

G U I D E  
AND  
T O O L K I T

VALUING THE ROLE OF THE  
ELECTED MUNICIPAL OFFICER

2021





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1

REASONS  

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FOR THIS  

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GUIDE?  

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## 1.1 THE CONTEXT

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The Fédération québécoise des municipalités (FQM) represents more than 1,000 local municipalities and RCMs. It provides strong and tangible strategic and political leadership in order to defend the interests of its members. Its reflection and positioning work carried out through its standing and action committees allow the FQM to work on several political files and priorities simultaneously.

The standing committee on social development, institutions and democracy as well as the Women and municipal politics committee (our translation) have taken on valuing the role of the elected municipal officer file and it is part of their action plan.

The FQM wishes to offer its members a toolkit on valuing the role of the elected municipal officer and to provide them with a tool that will help them inform the population of the reality and complexity of their role within their own community.

The proposed toolkit is the result of many activities carried out by the FQM thanks to the financial contribution of the Secrétariat à la condition féminine et du ministère des Affaires municipales et de l'Habitation. Reading, research and statistical analysis as well as interviews and polling of elected officers were carried out.

From the outset, the FQM's government partners believed in the merits of this project to create a kit to support municipal elected officers in order to give them their proper place in a context where the government bodies closest to the people have more and more responsibilities.





## 1.2 THE OBJECTIVES

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The objectives of the different sections of this guide are to increase the number of candidacies and the officer ness of citizens in municipal elections, in particular women and young people (target) :

- Promote the image of municipal elected officers and the municipal sector (tool);
- Stimulate voter participation in municipal elections (tool).

## 1.3 THE TOOLS

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The Guide - Valuing the role of the elected municipal officer is divided into two parts :

- The first part presents the challenges and issues facing municipal elected officers in Québec with an approach to promote the role of the elected municipal officer.
- The Second part presents eight personas with profiles illustrating different types of municipal elected officers and in order to explain in plain language the function and role of the elected officer.

This guide, for the use of municipal elected officers wishing to embark upon a reflective process with the city council or the RCM council, provides practical tools which may be used individually. This process can be undertaken before the next municipal election.



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UNIFYING  

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CHALLENGES  

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AND ISSUES  

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## 2.1 A BRIEF HISTORICAL REMINDER

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In what context were municipalities born in Québec? Where do they originate from? Since when has the mayor been designated as the highest ranking officer in a town? How has the elected officer function evolved over the years? This section offers a brief historical reminder of the evolution of municipal institutions and of elected officers.

Under the French regime, between 1608 and 1760, very little local power was granted to the people by the king of France. The Intendant was the one who combined the responsibilities that are currently devolved to the municipal level such as road work, housing and fire prevention. The territory was divided into some 300 seigneuries that the king granted to seigneurs who were tasked with developing them through the construction of roads, mills or other works.

Simultaneously, the religious parish occupied an important place in the development of New-France. In 1722, the territory is divided into 82 parish districts which overlap the seigneuries. They are managed by parish corporations run by marguilliers. These notables elected once a year were responsible for the religious interests of the community.

Following the British victory, the Quebec Act of 1774 changed the established order by granting full authority over local affairs to the governor and the Legislative Council. The seigneurial regime is abolished and replaced in 1791 by the township system and the creation of Upper and Lower Canada.

In the spring of 1833, the office of mayor appears for the first time in Lower Canada. The cities of Québec and of Montréal were the first two to adopt a municipal structure. Requested for more than a decade by merchants and land owners, the establishment of an elective body was built on the demographic changes of the early 19th century with the massive arrival of immigrants from England, Scotland and Ireland. Between 1810 and 1830, their numbers more than doubled.

The status of a city granted to the two main towns in Lower Canada gave them the power to borrow money as well as adopt by-laws in several fields, including finance, housing, hygiene, water, law enforcement, public markets and lighting.

Following the Lower Canada Rebellion of 1837-1838, London appointed Lord John George Durham governor of Canada to investigate the causes of the rebellion. In his now famous report, Dunham noted the absence of competent administrative authorities outside of Québec and Montréal. He mentioned that the



principal causes of the unrest in the colony were “the inefficiency of the central administration and the nearly complete inexistence of local administration in Lower Canada”.

