

A Guide to Municipal Engagement for Ontario Lake Associations



In support of our Vision:
*Thriving and sustainable waterfronts
across Ontario, now and for future generations*



Rural Ontario:


We're in this, together

A Guide to Municipal Engagement for Ontario Lake Associations

Overview >

This Municipal outreach resource builds upon FOCA's **"Vote for your Future"** campaign (see: <https://foca.on.ca/vote-for-your-future-2018-municipal-elections/>) where waterfront property owners and residents were encouraged to get involved in the October 2018 Ontario Municipal elections.

FOCA's **Guide to Municipal Engagement** is intended as a one-stop reference for our 500+ lake association member groups across Ontario, to outline:

<p>the important role played by municipalities in issues that are key to waterfront residents</p> <p>Quick Links to online FOCA resources: https://foca.on.ca/municipal-government-partners/ and: https://foca.on.ca/muni/</p>	<p>see pages 4-5 of this Guide</p>
<p>how and why to engage with your municipal partners, year-round</p> <p>Quick Links: https://foca.on.ca/raise-your-political-voice-tips-from-foca/ and: https://foca.on.ca/getting-involved-in-local-budget-setting/</p>	<p>pages 6-9</p>
<p>additional notes & partners' tips and resources: including IAP2; Dave Meslin; Samara Canada; OMAFRA</p>	<p>pages 7, 10, 14-19</p>
<p> YOUR call-to-action from FOCA: Write to your Municipal Council</p>	<p>pages 11-13</p>

A Municipal Primer for Lake Associations

Get involved – have a say.

In Ontario, the Municipal level of government delivers some of our most valued public services. **As your closest level of government, it is vital to maintain productive relations both with elected officials and key staff (especially the Municipal Clerk).**

Government: Who handles what?

The **Federal government** deals with national issues affecting our members, including navigation/boating, fisheries, and Great Lakes/international issues, among others. Ontario has 121 of Canada's 338 federal electoral ridings, and thus has a fair amount of clout regarding national policy. *Find your federal Member of Parliament using your Postal Code on the [Parliament of Canada – House of Commons website](#).*

For waterfront property owners, many of our issues are managed at the **Provincial level**, including health care, education, property taxation, tourism, natural resources management, energy policy through Provincial statute, and the accompanying regulations. *Find your current MPP's contact information on the [Legislative Assembly of Ontario website](#).*

The **Municipal level** of government is where waterfront property issues are most directly managed: roads, policing, land use planning, bylaw development and enforcement. Municipalities are also a creature of the Province, owing their very existence, their powers and obligations to the Province under the Municipal Act. Significant direction, and sometimes funding, is provided by the Province to local government. *Find your [Ontario Municipality](#) links by region, county or district.*

