

Local Government Management Association

**2013/2014 New Zealand Overseas
Manager Exchange**

Final Report

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Acknowledgements

This exchange was very successful due to the extensive contributions from many people, to whom to whom I am grateful.

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Thank you to the many, many people that I met through the exchange program and the organizations that support them.

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Executive Summary

This report on the New Zealand portion of the 2013/2014 Overseas Management Exchange is intended to summarize goals, experiences and outcomes of my participation in the program. This is accomplished first through an outline of personal goals in the exchange, followed by a brief description of the experiences and interactions with a number of local government in New Zealand. An account is given of other associated organizations visited. Finally a set of recommendations is offered for consideration.

My goals in the exchange program were to:

- Advance my governance and administrative skills, competencies and knowledge.
- Seek ideas to add value to the Local Government Management Association.
- Discover practices that could be adopted by Revelstoke and other communities.
- Contribute value to organizations and communities visited in New Zealand.

These goals were achieved through visits to a number of local government and other organizations, commencing with the SOLGM Annual Summit in New Zealand's capital Wellington. The summit was followed by meetings with organizations in the capital city and a tour of the parliament buildings, including viewing parliament in session.

I formally visited nine local governments on the South Island. These included six Regional Councils, a Unitary Council and two District Councils. Additionally, I informally visited two other Regional Councils and one other Unitary Council.

In Kaikoura, the hosting exchange community, an array of other tourist, indigenous and intergovernmental organizations were visited giving an excellent snapshot of the dynamics facing that community.

I have condensed ideas formulated from the exchange experiences into five main recommendations:

1. Seek corporate sponsorship for exchange program
2. Exchange program review and continuation
3. Initiate LGMA and SOLGM executive exchange
4. Encourage international Mayoral exchange
5. Creation of unique local government publications

Introduction

This report summarizes the November 2013 Overseas Manager Exchange between British Columbia and New Zealand local government managers sponsored by the Local Government Management Association (LGMA) in conjunction with the New Zealand Society of Local Government Managers (SOLGM). The New Zealand portion of the exchange took place from November 3rd to November 17th 2013. The two week exchange commenced with my attendance at the SOLGM Annual Summit in the capital city of New Zealand, Wellington. Immediately after the conference I met with various organizations prior to proceeding on visiting a number of local governments and organizations on the South Island. The corresponding New Zealand exchange with Kaikoura's Sheryl Poulsen is to take place in June 2014.

The purpose of the exchange was to gain a snapshot of local government in New Zealand and develop professionally with a view to add value to future performance.¹ This report, beginning with my personal objectives during the exchange, encapsulates the experience by giving an overview of the interactions with various local governments, organizations and individuals in New Zealand. The recap of the exchange program is then followed by a series of recommendations formulated through the experience.

Although the intent of the exchange was on professional development, one of my personal goals was to add incremental value to those organizations I visited, to the City of Revelstoke and the Local Government Management Association. Five recommendations provided are given with this objective of in mind. It is my intent to attempt to provide suggestions to make incremental improvements to what is already an amazing and well thought out program.

New Zealand is a lush country with an abundance of natural resources, ideal growing conditions and ingenious and welcoming citizens. My host community, Kaikoura, epitomized the best of New Zealand with brilliant scenery, abundant sea life, a pace of life to cherish and most welcoming people. This is the setting that I learned not only about local government and citizen interaction in New Zealand but also more of myself as an administrator and how I can contribute more to my community, Revelstoke, and to our equally spectacular Province of British Columbia.

¹ Local Government Management Association of British Columbia, Overseas Manager Exchange Program for 2013-2014

Exchange Objectives

My personal objectives in the Overseas Manager Exchange Program were to:

1. Advance my governance and administrative skills, competencies and knowledge.
2. Seek ideas to add value to the Local Government Management Association.
3. Discover practices that could be adopted by Revelstoke and other communities.
4. Contribute value to organizations and communities visited in New Zealand.

1. Advance skills, competencies and knowledge

The Overseas Manager Exchange Program background information document states the program is “an ideal opportunity for managers in local government to develop their own skills, competencies and knowledge so as to add value to future performance.” There is no doubt in my mind this has been achieved. Through the exchange of ideas with dozens of people and a multitude of visits to other local government and related organizations, I have become a better administrator with more to contribute professionally as a direct result of the exchange. In preparation for the trip I read several articles on New Zealand history, governance, and societal issues. Additionally I completed extensive research on Mouri history, law and evolution as a people group with the objective of gleaning best practices for local governments interaction with indigenous people.

