



# PADM 305

## Better Problem Solving and Policy Writing Skills for Local Government Professionals

**Fall 2023 - Kelowna, BC**

Course combines in person and online classes

In person classes: September 21, 22, & 23, 2023

Online classes: Five classes. See details below

**T**he goal of this course is to provide you with a systematic approach to analyzing problems, clarifying objectives, identifying potential solutions, explaining trade-offs, and recommending action to decision-makers. In this course you will learn how to effectively turn your recommendations into policies, procedures, or bylaws and measure the results.

Our systematic approach can be applied to a wide range of issues that you may be asked to address throughout your career. This means it will be useful to those working in small local governments who must cover many disciplines, and those in larger organizations who specialize. The ability to identify solutions to multi-faceted problems, will help prepare you for more senior leadership roles in local government organizations.

Our students have used this solution-finding approach, to successfully deal with a wide range of difficult problems including those related to:

**Land-use planning** – affordable housing, downtown revitalization, food carts, APCs, home-based businesses, amenity contributions

**Financial matters** – grants in aid, gas tax distribution, permissive tax exemptions, procurement and tendering, business licensing, asset management

**Administration** – correspondence management, social media, First Nations governance, code of conduct, whistle-blower policy

**Human resources** – staff engagement, training policies, internet use, travel expenses, working from home

**Emergency services** – fire service purchasing policy, burning bylaws

**Environment** – tree cutting policies, greenhouse gas emissions, sustainability, noise, climate action

**Infrastructure and facilities** – public transit, water quality and metering, parking, facility fees, and scheduling, arena allocation

# Time and Place – Fall 2023

**Mixed Mode Course:** Students attend **both** in person and online classes

**In Person Classes:** One 3-day session: September 21, 22, & 23, 2023  
8:30 am - 4:30 pm

**Online Classes:** Five sessions. Thursdays, 12:00 pm - 1:30 pm, September 28,  
October 5 & 19, November 9 & 16, 2023

**Location:** Ramada Hotel  
2170 Harvey Avenue, Kelowna, BC

## THE SESSIONS

Through this course you will learn how to:

- Look beyond the symptoms to identify the “real” problem
- Clarify broad community objectives to help choose a lasting solution
- Identify valuable and relevant resources for efficient research
- Generate credible options for solving community problems
- Evaluate options according to community objectives
- Help decision-makers understand the implications and trade-offs of the options available
- Engage the public in meaningful ways and manage competing interests in the community
- Translate decisions into effective policies, procedures, and bylaws, where appropriate
- Monitor, assess, and report results of decisions; adjust for greater success

You will have the added benefit of meeting colleagues and creating a network of engaged local government staff like you, working to address similar issues in their own communities!

PIBC members may earn up to 60 CPL Learning Units, and this course may provide professional development credits for other professional organizations.

## LEARN FROM EXPERTS IN THE FIELD

Instructors **Linda Adams**, former CAO (retired), Islands Trust, MCIP and **Allison Habkirk**, MA, MPA, MCIP will lead you through an interactive, hands-on course focused on your policy issues and needs.

## REGISTRATION

To register, complete the **Student Information Form** available at: [www.capilanou.ca/local-govt/](http://www.capilanou.ca/local-govt/) and email form to [localgovernment@capilanou.ca](mailto:localgovernment@capilanou.ca) or for more information, contact **Jamie McEwan**, Chair, School of Public Administration – Local Government Programs, Capilano University, 604-314-7185, [jamiemcewan2@capilanou.ca](mailto:jamiemcewan2@capilanou.ca)

## FEES AND CREDITS

This three credit course may be taken as an elective for the Local Government Administration Certificate at Capilano University. It is a **required course** for the Advanced Certificate, Diploma, and Local Government Leadership Development Certificate. The course fee is approximately \$1200 and includes most course materials. Funding assistance is available from the **Board of Examiners** and the **Local Government Management Association**.

Register  
Today!

Great Teaching

Great Programs

Great Future