about something. I keep that door open at all times.”

LEADING THROUGH ADVERSITY

In 2004, the chief administrative officer position with the Nisga’a Village of New Aiyansh, also referred to as Gitlaxt’aamiks Village Government in New Aiyansh, became available. After being told she didn’t have enough qualifications, Morgan successfully interviewed for the position and became the first woman to hold this senior role in the Nass Valley.

The treaty was four years old when she started, and Morgan had an immense project ahead of her: build a team, shift learning away from First Nations training offered under the Department of Indian Affairs, and focus on municipal and provincial government level training instead.

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“I’ve seen some amazing changes in our community. We are considered the most progressive and advanced of the Nisga’a communities and it has a lot to do with the training.”

Under the new treaty, the Nisga’a communities could make laws and acts, which meant changing how they did business.

This change in management and administration meant staff had to learn new ways of doing things, something they resisted at first.

“I had Ron Poole (a long-time local government CAO and instructor) facilitate our first workshop, and then we registered six applicants to the public administration program through Northwest College, and all of the MATI® courses,” notes Morgan.

One morning, the directors that Morgan had hired gathered in a conference room and told her they didn’t want to do the new training. “They were terrified. So I responded, ‘okay, register me and I’ll go with you,’ and that’s where our journey together started.”

But it didn’t start well.

On the first day of the public administration course, the room was divided with First Nations on one side and everyone else on the other side.

Morgan recalls that during introductions, a student from the municipal government side asked why the First Nations people were in the room.

“She said, ‘why are they here? This has nothing to do with them. I don’t like this, I’m really uncomfortable.’ I nodded my head and I let her say whatever she had to say. I then stood up and thanked her for her comments and addressed the entire class. ‘All our lives, we have had to deal with racism. It doesn’t bother us. We expect it to be part of anything that we do. My staff, they didn’t want to be here, but I need your help. The only thing we’ve ever known is the Indian Act, so my goal here is to move us away from the Indian Act and look at other local governments. I respect what you think of us and that’s your own opinion, but we’re not here so that we can be different from each other. We’re here to learn. We want to know what you guys do and we’re hoping you’re going to help us make some changes.’”

Soon after, a break was called and Morgan checked in with her staff who were huddled together. She shares what she told them: “Don’t let them win. Don’t you dare let them win. Maybe there are three or four of them who are racist, but they’re not all like that, and I need you guys to stand up, keep your heads up and continue to participate and learn.”

As the class went on, the students slowly began to relax as they went through exercises together. “By the third day, everybody was talking to us, including the person who had made it clear they were racist,” Morgan shares.

“That session taught her to look at us differently, that we were just people. And it was also one of the hardest things I had to do because we were out of our comfort zone.”

And the training and education continues. Today 29 staff have certifications in public administration, five have their diplomas and three are working towards their master’s degrees. Encouraging staff and being a resource for their development is a hallmark of her leadership style.

“Our staff started looking at things differently and are now able to use the treaty as it was intended,” adds Morgan. “It’s about being able to do things on your own and having a voice when you are accustomed to other people speaking for you.”

Staff are required to create and manage their own budgets and include training related to their position each year. “I give as much autonomy as I can to our staff,” says Morgan.

“I’ve seen some amazing changes in our community. We are considered the most progressive and advanced of the Nisga’a communities and it has a lot to do with the training.”

After over 50 years in public service, Morgan has accrued a deep knowledge and understanding of how to cultivate a strong, supported team that has helped build a thriving community. But her greatest job is the one after hours.

“My grandchildren think I am the greatest thing on this earth, and nothing else matters, you know? I enjoy the work that I do. And I enjoy being a grandmother.”



tips & tactics

Local Government Resources for Leadership and Connecting

LGMA NETWORKING OPPORTUNITIES

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- LGMA Chapters host regional workshops, events and conferences where members can connect in person and online. Find your local chapter: lgma.ca/lgma-chapters.
- LGMA's in-person programs include opportunities to network with peers. Learn more and register: lgma.ca/professional-development.
- LGMA presents the Connect Lunch series for Corporate Officers, CAOs, communications professionals and HR professionals, whether seasoned or new to your role. Connect with peers about challenges, learn about resources and access mentoring opportunities. Register for the complimentary event relevant to your area of expertise at lgma.ca/lgma-lunch-connect-series.

LOCAL GOVERNMENT PEER NETWORKING

- Community Energy Association facilitates peer networks that address a spectrum of high-priority climate action topics and foster regional collaboration. Each network supports community-based climate action through peer learning and knowledge sharing for local government staff and elected officials. Learn more: communityenergy.ca/peer-networks.
- CivicInfo BC offers online discussion groups for local government professionals. Forums for local election officials, clerks and corporate officers, records and information management professionals and more can be found at civicinfo.bc.ca/forums.

- Planning Institute of British Columbia's Peer Learning Network provides planners, practitioners and partners opportunities to share knowledge, best practices and experiences: pibc.bc.ca/pln.