2. Seek ideas to add value to the Local Government Management Association

I stated in my application letter I wanted to strive to add value to our association, the province and the communities I work in and visit. The exchange program focus is on professional development. Being in the later stages of my career it was important for me to ensure I would contribute to the LGMA and others where feasible. This resulted in a series of recommendations for LGMA executive and board to consider. The recommendations focus on consideration of association executive exchange, sponsorship potential and program review. These recommendations are described towards the end of this report.

3. Discover practices that could be adopted by Revelstoke and other communities

I took home a plethora of ideas to either implement or consider further. Some of these ideas are expounded upon in this report, others are not. One of the more interesting observations was the subtle but real cultural differences when addressing controversial or contentious topics. Controversy seems to be inherent in governance. I have come to believe that with society's

unprecedented rate of change that cultural exchanges such as this one will prove to be imperative for the well-being of our communities and society.

4. Contribute value to organizations and communities visited in New Zealand

In each community and organization that I met with in New Zealand I listened and learned about their attributes, strengths, challenges and concerns. I probed to understand and glean knowledge that could be applied back home. But I also looked for opportunities to contribute ideas to help foster ideas to resolve their unique challenges. These processes often lead to frank discussions on challenges and opportunities that we have in common.

Through a series of recommendations later in the report I have sought to provide ideas that can contribute to added value to others. Aside from these recommendations, my professional approach to local government administration has been incrementally altered directly as a result of the New Zealand Overseas Manager Exchange. This fulfills an unwritten objective: local government managers learning to create better governance.

Local Government Visits

During the New Zealand exchange I formally visited a number of local governments including six Regional Councils, one Unitary Council and two District Councils. In addition to these I informally visited two other Regional Councils and one other Unitary Council.

New Zealand is comprised of 11 Regional Councils and 6 Unitary Councils.² Within each of the Regional Councils are a number of District Councils. In general terms, Regional Council could be, in some limited ways, viewed as being similar to British Columbia's Regional Districts. District Council could be somewhat equated to district municipalities in British Columbia. Unitary Councils are much like a blend of Regional and District Councils. However these are poor comparisons since the overall authority varies considerably. In New Zealand there is no provincial government as in Canada, so the delegated powers to local government comes directly from the national government. Furthermore, the New Zealand central government appears to be much more involved with local governments as far as dictating large scale changes.

Marlborough District Council (Unitary Authority)

After the SOLGM conference my first local government visit was with the Marlborough District Council on the Northern tip of the South Island³. Marlborough District Council is a Unitary Authority established under the New Zealand Local Government Act 2002.⁴ Marlborough District has a population of over 42,000 dispersed over 17,000 square kilometers. It is comprised of a number of small communities including Blenheim and Picton.⁵

I met Marlborough District Staff at their main office located in the community of Blenheim. They shared the history of the development and evolution of the Unitary Authority. Marlborough District took charge with the impending changes mandated by the central government at the turn of the century and proactively made proposals for the Unitary Authority that they now enjoy.

We had an insightful discussion on New Zealand's central government proposals for the Clifford Bay Ferry and Rail Terminal. This proposal could result in a significant loss of vehicular traffic and subsequent reduction of tourism that have evolved in Marlborough over time. The district is

² http://www.localcouncils.govt.nz/lqip.nsf/wpg_URL/Profiles-Councils-by-Type-Index

³ <http://www.marlborough.govt.nz/>

⁴ Local Government Act 2002, Administered by the Department of Internal Affairs, December 24, 2002.
<http://www.legislation.govt.nz/act/public/2002/0084/latest/whole.html#contents>

⁵ http://www.localgovt.co.nz/site/Local_Government/find_a_council/by_region/Marlborough/default.aspx

polarized on the merits of the proposal largely dependent on the geographical location and the direct potential benefits or drawbacks.

