

A photograph of a bicycle's front end, including the headlight, handlebars, and front wheel, locked to a dark red metal post on a paved sidewalk. The text 'SEEKING INFORMED AGREEMENT' is overlaid on the left side of the image.

# SEEKING INFORMED AGREEMENT

Facilitated by the  
**Dr. Gordon A. McIntosh**  
Local Government Leadership  
Institute



A photograph of a snowy forest path. A tree trunk in the foreground is wrapped in a bright yellow bumper pad, secured with a black strap. The path is covered in snow and leads into a dense forest of evergreen trees.

**We Need  
Bumper  
Pads!**

**and  
Civility**





**Talkative**



Action





# Groupies





A photograph of a herd of elephants in a natural, grassy environment. In the foreground, two large adult elephants are prominent. The one on the right is facing the camera, with its trunk slightly lowered. The one on the left is partially obscured by the text. Behind them, two smaller elephant calves are visible, one standing and one partially obscured. The ground is covered with dry leaves and twigs. The background shows a line of trees and a fence. The word "Analytical" is written in a large, yellow, serif font across the middle of the image.

**Analytical**





**Make  
Policy**



**Public Interest**



**Set Direction**





**Advice**



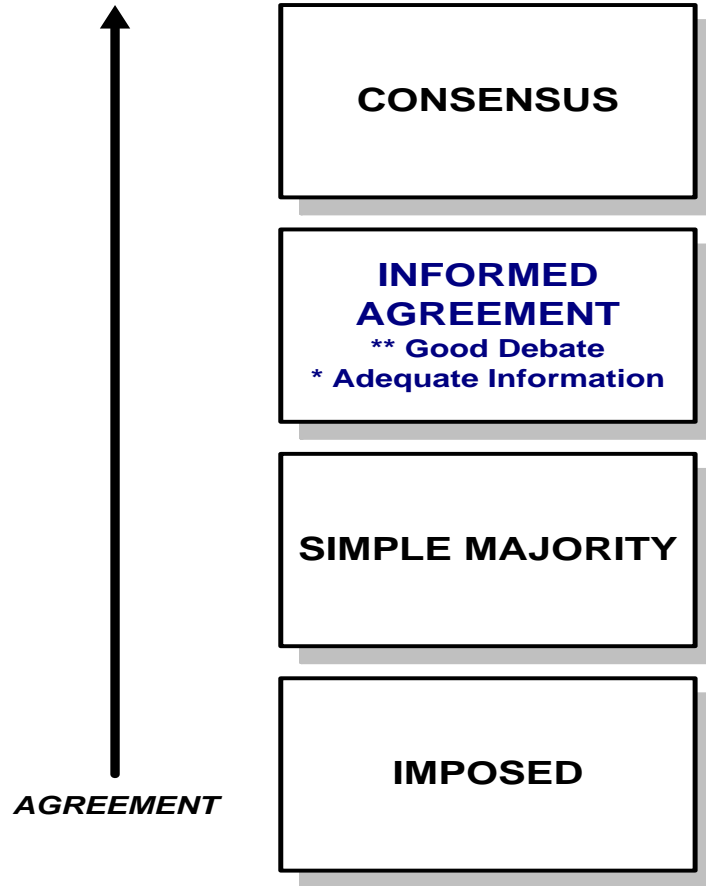
**Implementation**



**Knowledge**



# DECISION MAKING MODEL







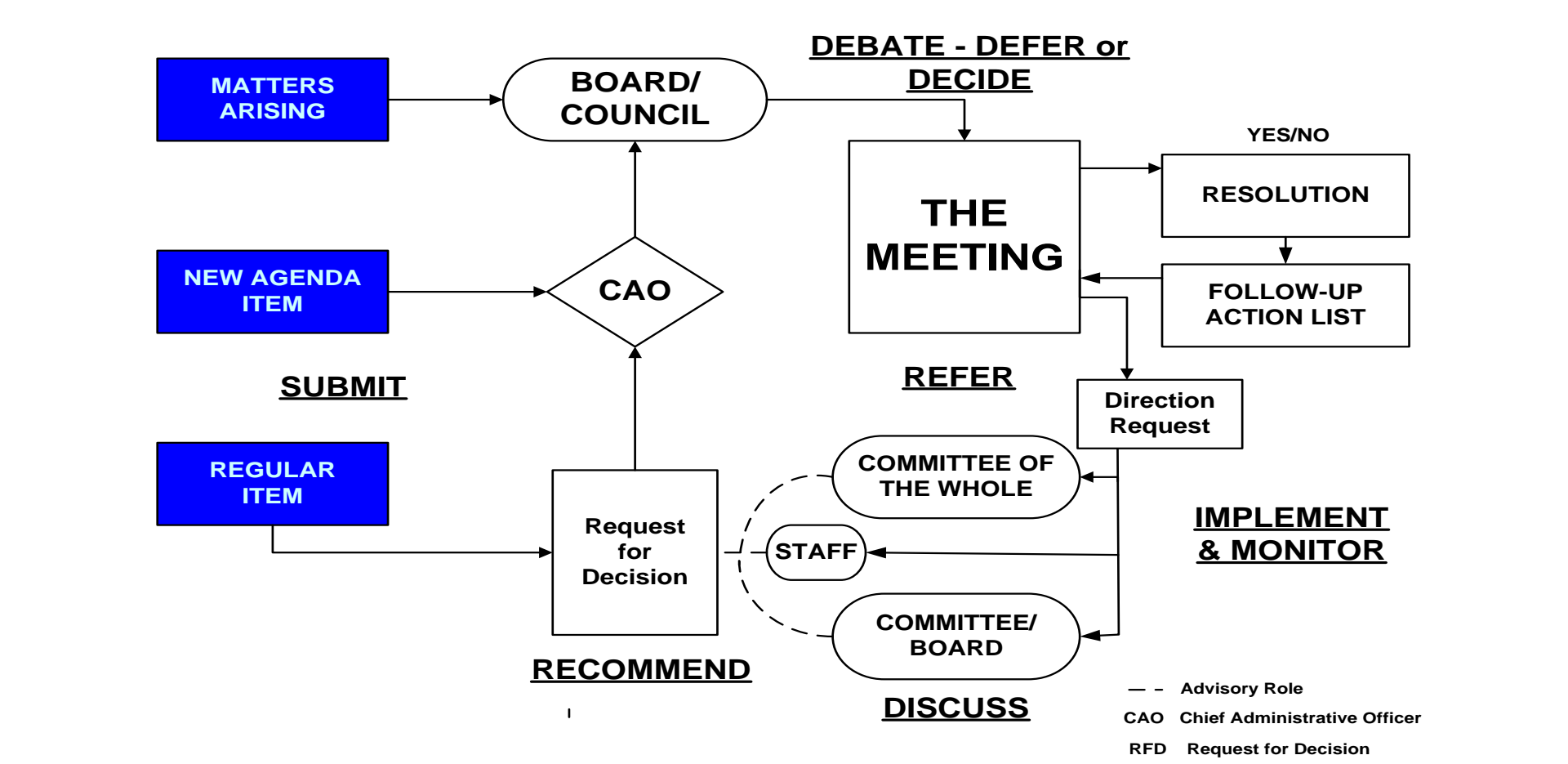