His Report on the Affairs of British North America led to a series of reforms and changes, of which the unification of the two Canadas into one colony. It also opened the way to the creation of the first real municipal entities in Lower Canada. It was in 1840, the year the Union Act was signed, that the first law constituting in municipal corporations any parish or township of more than 300 inhabitants was passed. Such institutions had been in existence in Upper Canada for more than 50 years.

During the following years, several laws were adopted. Even though their success was limited, the foundations they set were key. In 1841, a law divided the territory into 22 regional municipal districts. In 1845, a new law provided for the incorporation into municipalities of parishes, townships, villages and towns, making the old districts obsolete. In 1847, the 321 parish or township municipalities that had been created were replaced by 46 regional county municipalities. The population strongly criticized this system.

Louis-Hyppolyte Lafontaine came up with the solution to the opposite positions of the counties and the parishes. Adopted in 1855, The Lower Canada Municipal and Road Act that he instigated is the direct ancestor of the Municipal Code. This law relied on the complementarity of the municipalities or the parishes within the county corporations. The first level of responsibility, the local municipalities, is made up of parishes. The second level, that of regional county municipalities, is made up of 61 territories that are identical with the electoral districts defined in 1853, save for the cities of Québec and of Montréal.

The Constitution Act, 1867 confers to the provinces the management of and the legislative power over municipal institutions as well as their organization. In 1870, the Legislative Assembly of Québec adopts the Municipal Code in place of the Municipal Act. In 1903, the Cities and Towns Act is adopted, then in 1918, the Municipal Affairs department of Québec is created to see to the implementation of the laws and to offer support to the municipalities.

Even if municipal democracy is nearly 200 years old, the tradition of electing mayors and counsellors for four year terms is not a very old custom. When the first municipal structures were created in 1833, the terms were for one year. They were extended to two years in 1871, then to three years in 1944. The current term of 4 years was established in 1968.

## 2.2 OVERVIEW OF THE PROFILE OF ELECTED OFFICERS

The primary role of the elected officer is to represent the will of the citizens in the municipal council, all while acting in the interest of the municipality and thus keeping oneself informed of the concerns and projects that the citizens want to see realized<sup>1</sup>.

The general municipal elections of 2017 in numbers :

- 8,015 councillor and mayor positions were at stake;
- 4,044 women ran in the elections, which represents 31.3 % of candidacies, of which 385 ran for mayor;
- 4,466 mayors and councillors elected unopposed;
- 82 elected officer positions remained vacant<sup>2</sup>, of which 5 mayor positions.

TABLE 1

Distribution of positions, candidacies, unopposed elected officers, vacancies and positions up for election, 2017 general election

TYPE OF POSITION	NUMBER OF POSITIONS	NUMBER OF CANDIDATES	NUMBER OF UNOPPOSED ELECTED OFFICERS	NUMBER OF VACANCIES	NUMBER OF POSITIONS UP FOR ELECTION
COUNCILLOR	6915	10976	3932	77	2906
MAYOR	1100	1941	534	5	561
WARDEN	16	41	6	0	10
<b>TOTAL</b>	<b>8031</b>	<b>12958</b>	<b>4472</b>	<b>82</b>	<b>3477</b>

Source : MAMH (2020). Données relatives à l'élection générale municipale 2017. Compilation et traitement statistique.

In 2017, 56.9 % of city councillors as well as 48.5 % of the mayors were elected unopposed. The recruitment of candidates remains an important challenge for every election. As evidence, in 2017, once candidacies were closed, no candidate ran for mayor in five municipalities. In addition, 218 municipalities did not proceed with a vote as all of the city council was elected unopposed<sup>3</sup>.

1. MAMH, 2019, Guide d'accueil et de référence pour les élus municipaux, page 5

2. The vacant positions include the positions that will be filled or were filled following the restart of electoral procedures as of December 20, 2017.

3. Data compiled by the MAMH from the data obtained from the returning officers as of December 20, 2017

## 2.2.1. PREDOMINANTLY MALE REPRESENTATION

In Québec, after the general elections held in 2017, 18.9 % of the mayors and 34.5 % of the councillors were women.