Marlborough viewed the absence of central government analysis as unsatisfactory and proactively initiated community feedback regarding the proposal. The results from the consultant are compiled in an exhaustive document prepared for the Marlborough District Council.⁶ Both Marlborough District staff and the report noted that New Zealand central government's position to withhold information on the project has resulted in an "environment of uncertainty that is currently impacting adversely on the local community."⁷

I boldly predicted that in an impending announcement, the government would declare the project to proceed, but I was wrong. A formal announcement was made by the central government during my time in New Zealand advising that the terminal project would not proceed.

Kiakoura District Council

Kiakoura (population 3800) is a small Canterbury⁸ coastal community on the east coast of the South Island 2½ drive North of Christ Church. Kaikoura, New Zealand and Revelstoke, British Columbia share a strong similarity in their recent and rapid expansion of tourism. Kaikoura prides itself as becoming New Zealand's premier eco-tourism destination over the past decade.⁹ During this same time frame, Revelstoke has become known as a premier adventure tourism destination. Both communities are located away from major centres but are on major transportation corridors. These and other factors have made the two communities an excellent match for the LGMA/SOLGM 2013/2014 management exchange.



⁶ Report on the Community Feedback Regarding Government Proposals for Clifford Bay Ferry and Rail Terminal, Prepared by Urbanismplus Ltd. For Marlborough District Council, New Zealand, March 2013

⁷ Ibid. 13.

⁸ Canterbury is one of 16 top tier

⁹ Experience Kaikoura, Kaikoura Star's free tourism newspaper, July 10, 2013

My exchange partner, Sheryl Poulsen, Finance Manager for Kaikoura District Council, arranged a number of meetings with key community individuals and organizations. I had ample opportunity to have informal conversations with the CEO, Stuart Grant and the Mayor, Winston Gray about the community and common challenges that we face. I was also afforded the opportunity to present to a large number of staff some of my research findings regarding resource communities transitioning towards tourism.

In June 2011, Kaikoura became the first community in the world to receive Earth Check's Gold Community certification by meeting a broad and rigorous environment requirements¹⁰. Kaikoura planner, Rachel Vaughan, a Natural Step advisor¹¹, spent considerable time giving me an overview of the EarthCheck certification process.

Much of the opportunity for me in Kaikoura was through a number of other agencies and organizations including: Whale Watch®, Solution-Multipliers NZ Ltd., Innovative Waste Kikoura Ltd., Māori Tours Kaikoura, Te Runanga o Kaikoura. These organizations are briefly described in a later section.

Canterbury Regional Council (Environment Canterbury)

Environment Canterbury manager, Kevin Heays, introduced me the regional functions of Canterbury Regional Council (Canterbury). Their responsibilities include:

- Managing the effects of using freshwater, land, air and coastal waters.
- Developing regional policy statements and the issuing of consents.
- Managing rivers, mitigating soil erosion and flood control.
- Regional emergency management and civil defense preparedness.
- Regional land transport planning and contracting passenger services.
- Harbour navigation and safety, oil spills and other marine pollution.¹²

Mr. Heays was previously the Mayor at Kaikoura District Council, and hence was able to give insight into the roles and relationships between the various levels of government.

Hurunui District Council

I made a special request to visit Kaikoura's neighbouring community, the Hurunui District Council, since it was one of several case study communities I had utilized in research conducted on transitioning towards tourism¹³.

¹⁰ <http://www.earthcheck.com.au/news/kaikoura-gold-certification-a-world-first.aspx>

¹¹ <http://www.naturalstep.org/en/new-zealand/rachel-vaughan>

¹² Department of Internal Affairs, Te Tari Taiwhenua, Glossary.

http://www.localcouncils.govt.nz/lqip.nsf/wpg_URL/Resources-Glossary-Index?OpenDocument

In Hurunui I presented my research findings to the Mayor, a few Councilors and several Hurunui staff and had an interesting discussion of the experience from their perspective. We discussed trends that emerged from Revelstoke community survey I conducted in 2012 and comparable similarities to Hurunui. Both Revelstoke and Hurunui have faced a surge in domestic and international resort tourism as a significant economic driver; Hanmer Springs in Hurunui, Revelstoke Mountain Resort in Revelstoke. Both communities still rely significantly on their traditional resource industries.