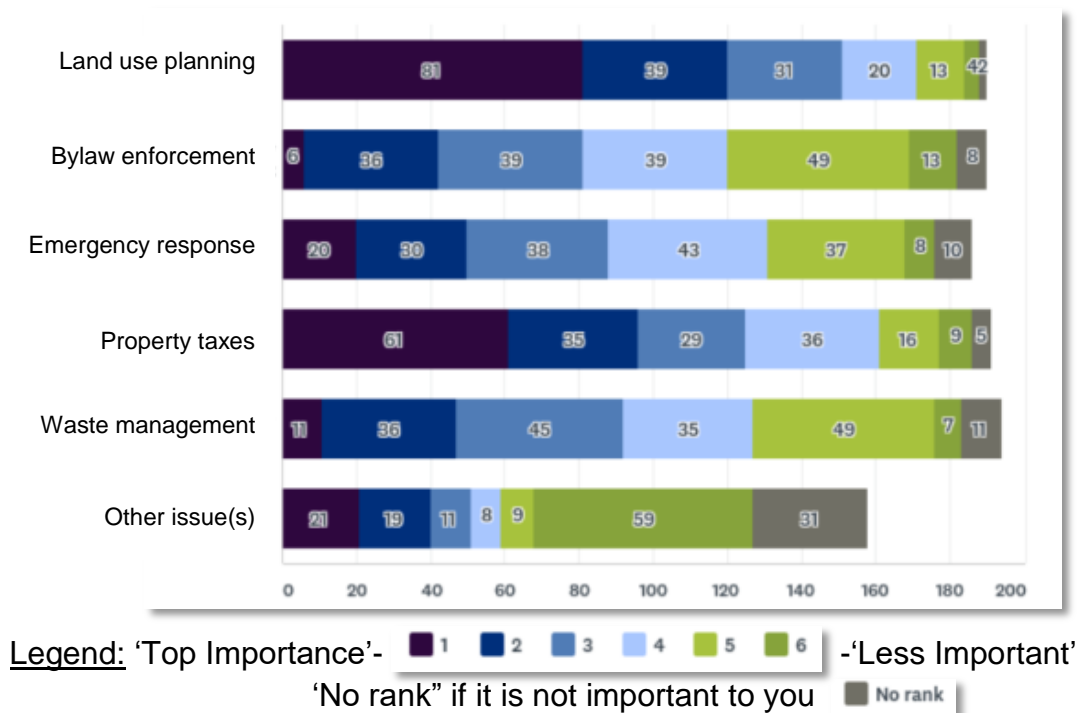
Some quick links >

- Get more information about the various levels of government, and their roles, from the **Association of Municipalities of Ontario**, here: [Municipal 101](#).
- [Tips for Municipal Complaint Resolution Policies](#) and other resources from the Ontario Ombudsman's website.
- [About Local Government](#) (pdf, 2MB) – a presentation prepared by the Association of Municipal Managers, Clerks and Treasurers of Ontario

*You will find additional tips and resources on **pages 10 and 14-19** of this Guide.*

Municipal Issues Matter to Lake Associations

In a 2018 survey before the last Ontario Municipal elections, FOCA asked members to “Rank municipal issues by their importance to you.” The top responses were:



201 respondents to FOCA's "Vote Survey" (August-September 2018)

Environmental priorities in your Municipality

from: <https://foca.on.ca/environmental-priorities-municipality/>

Official Plans are prepared by the municipal and/or regional government to direct and guide the local municipality (or County/District) in policy planning and physical planning on a very broad basis. An Official Plan (OP) has two basic functions:

- It establishes a vision in which land use planning protects and enhances the local landscape, lifestyle and sense of community.
- Using a strategic approach to land use planning, it sets out the general direction for planning and development by prescribing strategic goals, objectives and policies.

Further guidance for the actions and decisions of a municipal government may be in the form of municipal strategic plans, municipal budgets, economic development planning, sustainability plans, etc. Considerations for the waterfront environment can be embedded in these documents, or may be the subject of other municipal documents or specific commitments.

How & Why to Get Involved in Local Budget Setting

from: <https://foca.on.ca/getting-involved-in-local-budget-setting/>

Public participation in the budget-setting process is important because a municipal budget is a policy and planning document that outlines the city's priorities, and is always a balancing act between cost saving, and delivering important services.

In Ontario, the municipal level of government delivers some of our most significant public services. It is vital that we all understand the process for setting municipal budgets, and how we can get involved to help shape the future of our communities.

Every year, municipal councils call public meetings early in the calendar year to get input and to review drafts of their revenue and spending plans. These meetings are a chance for residents to meet the Council, learn about the budgets and have a say in setting the municipalities priorities for the year(s) ahead.

There are often two main components to the municipality's budget:

1. The **operating budget** covers the costs of maintaining services as libraries, recreational centres, parks, snow removal, road maintenance and municipal fire services.
2. The **capital budget** is what the city sets aside to cover the costs of building and renewing our libraries, roads, parks, recreational centres, arenas, pools and seniors' centres.

NOTE: Some parts of Ontario have lower-tier and upper-tier municipal governments, with separate roles and separate budget processes. The upper-tier has responsibility for a different set of services which may include policing, water and wastewater services, regional roads, ambulance services, waste management, public health, Ontario Works, children's and seniors' services, and social housing.

Examples of two-tier Municipalities include: the District of Muskoka, the County of Haliburton, the County of Peterborough.

The Elements of Good Public Consultation

borrowed from: International Association for Public Participation www.iap2canada.ca/

Public participation:

1. is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. includes the promise that the public's contribution will influence the decision.
3. promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. seeks input from participants in designing how they participate.
6. provides participants with the information they need to participate in a meaningful way.
7. communicates to participants how their input affected the decision.

More about your Municipal Budget

*The following is adapted by FOCA from notes by **Rachel Tyczinski**, previously Corporate Affairs Officer for the Corporation of the City of Sault Ste. Marie.*

Every time your street is plowed, your garbage or recyclables picked up, or you visit the park, catch a bus, borrow a book from the library, you are witnessing your tax dollars at work. Municipal budget decisions set the funding for the programs and services we depend on to maintain our quality of life.

“Developing the City budget involves making difficult choices between what the City would like to do and what it can afford — the same decisions we as individuals face every day,” says Scott McLellan, Manager of Budgets & Revenue. “In addition, the City must take into account the challenges and pressures of infrastructure demands, limited revenue sources, inflation, and downloading.”

The municipal budget is a policy and planning document that sets the Municipality’s priorities and level of service.

Reserves, surpluses, deficits, operating budgets, capital budgets, debentures – the terminology may seem confusing; however, once simplified, it becomes evident that we face the same challenges in creating our household budgets as municipal councils face in setting their annual budgets.