Thus, in the last municipal general elections, women represented 32.4 % of the elected officers.

**In 2019, in adopting its equality and parity policy, the FQM undertook to take the necessary steps to reach the gender parity zone in municipal politics, that is between 40 and 60 % female officers among elected officers.**

TABLE 2

Distribution by gender composition of city councils in 2017

GENDER COMPOSITION	NUMBER OF CITY COUNCILS	PERCENTAGE
LESS THAN 40 % WOMEN	692	61.1 %
BETWEEN 40 % AND 60 % WOMEN (PARITY)	385	35.0 %
MORE THAN 60 % WOMEN	43	3.9 %
<b>TOTAL</b>	<b>1100</b>	<b>100 %</b>

Source : MAMH. Portrait statistique des élections municipales 2017.

The publication *Présence des Femmes et des jeunes dans les lieux décisionnels (Presence of Women and young people in decision-making)* demonstrates that “environments with parity are most often those in traditionally female sectors, such as education, health and culture, rather than those that are traditionally male sectors, such as politics, senior public service and business” (our translation ).<sup>4</sup>

4. Conseil du statut de la femme (CSF) du Québec in collaboration with Citoyenneté jeunesse (2018).

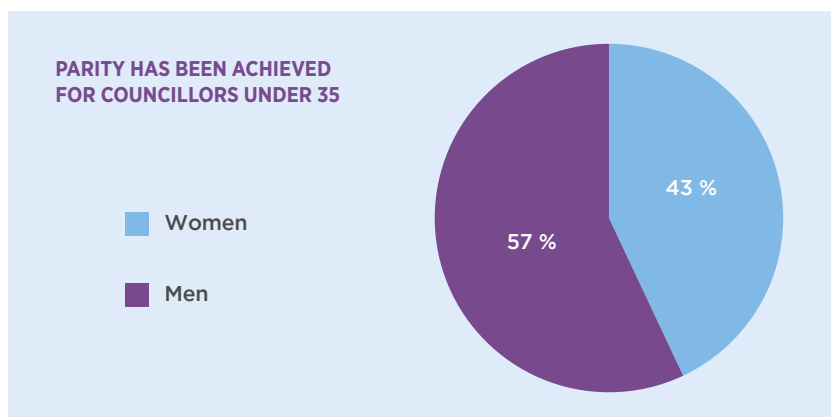
## 2.2.2. AGE OF ELECTED OFFICERS

Data compilation conducted by the ministère des Affaires municipales et de l'Habitation (MAMH) following the municipal elections of November 2017, shows us that the average age of elected officers :

- Councillor is 52.6 years old;
- Mayor is 58.1 years old;
- And the average age for all is 53.4 years old<sup>5</sup>.

Young people under 35 are poorly represented on city councils<sup>6</sup> :

- In 2017, 1.9 % of all mayors were under 35 years old (21 in total, of which 5 women and 16 men);
- 9.3 % of city councillors were under 35 years old (275 women and 360 men).



Young people between 18 and 35 years old represented 27.7 % of the voting eligible population in 2018. The “participation rate of young voters in the most recent elections was lower than that of all eligible voters in Québec” (our translation)<sup>7</sup>.

The interest of young people in politics, and more particularly municipal politics, remains a challenge not only to achieve better representation of 18-35 year olds as elected municipal officers but also to improve the participation of young people in voting.

5. MAMH (2020), Données relatives à l'élection générale municipale 2017. Compilation et traitement statistique, p 32.

6. CSF (2018), Présence des femmes et des jeunes dans les instances décisionnelles.

7. Article of Devoir of August 17, 2018 “ Les 18-35 ans : portrait-robot d'une génération courtisée par les partis politiques ” <https://www.ledevoir.com/politique/quebec/534713/portrait-robot-d-une-generation>

### 2.2.3. VARIABLE LEVEL OF INVOLVEMENT

In order to better define the profiles of the people involved in municipal politics, the FQM surveyed 167 municipal elected officers in September 2019. The profile of the respondents provides us with a varied representation in terms of age, gender as well as the positions of mayor, councillor and warden.