Part of the Hurunui District itinerary included a visit to the small, but high end resort community of Hanmer Springs. The Hanmer Springs Thermal Pools and Spa was vested by Hurunui District in 1990 and has since seen subsequent operating surplus to the District's benefit. General Manager, Graeme Abbot, who took time during his day off to show off the facilities, was clearly a driving force for the corporate success of the spa. Recognizing the benefit to the area, he is driven to ensure marketing success through continuous improvement. This unique blend of governance and corporate ownership was the focus of my previous study of Hurunui. Somewhat contrary to previous research findings, in the literature review it appears that Hanmer Springs is a Hurunui District success story.

Buller District Council

In Buller I met with the recently elected Mayor Gerry Howard, who had been inducted into office just one month earlier. While he does not have previous Council experience, he came with a strong support in the election¹⁴. Mayor Howard was very inquisitive of local government organizational make up in British Columbia. With each Mayoral discussion, it was reinforced to me that the political issues and challenges faced by New Zealand politicians is very much the same as in British Columbia. Buller, like many rural BC communities is seeking to supplement faltering economy with tourism.

Buller produces condensed informational documents for general public consumption. For example a summary of their *Annual Plan* is produced in a more appealing, succinct 8 ½" x 5 ¼" booklet. They also produce their *Pre-election Report*, as mandated by the *New Zealand Local Government Act 2002*, in this format. There was uniform opinion that this required *Pre-election Report* was an ill-conceived idea requiring the Chief Executive (BC's CAO equivalent) to publish

¹³ Palmer, Tim, Rural Resource Based Communities in Transition -- Success Factors in the Change towards Tourism Based Economy, Royal Roads University, May 2012.

¹⁴ <http://bullerdc.govt.nz/wp-content/uploads/2013/10/Results-2013.pdf>

Council's past performance and the major projects they have planned for the three years following the election.

Grey District Council (Greymouth)

In contrast to Buller District, the neighbouring long term Grey District Mayor Tony Kokshoorn, continued his role as Mayor without a challenger. He has been acclaimed as Mayor over multiple elections and has had enormous impact on the direction and success of the community. He is a very outgoing and influential Mayor with his accomplishments very evident throughout the community. As a highly acclaimed politician, known for his forthright approach, Mayor Kokshoorn has written an exhaustive history book of the area. He has lead the community through many ups and downs including the 2010 Pike River Mine disaster which claimed the lives of 29 people. Memorials of this tragic event are evident throughout the community.

I also spent extensive time with Grey District's Chief Executive Officer, Paul Pretorius, who led me on an extensive tour of community projects and facilities. As a very seasoned administrator he also engaged in very insightful and provocative discussions regarding the challenges and rewards of working in local government. The most important underlining message was about the importance of keeping our passion for our community and local government in balance with other important relationships in life. Paul is one of those seasoned administrators that younger professionals could benefit from as a mentor.

West Coast Regional Council

Due to the absence of scheduled staff, this meeting ended up being a departure from administrative discussions instead meeting with operations staff. Through Jackie Adams, Compliance and Consents Manager, I learned a lot about New Zealand's Regional Council's role in environmental compliance, interagency challenges, and mining practices in New Zealand. I also learned about a number of practices that may contradict New Zealand reputation of having a pristine unaltered environment.

Westland District Council (Hokitika)

Hokitika (population 3000), was the last of several back to back visits with local governments on the West Coast of the South Island. It was also the most laid back visit. Having arrived at the District offices a little early, a long term employee that was in his last days of employment was assigned to take me on a long walking tour of the community. This laid back experience reflected the New Zealand West Coast relaxed pace. We strolled through several shops showing casing Jade, an important commodity of the area. Interestingly, although jade is plentiful, the

supply for tourist souvenirs competes with off shore suppliers, including British Columbia. Earlier discussions with the Māori revealed that they have inherit rights to jade supply and are constantly attempting to mitigate the influx of cheaper supplies from overseas. The west coast has a more frontier feel comparable to Northern communities in British Columbia.

Meetings with other organizations

Society of Local Government Managers (SOLGM)

Under Chief Executive leadership, Karen Thomas, SOLGM arranged a one day briefing session at their offices in Wellington, a short walk from where the conference was held. Participants included exchange managers from New Zealand, Australia and Canada. SOLGM staff, and representatives from the Department of Internal Affairs (DIA) and Local Government New Zealand (LGNZ).