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- Pink, Dan H. *DRIVE: The Surprising Truth About What Motivates Us*. The key to high performance and satisfaction is the human need to direct our own lives, learn and create new things, and do better by ourselves and for our world.
- Siegel, David, *Leaders in the Shadows: The Leadership Qualities of Municipal Chief Administrative Officers*, 2015. Examine the leadership qualities of effective municipal managers using the examples of real life CAOs, and identify the leadership traits, skills and behaviours that have made them successful.

ASK A MENTOR



In this regular feature, your questions are answered by local government leaders who share their insights and wisdom. If you have a topic or question you would like a mentor to discuss, please email us at editor@lgma.ca.

GUEST MENTOR RYAN SMITH

Ryan Smith has worked for the City of Kelowna in various roles since 2002 and is currently the Divisional Director of Planning and Development Services. Smith has volunteered with the LGMA in various capacities since 2010, and is a course mentor and presenter for the MATI® Community Planning Course.

What's a misconception people have about planning and development at the municipal level?

A common misconception is that planning and development decisions are either purely technical or purely political. In reality, they sit in the space between the two. Municipal planners are constantly balancing legislation, professional standards, long-term policy direction, Council priorities and community values—often within very constrained timelines.

Another misconception is that planners control growth. Most growth pressures come from broader economic, demographic and provincial policy forces well beyond a municipality's control. The role of local government is less about deciding whether growth happens and more about shaping how it happens—so it aligns with community goals, infrastructure capacity and livability over time.

How do you balance long-term community vision with short-term political or development pressures?

The long-term community vision has to be the anchor. If it isn't clear, current and widely understood, every decision becomes harder and more contentious. Strong and practical official community plans, climate strategies and infrastructure plans give both staff and elected officials a shared reference point when short-term pressures arise.

That said, flexibility matters. Not every proposal fits neatly into a long-range plan, especially in times of rapid change—whether that's climate impacts or new legislation. The balance comes from being clear on what is non-negotiable in the long-term vision, while being pragmatic about how we get there. Good advice to Council explains trade-offs, risks and options in a way that supports informed decisions.

Good plans and visions also need to be maintained with constant tweaks and updates to remain relevant and responsive. Plans should be dynamic, living documents and not rigid rulesets carved in stone.

What's an important leadership skill for someone managing planners and technical staff?

Creating clarity—especially in complex and high-pressure environments. Planners and technical staff are often navigating competing priorities, public scrutiny and changing policy direction. Leaders need to be clear about expectations, decision-making authority and how success is defined.

Equally important is trust. Skilled professionals do their best work when they know their judgment is respected and that leadership will support them when decisions are well-reasoned, even if they're unpopular. That means backing staff publicly, coaching privately and making space for professional growth rather than defaulting to risk avoidance.

What's a lesson you didn't fully understand until you were in a senior leadership role?

How that much of leadership is about context rather than answers. Earlier in my career, I thought being effective meant having the right technical solution or policy recommendation. In senior leadership, you realize your real value is often helping others see the bigger picture—how decisions connect across departments, time horizons and community impacts.

I've also learned that pace matters as much as direction. Pushing too fast can erode trust; moving too slow can stall progress. Senior leadership is about creating the conditions for good decisions to happen consistently, even when the environment is uncertain.

Ask a Mentor is made possible with the generous support of the Municipal Finance Authority of BC as part of the Sustaining Education Alliance (SEA). SEA recognizes the longstanding relationship between the LGMA and the MFA in advancing the sustainability of British Columbia local governments through the provision of education and professional development opportunities for local government professionals.





Volunteer Spotlight

Each issue, we profile an LGMA volunteer who is making an impact in our local government communities.



VOLUNTEER ANITRA WINJE

Anitra Winje was born and raised in the traditional unceded territory of the Sinixt (West Kootenay). After working briefly as a travel agent, she attended the University of Victoria where she received a BA in English and History, and did graduate work in journalism and editing. She is currently the

Manager of Corporate Administration/Corporate Officer at Regional District of Kootenay Boundary (RDKB), and also fills the roles of FOI head, privacy officer, Chief Elections Officer, Information Officer and head of the Fun Committee. Winje is married to journalist and historian Greg Nesteroff.

How long have you worked in local government?

I started my local government career at the District of Metchosin in the year 2000. Since then, I've worked for the City of Nelson, the Regional District of Central Kootenay and the RDKB. I'm entering my 20th year in local government and worked for Emergency Management BC, University of Victoria and a non-profit as a career counsellor along the way.

What roles have you filled as an LGMA volunteer?

I served on the Corporate Officers Committee back in 2016 and am serving another term now. I also created some resources for the LGMA to share with other local governments.

What motivated you to get involved with LGMA as a volunteer?

I love local government because we serve our communities and residents. Volunteering with the LGMA feels the same—we are serving our local government community. I thrive off connecting with people and being of service.

The LGMA has given me tremendous support over the years - knowledge, guidance, encouragement, friendship, opportunities and inspiration. It's only right to try and give something back. I am really proud to be an LGMA member.

Can you share a story or highlight from your experience volunteering with LGMA?