This survey provides us with a summary picture of elected municipal officers, more particularly for those who do not work as elected officers on a full-time basis. In fact, professional and family occupations, on top of the duties of the elected municipal officer, represent a challenge for the recruitment of candidates, even more so for the office of mayor.

A good number of the councillors are employed elsewhere on a full-time basis. A significant number of mayors are retirees. According to this poll, a significant number of mayors stated that they were involved on a full-time basis with their duties as elected officers.

**TABLE 3**  
**Occupation of elected officers**

	NUMBER OF FEMALE MAYORS	% OF FEMALE MAYORS	NUMBER OF MALE MAYORS	% OF MALE MAYORS	NUMBER OF FEMALE CITY COUNCILLORS	% OF FEMALE CITY COUNCILLORS	NUMBER OF MALE CITY COUNCILLORS	% OF MALE CITY COUNCILLORS
FULL-TIME ELECTED OFFICER	10	50.0 %	24	34.8 %	1	3.2 %	4	8.9 %
FULL-TIME JOB	4	20.0 %	15	21.7 %	16	51.6 %	16	35.6 %
BUSINESS OWNER	2	10.0 %	7	10.1 %	6	19.4 %	6	13.3 %
RETIREES	8	40.0 %	31	44.9 %	6	19.4 %	25	55.6 %
SELF-EMPLOYED	0	0.0 %	2	2.9 %	2	6.5 %	0	0.0 %
<b>TOTAL</b>	<b>20</b>	<b>100</b>	<b>69</b>	<b>100</b>	<b>31</b>	<b>100</b>	<b>45</b>	<b>100</b>

Source : Data compiled by the FQM. Survey conducted in September 2019.

**These tendencies are confirmed in the study done by Anne Mervellec in 2016 involving a sample of 274 city councillors and 27 mayors in municipalities of 20,000 to 50,000 inhabitants<sup>8</sup> :**

- More than half of the female elected officers (4.6 %) and the male elected officers (49.7 %) had paid employment<sup>9</sup>, more often on a part-time basis for the women;
- “39.5 % of the male mayors and city councillors stated they were retired as compared to a bit less than a quarter (23.8 %, 20/84) of the female mayors and city councillors, and 28.6 % of the female respondents (as compared to only 10.7 %) of the male respondents”.

8. Mervellec, Anne. Genre et professionnalisation de la politique municipale : un portrait des élues et élus du Québec. 2016.

9. For the term “ full-time job ”, Mervellec means not retired or not having another occupation.

## 2.3. PROFESSION, ROLE OR CALLING?

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### 2.3.1. A STIMULATING ENVIRONMENT

To be an elected officer is to have a political role in a municipality or a RCM, either as a city councillor, mayor, deputy mayor, elected warden or warden.

Elected municipal officers take part in monthly meetings of the municipal council where the decisions concerning their community are taken as well as meeting citizens and representing the town at various activities. They have specific responsibilities related to issues of municipal jurisdiction. They are involved in committees and are responsible for the follow up and the implementation of certain projects.

**The role of an elected officer can be summarized in three points<sup>10</sup> :**

- Representing the people;
- Deciding;
- Governing.

To meet the needs of the population, city council relies on proposals and recommendations emanating from the consultative committees and the other municipal committees.

But above and beyond the preceding, what does an elected officer really do on a daily basis? How and with whom does he work?

According to the survey conducted in September 2019, 64 % of mayors take part in more than 15 monthly working sessions and preparation meetings with the members of the city council in addition to the regular meetings of the council. This is how they fulfill their role as described above.

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10. MAMH, 2019, Guide d'accueil et de référence pour les élus municipaux, page 5.

Here are the most common committees.