Department of Internal Affairs (DIA)

Anthony Richards, policy manager for the Department of Internal Affairs, gave an insightful presentation on New Zealand's Department of Internal Affairs and its role with local government. DIA seems to function in a similar fashion to our Ministry of Tourism, Sport, and Community, but is more focused on local government affairs.

Local Government New Zealand (LGNZ)

LGNZ has a similar function to UBCM in British Columbia, however from my limited interaction it does not appear to be as robust an organization in its engagement with and participation by local governments. LGNZ and SOLGM are working though the boundaries of their interaction with local government and their respective mandates. In addition to the discussions with staff during the SOLGM briefing session, I had met with Dr. Mike Reid, Principal Policy Advisor during the conference from LGNZ. He was interested in facilitating policy solutions that bring about the greatest benefit to citizens as a whole.

Wellington Parliament Buildings

The briefing session was followed by a tour of the Parliament Building, known as the Beehive because of its distinctive architectural design. Our timing was fortunate as Parliament was in session, complete with the political theatrics that we have with Canada's National leaders!

One of the noteworthy differences between Canada and New Zealand are attitudes towards security and general trust. At the Parliament Buildings there were some security measures in place, although not as structured as we experience in Canada. When the practicality of registering visitors to the parliament viewing gallery became an apparent inconvenience staff were able to bypass the bureaucracy of signing in visitors. I noted this more relaxed attitude when boarding domestic airlines as well.

Whale Watch®

A leisure activity of whale watching was cancelled due to rough seas, however, I had the honour of personally meeting with Chief Operating Officer, Kauahi Ngapora. He expounded on how whale-watching has transformed the Kaikoura economy. Whale Watch, a New Zealand premier tourism experience, is owned by the Kati Kuri a sub tribe of the Ngai Tahu Māori. The Kati Kuri established Whale Watch in 1987 and have subsequently seen phenomenal growth and copious tourism awards. Whale Watch is major tourism driver in Kaikoura resulting in a number of economic benefits to the area. It differs from Whale Watching tourism in other countries in that it is run solely by indigenous people with strict environmental constraints.

Solution-Multipliers NZ Ltd.

With this out of the box visit with futurist and former Kaikoura District Council member, Ted Howard, we engaged in conversation on the merits and controversies regarding off shore oil exploration and its potential for devastating effects on the Kaikoura tourism industry. My observation was that most people in Kaikoura were generally opposed to the oil exploration that is receiving the green light from New Zealand's central government. This opposition stance mounted by Kaikoura citizens would be viewed by Canadians as being very polite. For example the protest message pictured below was equally frowned upon by the strongest opponents to Deep Sea Oil exploration. The New Zealand deep sea oil controversy has all the characteristics of the proposed Enbridge pipeline in British Columbia.

Innovative Waste Kaikoura Ltd.

Ten years ago, Kaikoura Council voted to eliminate curb side garbage collection. I discussed this decision with a councillor who was, and still is, on Council. He said, "I was dead set against the idea because it was utterly ludicrous. But there is no going back now, it makes good financial sense and everyone has adapted."

During my two hour tour of the facilities, led by General Manager, Rob Roche, I observed the public coming to the onsite reuse store, much like our thrift stores, only there was a lot more to

offer. Employees were engaged and cheerful. A forklift operator, after cautioning us as he passed by, gleefully apologized for the mess on the ground, “it is a bit of a dump around here isn’t it”.

Innovative Waste aims to find profit in all their waste products. When I suggested there could be a market for unwanted mixed crushed glass as aquarium gravel they said it was an idea worth exploring. I was reminded that there would be no royalties on ideas, they only borrow or steal ideas. They are currently working on making a product from the crushed glass for backwash filters in swimming pools. Someone else was doing this and wouldn’t share how, so they were experimenting with a local pool. This epitomizes Kiwi ingenuity.

Māori Tours Kaikoura

Sheryl Poulsen arranged a half day cultural tour of the Māori culture during our time in Kaikoura with *Māori Tours Kaikoura*. This small commercial tourist venture is consistently receiving five star ratings on tripadvisor.ca¹⁵. This rating is not reflective of good marketing but rather from a very authentic, intimate, and culturally meaningful experience. We felt like we were specially invited guests to learn directly from a caring sharing Māori family. They gave us Māori names, taught us songs and invited us into their modest home for traditional Māori cuisine. We were introduced to a number of cultural formalities that was a very beneficial stepping stone to the more formal Powhiri that we were to experience the next day in Te Runanga o Kaikoura.