Reserves can be equated to personal savings. We know that we will need to find money for the kids’ education in a few years, save for retirement, or make home improvements. Ideally, we set money aside into savings so that funds are available to achieve these goals when the time comes. Municipal reserves are the same thing — setting aside money for future use for specific purposes. Unlike provincial or federal governments, legislation requires that Ontario municipalities have balanced budgets.

A **surplus** occurs when the Municipality either spends less and/or raises more revenue than predicted in the annual budget. Conversely, a **deficit** arises when expenses have exceeded the budget, or anticipated revenues have not been realized. Just like at home, a surplus situation is always preferred. Many municipalities have a policy to direct current budget surpluses to known one-time capital requirements. Deficits are not permitted to accumulate and must be recovered in the following year's budget.

Capital requirements or acquisitions are tangible items or projects of a long-term nature. **Operating** requirements are day-to-day expenses. To compare this to personal budgeting, groceries, electricity, and insurance premiums are operating costs. Buying a new car or furniture, building a garage or an addition to the house are capital projects.

Drawing money out of savings (or reserves) to finance operating (or current) expenses is as undesirable as withdrawing money from a savings account to pay for groceries. Municipalities often borrow money to, at least in part, finance major capital projects such as sewer systems, roads or buildings. While individuals might negotiate a mortgage or loan to finance major purchases, a municipality may issue a **debenture** to obtain the necessary funds.

Revenue to finance municipal operations comes from property taxes and user fees (bus fares, tipping fees, fees for swimming lessons, etc). The Municipality also receives funding from other levels of government. These grants may be unconditional or targeted to specific projects.

Downloaded costs put even more pressure on the Municipal budget. **Downloading** refers to costs previously borne by higher levels of government that are now the responsibility of municipalities. Over the last decade, federal and provincial levels of government have consecutively downloaded and uploaded responsibilities.

In setting the annual budget, and thereby arriving at the municipal tax rate, the Municipality determines all anticipated expenses, deducts the revenue it expects to receive, and arrives at an amount to be raised from property taxation. This amount is divided by total property assessment to arrive at a property tax rate.

Three factors influence the amount of property taxes you pay, only one of which the Municipality has control over:

1. the Municipal property tax rate – set by the Municipality.
2. the assessed value of your property – determined by MPAC.
(the Municipal Property Assessment Corporation)
3. the education tax rate – set by the Province.

More than one third of your property tax bill is effectively set or mandated by the Province. Education taxes are set by the Province and collected by the Municipality. As well, the Municipality is required to administer provincially-mandated social services over which it has limited or no control.

Raise Your Political Voice – Tips from FOCA

from <https://foca.on.ca/raise-your-political-voice-tips-from-foca/>

There is strength in numbers – let's be heard. FOCA encourages all waterfront property owners to let your elected officials know about the issues that matter most to you and your lake (or river)!

What you can do, to effectively deliver your message to elected officials:

- 1) **Write a letter** to your municipal councillor, MPP, MP or political candidates.
(see more about writing a letter, on the next pages)
- 2) **Call** their office, and ask them specifically what they propose to do about your issue or situation.
- 3) **Schedule a visit** with your elected official or candidates, attend their **events**, and **invite them** to attend yours. Introduce yourself if there is a meet-and-greet and follow the tips below.
- 4) **Encourage your neighbours** to do the same.
- 5) **Support FOCA's advocacy efforts** through membership and/or donations.
- 6) [Get on the FOCA Eler list](#) to be kept up-to-date about emerging issues and new calls-to-action!

Politicians want to be associated with issues that will get them (re-)elected and will show that they have done a good job. They won't know how constituents really feel unless we communicate with them. Each comment received directly from a voter carries weight, as it suggests broader trends. It is part of an elected official's responsibility to study all available information on a topic. But don't waste their time; know your issue and be brief. Provide facts and suggest solutions.

>Tips to get your issue onto your candidates' radar:

- Identify yourself as a constituent of their riding.
- Give a short explanation of how the issue affects you personally, and whether you support or oppose it.
- Use facts and figures to support your argument.
- Be concise and stick to the issue if you want to express your opinion or ask for their stance on an issue.
- Hand them a 1-page brief on the issue to take away and reference in the future.
- Thank them for their time, and remind them you will be discussing the matter with your neighbours, and voting to support the issue at hand.
- Mention specifically if you want a written response, then follow up with their office staff in two weeks if there has been no reply.
- *Find more great tips on the next page...*

Dave Meslin's 'Top Tips' for Success at Municipal Council & why Connecting with your Municipal Council matters!