COMMITTEES	NUMBER OF ELECTED OFFICERS	%
CIVIL SECURITY	76	46 %
FINANCE	72	43 %
ROADS	67	40 %
PLANNING	67	40 %
URBAN PLANNING	63	38 %
RECREATION	63	38 %
FAMILY	60	36 %
CULTURE AND HERITAGE	54	32 %
INDUSTRY AND BUSINESSES	45	27 %
WASTE WATER TREATMENT	5	3 %
ENVIRONNEMENT	5	3 %
FIRE	5	3 %
WELCOMING NEWCOMERS	1	1 %
AGRICULTURE	1	1 %
AGROTOURISM	1	1 %
ELDERLY	1	1 %
ARENA	1	1 %
LIBRARY	2	1 %
COMMUNICATION	2	1 %
DEVELOPMENT	1	1 %
SCHOOLS	1	1 %
BEAUTIFICATION	2	1 %
HOUSING	2	1 %
TOURISM	2	1 %
INFRASTRUCTURE	1	1 %
RIVERS	1	1 %
CITIZEN SERVICES	1	1 %
TRANSPORTATION	1	1 %

- 62 % of male elected officers take part in the Civil security committee as compared to 29 % of female elected officers;
- 55 % of male elected officers take part in the Roads committee as compared to 25 % of female elected officers;
- 38 % of male elected officers take part in the Family committee as compared to 46 % of female elected officers.

**Over the years, elected officers have seen their responsibilities diversify, which explains their involvement in various social, economic, environmental and cultural sectors. Sectors that address the daily needs of citizens which has led municipalities to take on greater responsibilities.**

A municipal team is thus made up of elected officers with varied and complementary interests and areas of expertise that meet the needs of the municipality in carrying out projects, and in the development of services and infrastructure maintenance.

### 2.3.2. A VARIED DEFINITION OF TASKS

As pointed out by Anne Mévellec, working as an elected officer in a municipality is “serving the population and working for the population” (our translation). The scope of the task is quite broad and touches upon several sectors and as such is difficult to define and describe for the general public. Some describe it as a role, others as a calling or even a profession.

It can have certain similarities with a profession as elected officers acquire a certain number of skills, more particularly in urban planning, financial management, asset management, in environment, municipal law, etc. Moreover, these skills may be credited by the FQM as part of its municipal training service. These different training paths can lead to the municipal administrator diploma, the municipal leadership diploma and the certificate in municipal competency.

### 2.3.3. A SERIOUS RESPONSIBILITY

Being an elected officer is a serious responsibility that requires availability and responsiveness, the level of which varies according to the position occupied, more particularly for the mayors, but also in terms of the complexity of the mandate and because of the technical level of the files as well as the multiplication of stakeholders and players involved in the municipal sector. Beyond the political role, the function of elected officer has become a “profession”, regardless of the time spent. A mayor and a warden are always available to meet the needs of the citizens<sup>11</sup>.

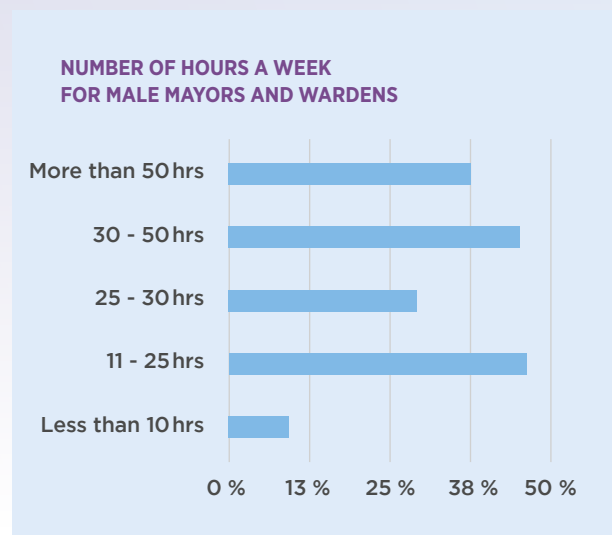
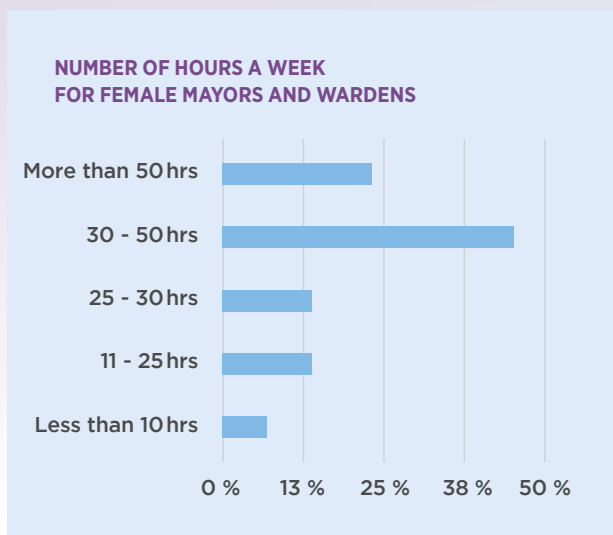
The work-family balance and political involvement is a concern raised for the maintenance of a healthy family life and lifestyle. These concerns clearly stood out in the the survey conducted by the FQM in 2017<sup>12</sup>.