Te Runanga o Kaikoura

I was honoured to visit the local tribal council of the Te Runanga o Kaikoura. Along with the Kaikoura Mayor and Council I attended a Powhiri, an elaborate Māori welcoming ceremony, at Takahanga Marae, the sacred building and grounds of the Te Runanga o Kaikoura. The Te Runanga Māori were acknowledging the newly elected Council with their Powhiri. It was a special honour to be part of the ceremony and the extensive feasting, singing, and storytelling that followed. A further privilege was afforded to me after the ceremonies when I was able to talk one on one with Tā Mark Solomon on the history and relationships of the Māori. Mark Solomon has been the kaiwhakahaere (chairperson) of Te Rūnanga o Ngāi Tahu since 1998.

There are some similarities between the interaction of indigenous people in New Zealand compared to Canada, largely because of colonialism in previous centuries. But that is where comparisons stop. In my opinion, Māori custom law, language and integration with society is on

¹⁵ http://www.tripadvisor.com/Attraction_Review-g255374-d1556794-Reviews-Maori_Tour-Kaikoura_Canterbury_Region_South_Island.html

a very different level to that of indigenous people of British Columbia. In preparation for the exchange I completed extensive reading on Māori history and the ever evolving legal understanding of their cultural standing in the courts. Despite significant differences, New Zealand Māori relationships in society and First Nations relationships in Canada have a profound impact on each other as we address past societal injustices in our respective countries. But that is a topic for a different paper at another time.

Recommendations

These recommendations have arisen from practices observed in New Zealand or inspired from a combination of experiences and conversations during the exchange. While they are often framed for a specific organization, they may equally apply to others. The practicality of implementation of these recommendations may be limited by political considerations, budget limitations, legal constraints or otherwise deemed impractical.

Recommendation 1: Seek Corporate Sponsorship for exchange program

SOLGM is running several management exchanges. The ability and success in this area may be in part due to corporate sponsorships of the exchange programs. JLT makes a significant contribution to the BC/NZ exchange. The SOLGM exchange is very reliant on this significant sponsorship. I believe there is a significant opportunity for LGMA to partner with a private sector sponsor to enable the continued success of the exchange and possibly to expand the program.

Recommendation 2: Exchange Program Review

The New Zealand exchange provided immense value to me professionally and it is my hope that meaningful value has been contributed to others as outlined elsewhere in this report. As I pondered ways to help future exchange programs flourish I considered what ideas that I could suggest by way of recommendations. Perhaps a formal review panel of previous participants and appropriate board members may result in an even more robust program. A few thoughts for this review panel to consider are:

- Review of LGMA contributions.
- Consideration of expanding the exchange program with other international organizations
- Consideration of formalizing presentation of exchange experience beyond the written requirement.
- State specific objectives by exchange participants. For example, how many local governments and organizations should be visited.
- Review of targeted participants.
- Revisit mandate in context of the LGMA Vision statement.

Recommendation 3: Initiate LGMA and SOLGM executive exchange

I had discussions with a number of individuals from SOLGM and others during the annual summit. These conversations ranged from differences in our local governments and customs to

how our associations are structured and administrated. Frequently the conversations focused on how our respective organizations could evolve into even higher functioning entities based on the exchange and subsequent brainstorming that would ensue. It occurred to me that there would be significant benefit for both sister organizations to have a formal exchange at the association executive level. There are a lot of similarities between the organizations, however, there are also a number of differences, some distinct and some more subtle. I think there would be beneficial membership payback with the respective executive directors visiting other associations every few years.

Recommendation 4: Encourage international Mayoral exchange.

I recommend that Mayors consider a Mayoral international exchange at least once during each term. Many communities already have sister city exchanges that accomplish this suggestion. Many do not. Every time I met with Mayors during the exchange I thought “It would be really good if our Mayor was having this dialogue”, as it would greatly benefit our community. For Revelstoke there is potential funding for such a program utilizing tourism funds. Such exchanges could have direct payback in tourism promotion for the designated resort communities. I envision that exchanges adjacent to the major political conferences (UBCM / LGNZ) would be opportune times for such exchanges.