*These notes were compiled from a presentation by **Dave Meslin** to lake association representatives at the FOCA Spring Seminar, March 2019. [More about Dave Meslin.](#)*

Municipal government is not taught to us in school but, as Dave says, “**Municipal government is where it's at!**” Municipal councilors are more likely to be non-partisan, inclusive, and accessible to lobbying efforts, and to vote as they choose [compared to Provincial or Federal ‘career’ politicians, who are more likely to be compelled to vote with their party].

(1) **Understand the system – how the**

“pieces fit together.” Every Municipality is different, in terms of how things get passed. By the time an item comes to Council, “it might be too late for you to effect change.” Stay on top of Council meeting notices and Minutes, and try to get involved earlier in the process. So, watch for the Council motion that leads to the request for a staff report on an issue; then, ensure you speak with the Municipal staff and Councillors to get your point-of-view across, before it comes to a vote at Council.

(2) **Research.** Become a real expert on the issue. Have data on the tip-of-your-tongue. Always be informed. “There’s no limit to how much you can geek-out on your topic.” Be aware that you are working against stereotypes about the kinds of citizens who usually speak to council; however, if a Municipal councilor is undecided on an issue, it doesn’t take that much for you to tip the scales in your favour.

(3) **Build a really strong Team.** You can’t win on your own. Start knocking on doors, talking with neighbours, and find the people with the skills you don’t have. Campaigns need lots of skills to succeed.

(4) **Find Allies.** Who else cares about this issue, but maybe for other reasons? Can you connect with them? How else can you build the network? Think beyond the usual suspects.

(5) **Create a strong e-list.** This is how you will tell the people in the community how they can make a difference, or alert them to the location and time of the next event where you need them to show up, or tell them what action they can take next (e.g., sign a petition). “Give people smaller ways to make a difference.”

(6) **Organize Events.** Digital communication is great, but you still must have in-person events; it cannot all be done online.

(7) **Get Media Attention.** The media always needs content, so give them short, eloquent sound-bites and feed them bits of interesting data. Dave emphasized the enormous power of maintaining a friendly relationship with the media, to garner free coverage of your cause.

(8) **Endorsement.** Search out the few big names within your extended community, who can stand up for your group or your issue.

(9) **Be vigilant** when development efforts purport to improve things, but actually still contradict community values. Watch out for lobbyists making “community benefits” offers to council, or “bundling” offers or opportunities– that’s when good things and bad things get lumped together under a single vote.

And finally, don’t underestimate the value you bring to your local community.

Write a Letter to your Municipal Council



FOCA recommends that your Lake Association write to your Municipal Clerk, to open or to reinforce a line of communication between you and your Council.

Do this now, and after each Municipal Election that results in new Council members.

Address your letter to Council, care of the Municipal Clerk. It is fine to send your message by email, rather than mail. You should be able to find your Clerk's name and email address on your Municipality's website.

By addressing Council, your letter will be "received" at the next Municipal meeting.

It is not necessary (and not even preferable) to wait until you have a "burning issue" to write to Council.

Do it now, and then build on the positive foundation, later.

The purpose of your letter might be some or all of the following:

- remind Councillors that **waterfront residents** are an important part of their rural constituency (find more words from FOCA here: <https://foca.on.ca/wpo2018/> and here: <https://foca.on.ca/about/our-community/>)
- explain **what lake associations like yours do** (e.g., community events, water sampling,... see: <https://foca.on.ca/lake-associations-a-video/> and <https://foca.on.ca/the-role-of-lake-associations-by-foca-2014/>)
- outline the kinds of **issues** you and your members want to interact with them about (e.g., land use planning, civic issues, affordability...) and the importance of the Municipality providing **timely notifications** to non-permanent/seasonal constituents (see: page 7 for "the elements of good public participation")
- tell them about examples of their peer municipalities' **best practices** and 'success stories' that help non-permanent residents (e.g., live-streaming Council meetings; sending e-newsletters; stewardship programs; video resources;... for more, see: <https://foca.on.ca/municipal-government-partners/>)
- remind them of **resources** available to them from FOCA, including free print publications and videos about rural septic systems, invasive species, climate change in cottage country – most are posted here: <https://foca.on.ca/news/publications/>

More wording suggestions from FOCA are on the following two pages...

To provide additional context about the scope and scale of the waterfront community in Ontario, you may also want to include some of the following words, drafted by FOCA, when you write to your Municipal Council:

To: Municipal Council of the ____[name of your Municipality]____
c/o: ____[name of your Clerk], Clerk [or alternate title]____

The ____[your group]____ Association is a residents' group representing _[#]_ families in your Municipality. In turn, the ____[your group]____ Association is a member of FOCA.