# GOOD DECISIONS

PROBLEMS	IDEAS/ STRATEGIES
1. _____	• •
2. _____	• •
3. _____	• •
	• •

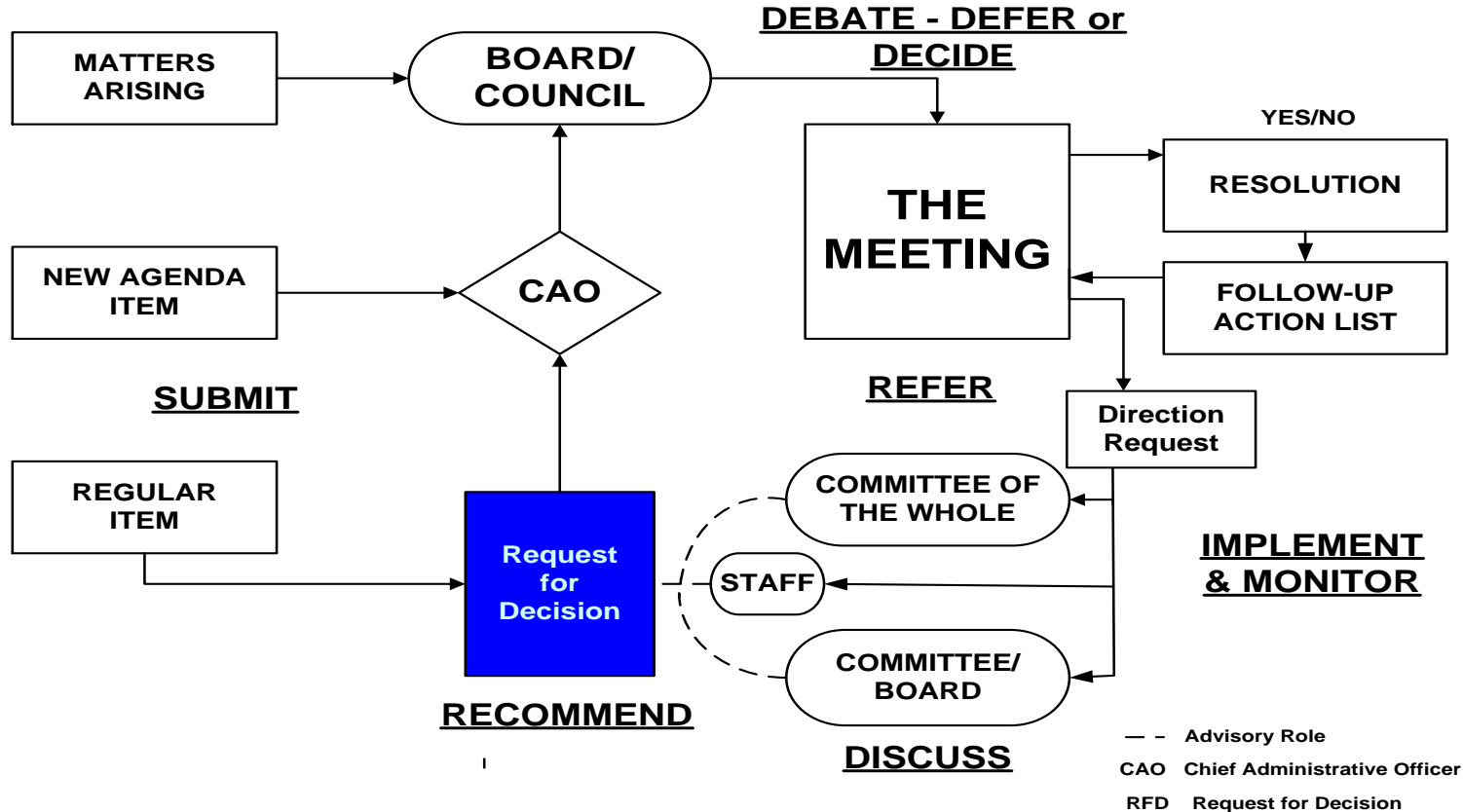


## DECISION MAKING FLOW CHART





# DECISION MAKING FLOW CHART



# REQUEST for DECISION

**SUBJECT:**

**RECOMMENDATION:.**

**CAO COMMENTS:**

**RECOMMENDATION** Report: Attached \_\_\_ Available \_\_\_ Nil \_\_\_

**KEY ISSUE(S)/CONCEPTS DEFINED:**

**RELEVANT POLICY:**

**STRATEGIC RELEVANCE:**

**DESIRED OUTCOME(S):**

**RESPONSE OPTIONS:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**PREFERRED STRATEGY:**

**IMPLICATIONS OF RECOMMENDATION:**

**GENERAL:**

**ORGANIZATIONAL:**

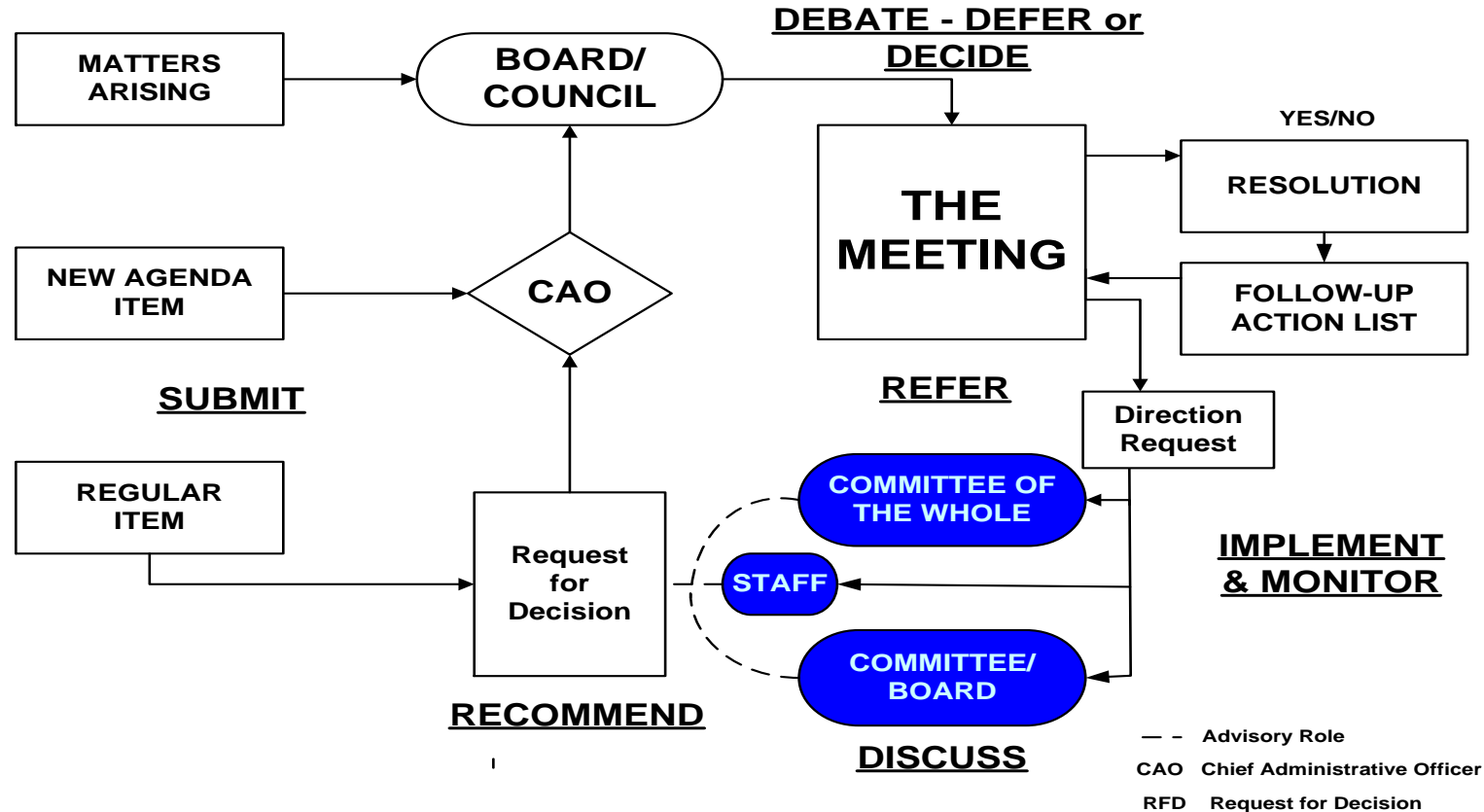
**FINANCIAL:**

**FOLLOW UP ACTION:**

**COMMUNICATION:**



# DECISION MAKING FLOW CHART



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# EDITORIALS

## Keep council meetings open

**Y**our council might be up to something. We wish we could tell you more, but we can't.

And for that, blame the council members.

Increasingly, major discussions and decisions are taking place behind closed doors — in camera meetings they are called officially.



# MEETING OPTIONS

## BUSINESS MEETING

(Public)

Delegations

Debate

Decisions

= DECISION  
FORMAL

## COMMITTEE OF THE WHOLE

(Public)

Sharing

Current Strategies

Emerging Strategies

= DIRECTION  
INFORMAL

## INCAMERA

(No public)