The survey conducted in 2019 illustrated the diversity of realities from one municipality to another regarding the number of hours worked by the mayors and the wardens. The following graphs present these trends.

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11. Le Courrier des maires et des élus locaux. Article of October 27, 2012. “La fonction d’élue est devenue un “métier” à temps plein” by Laurence Denès.  
12. Dostie-Goulet, Eugénie (2017). Les préoccupations des élu.e.s au sein de la FQM.





We can see that :

- The bigger the municipality, the greater the number of hours worked;
- For municipalities with a population of of 2,500 or more :
  - 86 % of the female mayors working more than 30 hours are elected on a full-time basis;
  - 68 % of all mayors work more than 50 hours.

**The number of hours devoted to the duties of elected office may depend on :**

- The availability of the elected officer (less time if the officer has a job or other occupation);
- Work sharing with the other elected officers of the municipal council;
- The number of active and in development projects in the municipality;
- The number of committees the elected officer is involved in;
- Etc.

### **2.3.4. A PASSION TO SHARE**

Elected municipal officers often speak of the difficulty of recruiting new people to run in municipal politics. Thus the importance of succession planning months if not years ahead of the next municipal elections. It is important to inform the community, which mainly occurs by raising awareness of municipal politics as well as through networking. For those who are thinking about it, it is important to respect this process and offer support to work on the challenges and the motivation to remain or leave municipal politics.

**According to the survey conducted in 2019, that is two years before the next municipal elections :**

- 35 respondents out of 167 indicated that they did not intend to run again in 2021 (20 %);
- 23 of them were older than 65;
- These people are leaving because they have had several terms, say that they have given back to the community, want to make way for younger people and for change;
- 59 respondents out of 167 are thinking about their future in elected politics (35 %);
- 40 of them are younger than 65.

**For succession-planning for mayor, we notice that :**

- 75 % of the female mayors had served as municipal council members beforehand;
- 70 % of the male mayors had served as municipal council members beforehand.

**In addition, according to the data compiled by the MAMH for the general election of 2017 :**

- 37.3% of the newly elected officers were women;
- 16.4% of the people newly elected as mayor were women;
- 38.7% of the people newly elected as municipal councillors were women.

Solicitation is the “known” and “acknowledged” factor that initiates recruitment. Thus, if individuals are known and recognized in the community, because they are involved in different ways, they will eventually be approached to run.

The background of municipal councillors prior to their election may help direct recruitment for positions which may eventually become vacant.

Anne Mévellec notes that social capital is important and is acquired through involvement in social and community work, but that this involvement differs according to gender, more community centric for women and more political for men.<sup>13</sup>

**TABLE 4**  
**Involvement of municipal councillors before entering politics**

	NUMBER OF FEMALE COUNCILLORS	PERCENTAGE OF FEMALE COUNCILLORS	NUMBER OF MALE COUNCILLORS	PERCENTAGE OF MALE COUNCILLORS
VOLUNTEER WORK OR SCHOOL BOARD WORK	17/25	68 %	23/31	74.1 %
VOLUNTEER WORK AT THE SCHOOL LEVEL	8/17	47 %	3/23	13 %
VOLUNTEER WORK IN THE SPORT COMMUNITY	6/17	35.2 %	9/23	39.1 %
VOLUNTEER WORK WITH SOCIAL CLUBS *	2/17	11.7 %	4/23	17.3 %

\* Optimists, Knights of Columbus or Kiwanis.  
 Source : Mévellec, page 127.