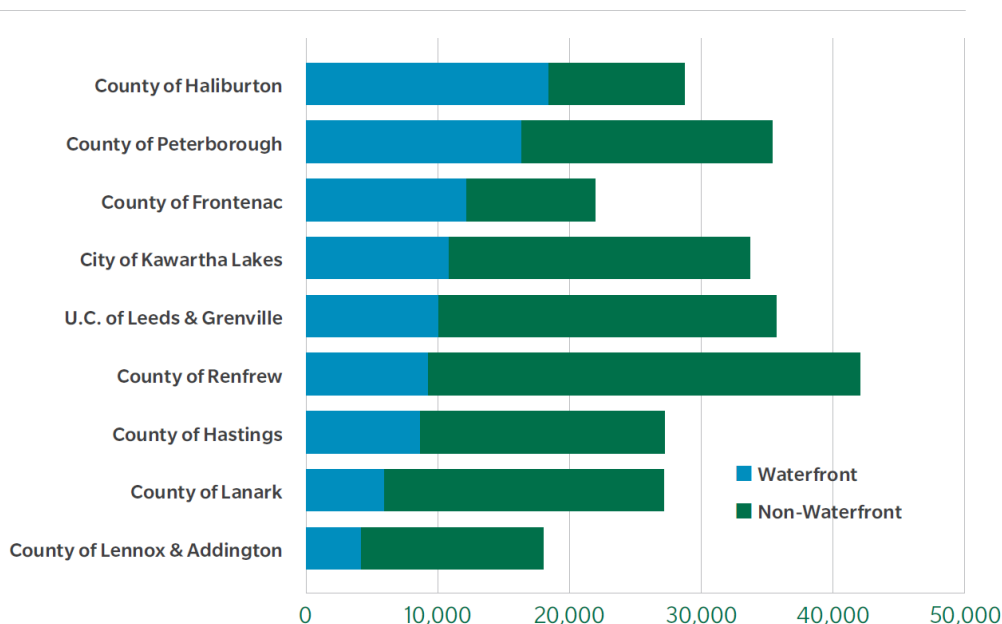
FOCA is the Federation of Ontario Cottagers' Associations, the largest non-farm landowner group in rural Ontario. This not-for-profit membership organization represents 50,000 member families in more than 500 lake and road Associations across Ontario. For over fifty-five years, FOCA has been the voice of the waterfront community. Visit <https://foca.on.ca/list-of-associations/> for a link to a Google Map that shows all the FOCA member Associations in this region.

'Cottage Country' matters to Ontario's economy

Waterfront property owners (WPO) are a major economic force in rural Ontario. In some rural Ontario municipalities, WPO make up more than half of all residential properties.

*Example: see 'Figure 4' from FOCA's 2018 Report, **The Role of Waterfront Property Owners in Rural Economic Development in Eastern Ontario:** (contact FOCA for a copy of the full Report)*

Figure 4 - Type of Property Ownership in Survey Region



FOCA is a bridge to the 250,000 waterfront property families across the province who contribute a combined \$800+million in annual property taxes, steward 15,000 kilometres of shorelines, and own 50,000 hectares of land.

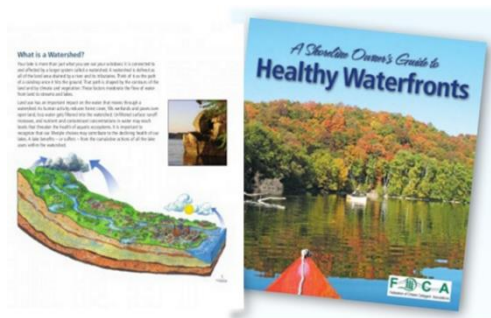
Thriving and sustainable rural communities are our common goal!

Let's help each other. FOCA's members care about clean and safe lakes, are concerned about affordability, and treasure family time in this community. Find out more here: <https://foca.on.ca/about/our-community/>. FOCA works with municipal partners, and has free cottage-country resources you can use.

What's your role as a Municipal Partner?

- 1) **Get on FOCA's Elert list** (e-news) – Join thousands of subscribers across Ontario who rely on FOCA for policy & environmental updates by monthly email.
- 2) **Send FOCA your municipal updates and notices** – While FOCA doesn't give out members' personal information, FOCA can forward updates to them on behalf of Municipal partners. When issues are time-dated and related to waterfront issues, work with FOCA to extend your message reach.
- 3) **Use FOCA resources** – FOCA has video, print and digital publications available for public use, on topics such as:
 - septic systems – their parts, maintenance & signs of trouble
 - fish-friendly dock structures and shorelines
 - preventing algal blooms or the spread of invasive species

As one example, FOCA's publication, [**A Shoreline Owner's Guide to Healthy Waterfronts**](#), is a free booklet filled with great information for rural residents. More than 10,000 free copies have been distributed. [**Contact FOCA**](#) for details!