There have been so many! Being part of a group that understands the challenges of working in local government can be affirming and comforting. Ours is a community of sharing and caring.

The Corporate Officers' Committee staged a mock Council meeting two years ago at which I played a role, which was fun. I still get colleagues commenting on that performance.

I experienced some trauma some years ago and the LGMA reached out to me right away to offer support. I'll forever be grateful for that.

What do you enjoy doing outside of work?

My husband and I both volunteer with a historical society—keeping our area's history alive is important to us. We spend a lot of time on our property on the Slocan River. I love kayaking, gardening, cinema, writing and spending time with my friends and family.

What advice would you give to someone starting their career in local government?

Be curious, ask questions, take initiative and welcome challenges. Find a mentor. Local government offers an array of options. Check out the opportunities offered by the LGMA and take courses when you can.

Is there a book you read or a movie you watched recently that you would recommend?

Train Dreams, a movie set in Bonners Ferry, Idaho. The movie resonated with me because it reminded me of my great-grandparents, who experienced similar struggles. I am deeply grateful for their strength and perseverance, which has enabled me to live the blessed life I have.

MEMBERS PAGE

MEMBER MOVEMENT

Anne Berry, General Manager, Development, City of Delta. Formerly Director, Planning & Development Services, City of White Rock.

Lindsay Bolton, Director of Human Resources, City of Cranbrook. Formerly Manager of Human Resources, City of Kimberley.

Elizabeth Cumming, CAO, Village of Granisle. Formerly Deputy CAO, Village of Port Clements.

Benafshaw Dashti, Senior Planning Officer, Leq'á:mel First Nation. Formerly Acting Lands Manager, Leq'á:mel First Nation.

Mike Fox, CAO, District of North Vancouver. Formerly CAO, City of Port Alberni.

Jeremy Johnston, Community Planning Lead, City of Fernie. Formerly Director of Planning and Development Services, District of Elkford.

Jasleen Kaur Parmar, Committee Clerk, City of North Vancouver. Formerly Finance Clerk, Village of Valemount

Barclay Pitkethly, CAO, City of Mission. Formerly Deputy CAO, City of Mission.

Cynthia White, CAO, Village of Canal Flats. Formerly CAO, City of Merritt.

RETIREMENTS

Wayne Anderson, CAO, Town of Oliver.

David Blain, CAO, City of Chilliwack.

Marnie Manders, Manager of Human Resources, District of Summerland.

Mike Younie, CAO, City of Mission.

2026 LGMA EVENTS & PROGRAMS

Connect Lunch Series (Online)

September 9
Corporate Officer Connect

October 19
HR Connect

October 29
Communications Connect

November 13
CAO Connect

Events & Programs

April 29
Advanced Elections Workshop
Online

April 30 and May 1
Approving Officers Workshop
Online

May 3-8
MATI® Managing People*
Harbour House, Salt Spring Isl.

May 5-7
First Nations Local Government
Land Use Planning Regional
Workshop - North
House of Ancestors,
Prince George

June 9
Communications Forum
Penticton Trade and
Convention Centre

June 9-10
Tradeshow
Penticton Trade and
Convention Centre

June 9-11
Annual Conference
Penticton Trade and
Convention Centre
September 3-December 3
Foundations of Local
Government Learning Series
(Online)

September 13
CAO Dinner
Vancouver

September 14, 21, 28
Minute Taking Online
Course

October 7, 14, 21, 28
Coaching Essentials
Online

November 4-6
Admin Professionals
Conference
Delta Victoria Ocean Pointe
Resort, Victoria

November 25-27
Corporate Officer Forum
Westin Wall Centre, Richmond

2026 PARTNER EVENTS

May 17-21
International Institute of
Municipal Clerks Annual
Conference
Reno, Nevada

May 25-27
Canadian Association of
Municipal Administrators
Annual Conference
Whistler

May 27-29
Government Finance Officers
Association of BC Annual
Conference
Kelowna

June 4-7
Federation of Canadian
Municipalities Annual
Conference
Edmonton

June 7-10
Association of Municipal
Managers, Clerks and
Treasurers of Ontario Annual
Conference
Hunsville, ON

October 17-21
International City/County
Management Association
Long Beach, CA

Learn more about these and other courses, including on-demand options, at lgma.ca/programs-training.

* These MATI® programs delivered in partnership with Capilano University.

Join us in Penticton June 9-11 for LGMA2026

Whether it's your first conference or you're attending again, don't miss **LGMA2026: Empowered Communities, Cultivating Connections** in Penticton, June 9-11.

Catch up with your peers from across the province, take in timely education sessions and foster leadership growth at the annual conference. Hear from two inspiring keynote speakers and cultivate strong connections with members and exhibitors in addition to experiencing the bounty of local flavours that Penticton is known for.

Through these relationships and shared insights, you will leave with fresh perspectives and new skills for your leadership toolbox.

Review the agenda and register at lgma.ca/lgma-annual-conference. Catch the early bird rates before April 30.

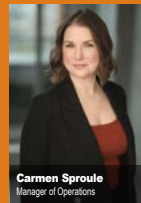


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