The challenge for developing a new guard of municipal councillors is having dynamic volunteer committees, because “it is the experience related to volunteer work of whatever nature or school commission politics that leads to men and women being solicited to get into municipal politics” (our translation), as noted by Anne Mévellec, especially for women, whereas there are more men entering politics without any prior involvement.

13. Mévellec, Anne. Genre et professionnalisation de la politique municipale : un portrait des élues et élus du Québec. 2016.

### 2.3.5. HIGH POPULARITY RATING

**“The mayor is the most appreciated politician because of the local nature of the office. Some are more popular than others, but on average the satisfaction rate for mayors is 65 %. It is an exceptionally high rate when compared to the 40 % provincial politicians get.” (our translation)<sup>14</sup>**

An observer of the political scene for more than 30 years, the founder of the Léger research firm, Jean-Marc Léger, is convinced that mayors have an aura that other politicians don't. He states : “The mayor transcends politics. There is a closeness to people which is a considerable asset. When the mayor speaks, citizens listen, which is not the case for other elected officers.”(our translation)

According to the barometer of most admired professions that his firm publishes every year, politicians come in last. Despite this data, he notes that elected municipal officers are in a class apart, despite the fact that people are very critical of politicians.

Since 2009, the firm has measured the population's rate of satisfaction in respect of mayors. The results are clear. Year in, year out, two people out of three say they are satisfied with the work of their mayor. It should be noted that this satisfaction rate was slightly lower once during the decade : in 2011, as some municipalities were tainted by corruption scandals.

The poller also noted that people are not only satisfied with the work of their mayors but are also proud of their towns. The last survey in 2018 showed that 80 % of those polled were proud of their municipalities.

#### **The good mayor, the excellent mayor and the super mayor<sup>15</sup>**

A behavioural analyst and sociology theorist, Jean-Marc Léger, has been polling the municipal sector for years. According to him, there are three types of approaches that distinguish a mayor from the others.

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14. QUORUM (2020). “ Sondage Léger : Les élus-es municipaux ont la cote ”, vol. 45, no 3, p. 53.

15. QUORUM (2020). “ Sondage Léger : Les élus-es municipaux ont la cote ”, vol. 45, no 3, p. 53.

The first level represents essential services, basic services. “The profile of a mayor is not enhanced by the delivery of good services, such as drinking water, trash removal, street maintenance, but if the services are not good, the people are rapidly dissatisfied. This is followed by the municipality’s performance services, namely green spaces, recreation or municipal services.” (our translation)

Paramount is the approach that brings a plus to the lives of citizens, added value as he identifies it.

**“The best performing cities are those that communicate, those who are transparent, who remain in permanent contact with the population. Either through social media, but also with the other means of communication of the city, leaflets or newspapers. People need plain language information and need to have a simplified relationship with the city.” (our translation)**

### **2.3.6. AN OBLIGATION TO COMMUNICATE**

In order to enhance the role of the elected officers, a communication plan describing what they do is required. Municipalities already use several communication tools (municipal newsletter, website, Facebook page of the municipality, etc.). These tools could include sections dedicated to the members of the municipal team to allow them to explain their role and their files. Other tools that reach younger audiences such as Instagram could be used, taking care that the messages are properly crafted for the targeted audiences.

During certain activities such as public a consultation, greeting new arrivals and newborn children, the presentation of elected officers could be added to the agenda. And the organization of grade school activities such as “mayor for a day”, the organization of or participation in a municipal council meeting are other examples of initiatives that could be put in place on a regular basis.

Another example is an activity exclusively intended to enhance the role of the elected municipal officer such as an official swearing in ceremony open to the public at large. Such an event allows the elected officers to confirm their commitment and the citizens to acknowledge that their officers were democratically elected and represent the citizens’ interests.



3

THE DIVERSE

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PROFILES

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OF ELECTED

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OFFICERS

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This section consists of eight profiles of municipal elected officers. Without claiming to be the perfect overview of the men and women who evolve in the municipal world, these fictional characters reflect the diverse profiles found among the 8,000 elected municipal officers in Québec.