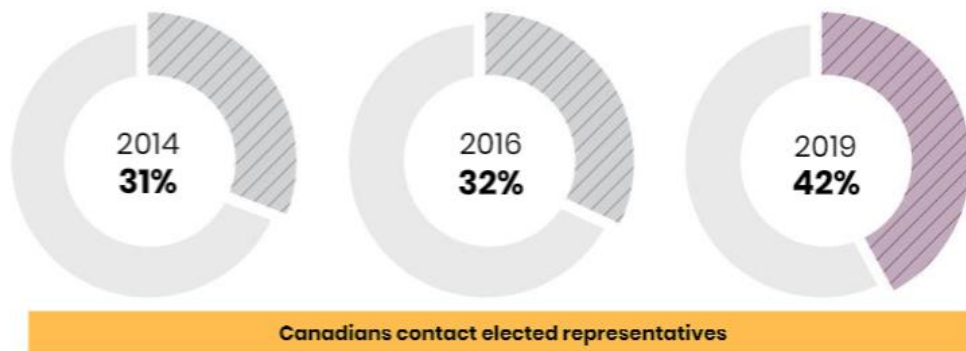


Additional Notes & Related Partners' Resources

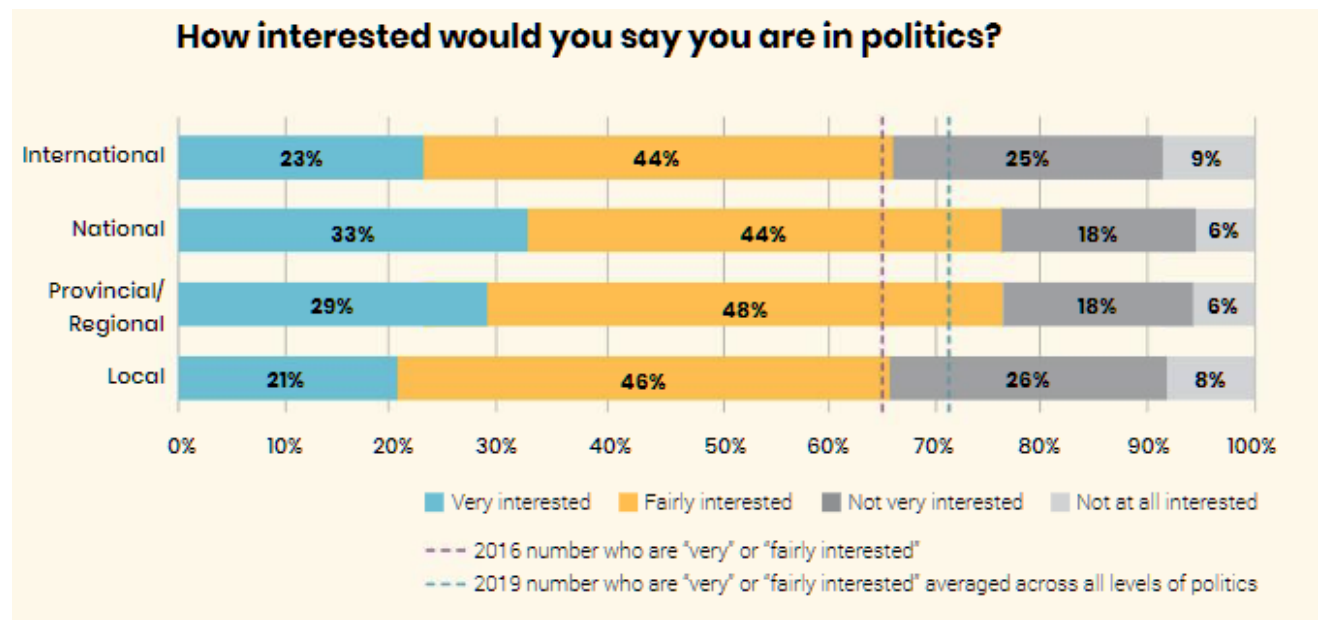
from the Samara Centre for Democracy:

<https://www.samaracanada.com/research/2019-democracy-360/>

Canadians are talking about politics more (than was indicated in the earlier Samara reports from 2014 onward), and Canadians are reaching out more to their elected representatives.



However, rates of broader civic and community engagement have dropped significantly, and respondents' self-professed level of interest in local politics is low.