Recommendation 5: Creation of unique local government publications

Communication is always a challenge for local government and administrative professionals who often seek ways to improve on communications delivery. In the numerous local governments that I visited I noted a number of different standalone publications, some of which have been noted elsewhere in this report. For example, the abridged annual report seems to make sense for just about any local government and I suspect some communities already do this in British Columbia. Other more ambitious projects such as producing a book on the history and evolution of the local government would only be viable with sufficient resource are available and it doesn't conflict with other work being done in the community. Greymouth produced an interesting and very attractive photo story on a freak wind storm. I plan to capitalize these types opportunities as they arise. With further research there may be an opportunity for LGMA to facilitate a session on best practices for local government publications.

Conclusion

My exchange experience in New Zealand had a full on, packed itinerary. I learn about unique attributes and strengths of New Zealand's people, country, and local government. Her people are welcoming and respectful. In British Columbia we can learn much from both Māori and Pākehā in New Zealand on how to foster positive relationship among our indigenous people and others. The exchange was very rewarding to me personally and professionally. I strongly encourage the continuation, and possibly the expansion of the exchange program so that other can grow in similar ways and continue to add value to their organizations and communities.

Best Regards,

Tim Palmer, Chief Administrative Officer, City of Revelstoke

Appendix A: Glossary

CAO	Chief Administrative Officer
CEO	New Zealand: Chief Executive Officer is virtually equivalent to the CAO in British Columbia British Columbia: The Chief Executive Office is the Mayor. The Mayor in both New Zealand and British Columbia have similar roles, responsibilities and statutory authority.
Council	British Columbia: Mayor and Council , duly elected for three year terms to represent the interests of the community. New Zealand: Mayor and Council <i>or</i> reference to the local government as an entity
CPR	Canadian Pacific Railway, owners of the rail line that passes through Revelstoke.
LGMA	Local Government Management Association.
Māori	The indigenous people of New Zealand.
OCP	Official Community Plan, the legal long term established for municipalities in British Columbia.
Pākehā	A Māori word for New Zealanders of European descent.
Resort Municipality	A special municipal designation that enables select communities to collect revenues from visitor accommodation to be applied to tourism infrastructure. ¹⁶
RMR	Revelstoke Mountain Resort (RMR) is the name of the ski resort in Revelstoke.
SOLGM	New Zealand Society of Local Government Mangers
TPP	Trans Pacific Partnership, a proposed free trade partnership between several Pan pacific counties, including Canada.
TOMM	Tourism Optimization Management Model, A survey tool to indicate local relationship to tourism development.

¹⁶ Province of British Columbia, *A Guide to BC Resort Municipality Legislation*, 7.

Appendix 2: Overseas Manager Exchange Itinerary

Friday 1 November – Auckland to Wellington

CONFIRMED: Tim & Jacque arrive in Auckland and make own way to Wellington

Sunday 3 November - Wellington

- 1pm – meet for lunch prior to Summit at the Museum Hotel : meet in the foyer and walk to a café

CONFIRMED: 3pm – SOLGM Annual Summit commences

Monday 4 – Tuesday 5 November - Wellington

DAYS CONFIRMED:

SOLGM Annual Summit

Wednesday 6 November – Wellington

CONFIRMED:

Society of Local Government Managers

Local Government NZ

Department of Internal Affairs

Wellington City Council

Parliament Buildings

Jacque might like to take the Wellington tour (by bus) and join us for the tour of Parliament buildings (Niki at SOLGM is arranging a ticket on the bus I think).

Thursday 7 November – Wellington to Kaikoura

CONFIRMED: Fly Soundsair to Picton, drive to Blenheim, arrive Blenheim 11am.

CONFIRMED: 11am-1pm introduce Tim at Marlborough District Council (CEO not available), meet with Martin Fletcher, Dean Heiford, Tony Quirk, Jamie Lyall (all key management staff). Sheryl and Jacque free to look around. Open discussion, Tim will also be asked about local government in British Columbia, then lunch together with Marlborough DC at Heritage Hotel.

Drive to Kaikoura (1 ½ hours).

Friday 8 November – Kaikoura

CONFIRMED: Kaikoura District Council – CEO/Mayor/Staff Q&A sessions and roundtable discussion and presentations, topics include the new Civic Centre building, new Hospital, deep sea oil drilling, mining exploration approvals of Kaikoura mountain ranges (new local issue), etc, plus Tim could do presentation about British Columbia?