Land

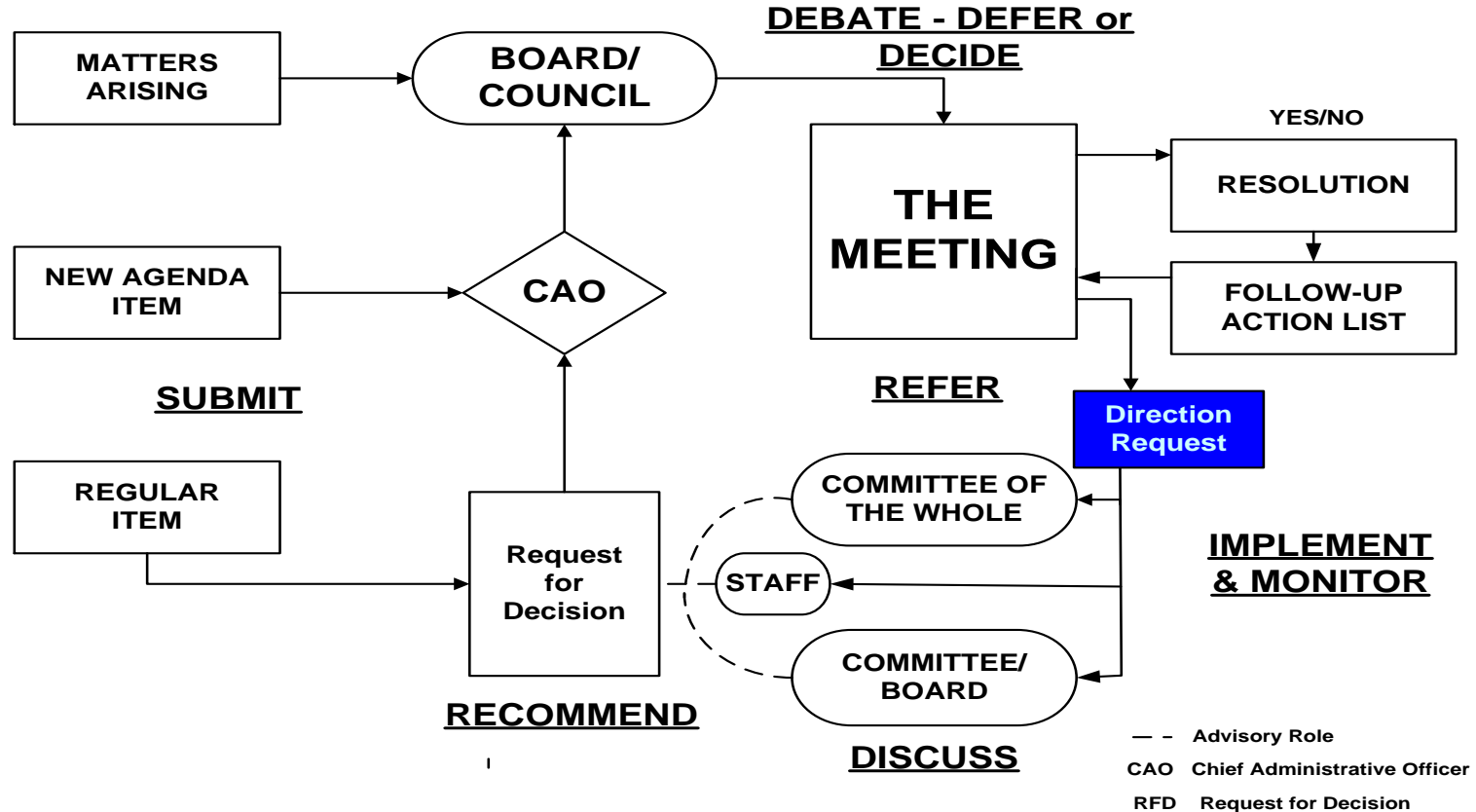
Labor

Legal

= DECISION &  
DIRECTION  
CONFIDENTIAL



# DECISION MAKING FLOW CHART





# DIRECTION REQUEST

**SUBJECT:**

**SUGGESTED FOLLOW-UP ACTION:**

**CAO COMMENTS:**

**BACKGROUND:**

**Report/Document:**

**Attached**

## **1. DEFINE THE TOPIC**

**KEY INFORMATION:**

**RELEVANT OBSERVATIONS:**

**STRATEGIC QUESTIONS:**

**ESSENTIAL QUESTION:**

## **2. DETERMINE DESIRED OUTCOMES if essential question is addressed**

**KEY RESULT:**

**DESIRED BENEFITS OF KEY RESULT:**

**REQUISITES:**

**UNINTENDED OUTCOMES:**

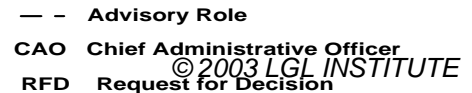
## **3. EXPLORE RESPONSE OPTIONS to achieve the key result (Pros & Cons)**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

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# FOLLOW-UP ACTION LIST (FUAL)

FOLLOW-UP (Meeting)	WHO	WHEN
Letter to LG Minister re: Grant deadline extension (Nov. 10)	Joe	<b>Done</b>
Legal Opinion on XYZ Zoning Options (Nov. 24)	Mary	Feb. 15
Joint meeting – Town of ABC re: recreation cost sharing (Nov. 24)	Mayor	Dec. 10
Draft 2006 Budget (Dec. 7)	Joe/Jake	Jan.15



# Thank You!



*"helping civic executives make a **leadership difference**  
in local government throughout Canada and overseas"*