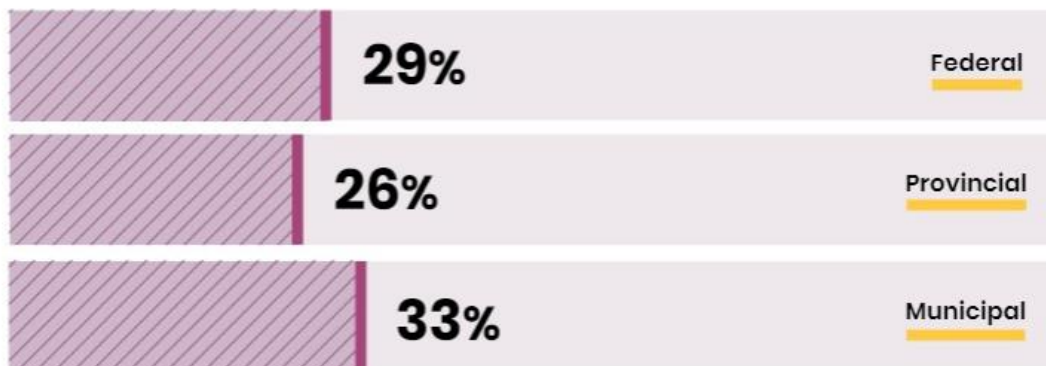


more from Samara...

<https://www.samaracanada.com/research/2019-democracy-360/>

The biggest jump of any indicator in the 2019 Samara Citizens' Survey was the 10-percentage point **increase** in Canadians reporting that they had contacted their elected representatives in the last year. One in three Canadians reached out to **municipal representatives** (33%), slightly fewer contacted federal MPs (29%), and one in four contacted provincial elected officials (26%).

Which level of government did Canadians reach out to in 2018?



Why this indicator matters

All Canadians are served by elected representatives. For representatives to understand the views of their constituents, Canadians are required to ask questions or share concerns directly with their representatives.

FOCA notes:

Putting this statistic together with the last one, suggests that Canadians generally say they are less interested in local politics, but are actually more likely to interact with local (municipal) politicians!

“Meet your Neighbours: The Council Brothers”

excerpts from the article published by Sue Tiffin, in *Minden Times* (March 21, 2019):

<http://www.mindentimes.ca/meet-your-neighbours-the-council-brothers>

-Jim and Paul Mitchell have regularly attended Minden Hills’ municipal council meetings over the past 5 years. Canning Lake – Silverwood Lodge was owned by their parents; “life took them to Toronto and Peterborough, [before] returning to the area full-time after careers with Hydro.”

...”Jim notes that his years with his cottage association made him particularly interested in some topics. “[I]t gave me an opportunity to really keep abreast of what was going on in the



municipality for my cottage association,” he said. ...”It’s just interesting to me to go and see local government work because you’ve heard the clichés about that’s the closest you ever get to what’s really going on is municipal government... Municipal is what impacts on you directly, you know, the quality of roads, whether your snow get plowed or your lakes get polluted or whatever.”

...

“It gives you definitely an understanding as to how things operate,” said Paul. “Your road conditions up here, and things like that. A lot of things, people don’t even realize. They just expect things to be done and why aren’t they?”

“One of the things we’ve both learned is that you have a better understanding of the difficulties council has in making decisions, especially around the budget stuff,” said Jim. “...unless you’re sitting there, you don’t really realize what a balancing act it is, and how you can’t have everything all the time and you can’t have anything without taxes ...I’m glad that I go because it helps me better understand what the rationale is behind all of these decisions. You might not agree with all of them, I certainly don’t, but you see how hard people work to try to come to the right decision.”

...

Jim said: “I think we like to know what’s going on in the community we live in. We’ve often spoken between the two of us about why more people don’t show up at council. They’re not riveting ... Some days it’s like watching paint dry. I believe, and I think Paul does too, that if you’re not informed on what’s going on in your community you really don’t have a lot of right to bitch and complain about it.”

Still-Useful Ideas from past Fact Sheets by OMAFRA

(the Ontario Ministry of Agriculture, Food and Rural Affairs)

OMAFRA: “Effective Community Decision Making” (Order No. 93-043; February 1993)

What is a Healthy Community?

A healthy community relies on a balance of economic, social, human and environmental factors to promote the physical, mental and social well-being of people who live and work in the community.

What is needed to achieve and sustain a Healthy Community?

- Community spirit
- Community vision to guide development
- Willingness to invest in the community
- Understanding your community's economic system in light of the changing world economy
- Leaders who can build partnerships
- Leaders with the capacity to seek information and make decisions
- Commitment to long term planning and action
- Strong communication networks
- Finding what is unique to a community
- Being willing to be innovative
- An active core of community workers
- Organizing and maximizing human and financial resources

Community Involvement – some basic beliefs and values:

1. Every community has strengths, every community has problems and concerns
2. The people within each community have the ability to solve their own problems and achieve their own goals
3. Nothing happens in a vacuum – decision making must suit the area where the challenge exists
4. The community must involve and have participation by all those affected at each stage of the process
5. Communities need to identify their own needs, set priorities, plan for the future and take responsibility for their own future.