CONFIRMED (TIME FLEXIBLE): Environment Canterbury – Kevin Heays (ex-Mayor at Kaikoura District Council, now the manager at the Canterbury Regional Council office in Kaikoura).

Earthcheck certification – Rachel Vaughan

Innovative Waste recycling centre

Encounter Kaikoura – Lynette Buurman? Talk about environmental certification in a tourism operator context?

Saturday/Sunday – Kaikoura

Weekend with Wayne and Sheryl – 4WD over the range to Clarence Reserve, out in the boat to catch crayfish, climb Mt Fyffe.

Monday 11 November – Kaikoura

CONFIRMED: Whale Watch tour at 7.15am (takes 3.5 hours), back to Whale Watch,

CONFIRMED: 11am – Tim to meet with Kauahi Ngapora about Deep Sea Oil Drilling, as well as how whale-watching has transformed the Kaikoura economy. Lunch break at Flukes.

PARTIALLY CONFIRMED: 2pm Te Korowai o Te Tai o Marokura – Kaikoura Marine Strategy with Ted Howard, time is to be confirmed, Ted to get back to me with numbers

Tuesday 12 November – Kaikoura

CONFIRMED: Tim & Jacquie go on Maori Tours, get picked up from 30 Hasting Street at 8.50am, and get back around noon.

CONFIRMED: 1pm: Te Runanga o Kaikoura – Powhiri (traditional welcome ceremony at the marae) with new council staff and councillors.

Note Sheryl needs to organise catering in the Supper Room for ?? people. After that, Tim to meet with Aden Tehua, to talk about Maori representation and relationship with Council.

Wednesday 13 November – Kaikoura to Amberley to Hanmer Springs

CONFIRMED: Travel time 1 ¾ hours, arrive Hurunui District Council at say 10am, meet & greet, Tim would like to do a presentation “communities in transition”, his recent essay topic for his masters degree. Could we join HDC for lunch and depart 1.30pm for Hanmer Springs - **YES**.

Have to double back to Kaikoura to pick Wayne up after work. Travel to Hanmer Springs for overnight (1 ½ hour drive), arrive 4pm Graeme Abbot (Springs manager) could meet us at 4.30pm (to be confirmed) and show us around the resort.

CONFIRMED: Stay one night at Village Lake Apartments (2 bedroom luxury studio)

Thursday 14 November – Hanmer Springs to Punakaiki via Buller DC

Takes 3 hours to drive from Hanmer Springs to Westport.

PARTIALLY CONFIRMED: 2pm– Buller District Council, then drive ¾ hr to Punakaiki,

CONFIRMED: Stay one night at Punakaiki Resort (two separate rooms)

Friday 15 November – Punakaiki to Hokitika, via three Councils

Have a look around the Rocks.

Punakaiki to Greymouth – ¾ hour drive –

CONFIRMED: 11am Grey District Council (Dearne Thompson) – note the Mayor won't be available after 1pm.

CONFIRMED: 1pm -2.30pm West Coast Regional Council (Robert Mallinson has also offered to drive Tim to Hokitika after the meeting, so we could leave Tim to it until after the Westland District Council meeting)

Greymouth to Hokitika – ½ hour drive

PARTIALLY CONFIRMED: 3pm – Westland District Council (Stephen Halliwell to confirm)

Need accommodation in Hokitika

Saturday 16 November

Can drive to the gold claim at Ross in the morning (only ½ hour drive from Hokitika).

CONFIRMED: Transalpine Express (Tim & Jacquie) Allow at least an hour travel time Ross to Greymouth train station, for Tim and Jacquie to board Transalpine Express Greymouth to Christchurch – departs Greymouth 1.45pm arrives Christchurch 6.05pm (note there is a bus transfer between Otira and Arthurs Pass, there must still be earthquake damage on the line).

CONFIRMED: Novatel Hotel, Cathedral Square, Christchurch, Saturday 16th.

Sunday 17 November

Have a look around Christchurch, check out the Restart Pop-up Mall and Earthquake centre. Must be in Christchurch Airport by 3.30pm to check in for 4.35pm flight to Auckland.