**“Progress is impossible without change
and those who cannot change their minds
cannot change anything.”**

~George Bernard Shaw

notes from OMAFRA, continued...

Steps for Effective Decision Making:

1. Examining the situation
2. Arriving at goals
3. Identifying key problems
4. Determining priorities
5. Identifying and analyzing alternative solutions
6. Selecting a course of action
7. Developing an action plan
8. Implementing the plan
9. Evaluating the outcome

Key questions to use as a checklist during this process are:

- Is everyone involved who needs to be?
- Did everyone agree on the definition of the situation?
- Was everyone clear on how the decision was made?
- Were personal or value conflicts resolved to everyone's satisfaction?
- Was the chosen solution realistic and reachable?

OMAFRA: “Community Leadership” Info Sheet (Order No. 01-033; June 2001)

Leadership is a process that helps get things done. It is not a person, a position, an organization or a community. Leadership is a verb, not a noun. It does not happen when someone is nominated to be the chair of a committee or asked to be on the executive, nor does leadership come from someone who has just given a particularly moving speech. Only when *action* takes place in a community or organization – when projects are started, worked on and completed, you can truly say leadership has occurred.

This means that you cannot rely on one person for leadership to take place. The economic development project in your community depends on many different people in a variety of roles – planning, organizing, visiting businesses, analyzing, deciding and problem solving.

Traditionally, communities have found the best way to accomplish all these jobs is to organize and work in groups, committees, or teams ... [so that] everyone in the group is responsible for leadership – for getting things done, for action!

...

notes from OMAFRA, continued...

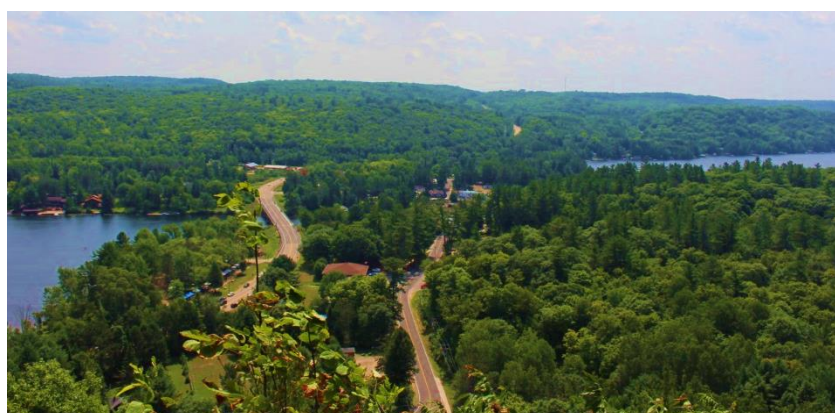
Assessing Leadership in your Community

Is leadership happening in your community? Are community projects being suggested, discussed, planned and carried out? Are people stepping into positions of responsibility, and encouraging others to get involved? Are relationships well established and working among a variety of groups? Are they co-operating and collaborating on community projects?

Successful community projects will involve key skills and elements of leadership. Your community team will need these skills, or look to recruit those who have them.

Here is a skills checklist for your project:

- Communicate effectively (varied modes, model active listening)
- Understand oneself (values, self-confidence, perspectives)
- Manage meetings (appropriate procedures, planning)
- Understand leadership (use appropriate styles, develop a group vision, challenge and encourage others)
- Facilitate learning (establish group goals and expectations, evaluate progress, help others learn skills for continuous improvement)
- Form and work with groups (recruit, build the team, ID responsibilities, recognize and accommodate individual needs, resolve conflict)
- Plan and mobilize for group action (ID key decision makers, understand power structures, develop public support, influence policy)
- Manage projects and activities (set goals and priorities, allocate financial resources, supervise budget and record keeping)
- Volunteer management (recruit, motivate and recognize volunteers, develop job descriptions and record keeping)
- Understand change (how things change, reactions to change, how new ideas are adopted)
- Understand community development (well-being, models and theories of community development, network)
- Understand community and society (be aware of governments, organizations and agencies, societal trends and issues)
- Understand global perspectives (global economy and issues, world markets)
- Access information (electronic communication and information)
- Understand the role of economics in community development (business and economic structures, management techniques, planning skills, interpret and analyze social and economic data)
- Respond to community issues (ID and analyze community issues, apply problem-solving techniques, build commitment and collaboration and consensus)
- Identify individual roles in community development (assess individual strengths, weaknesses, roles and responsibilities, ID stakeholders and opportunities, develop community profiles, build trust and rapport)



Rural Ontario:

We're in this, together