These profiles were drawn up further to the analysis of several types of data, and including data collected from the survey conducted during the FQM convention held in September 2019. A survey of about 20 questions was completed on a voluntary basis by 167 elected officers.

Borrowing from a marketing technique used to illustrate different client groups, these personas aim to present the variety of career paths, experiences, motivational factors and the qualities that define a good many elected officers. In addition to highlighting their work, these characters help web surfers to become better acquainted with the role of the elected officer and, who knows, eventually inspire some of them to run for office.

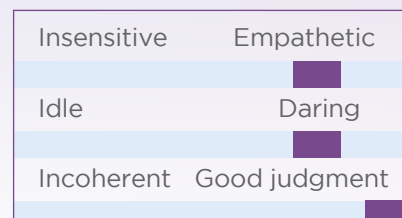
*The photos of these personas are images generated by the artificial intelligence of the generated.photos platform.*



## BIOGRAPHY

With a degree in nursing sciences, she was elected as warden of the RCM for the first time in 2017. Her passion is public health. She believes that through her involvement in the municipal world, she will be able to better contribute to the improvement of the physical and mental health of the population and to promote healthy lifestyle habits. With her experience in the health field, she attracted attention as the president of the local employee union of the regional hospital.

## HER KEY PERSONAL STRENGTHS



## SONIA 41 years old

Elected warden  
Val-Joly RCM  
25,000 inhabitants



## HER SCHEDULE

She occupies her function on a full-time basis, with a fifty hours work week. In addition to running the RCM, she sits on the board of one of the national associations that represent the municipal world and chairs one of its work committees. She is often called upon to represent the RCM at events organized by various local and regional organizations.

## TERMS THAT DESCRIBE HER MANDATE

- Stimulating
- Captivating
- Demanding

## 2021 OUTLOOK

She will not hesitate to run again. She feels she is useful to the community.

## HER PRINCIPAL PROJECTS

- Developing a community health clinic
- Developing a regional Eco park
- High speed Internet connexion all across the territory



## BIOGRAPHY

Elected official since 2013, she was a city councillor before running for mayor. A retired teacher, she was active in parents' committees when her 4 children were younger. Prior to that, she was an elected school commissioner, later on president of the same organization.

## HER KEY PERSONAL STRENGTHS

Indifferent	Committed
Idle	Energetic
Controversial	Unifying

## NICOLE 63 years old

Mayor  
Saint-Éloi-et-Loignay  
1,200 inhabitants



## HER SCHEDULE

She says it is a part-time position, but in reality, she spends 30 to 50 hours a week on it. At a minimum, she participates in one or two meetings a week of different committees in addition to an average of 5 hours a week of representation activities with local and regional organizations as well as NPOs.

## TERMS THAT DESCRIBE HER MANDATE

- Stimulating
- Rewarding
- Inspiring

## 2021 OUTLOOK

She has not made up her mind for the next election. She loves the work, but wonders if it is not time to step aside for the younger generation.

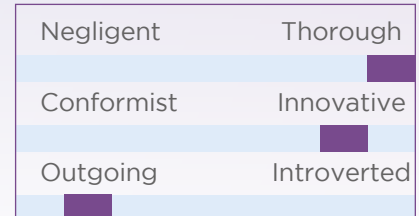
## HER PRINCIPAL PROJECTS

- Developing a tourist circuit
- Converting the church
- Developing a water play for children

## BIOGRAPHY

Elected as mayor in 2017, she was elected previously in a by-election and served as a municipal councillor for two years. A bio ecology technician, passionate about the environment, she has worked in organizations devoted to sustainable development since her early twenties. She made herself known in the community for her involvement in the management of residual waste.

## HER KEY PERSONAL STRENGTHS



## CAROLINE 38 years old

Mayor  
Sainte-Perpétue-les-Vertus  
8,000 inhabitants



## HER SCHEDULE

She spends more than 50 hours a week performing her duties as mayor. In addition to chairing city council meetings, she represents the municipality within the RCM and is a member of the sustainable development committee. She participates in over five monthly meetings with citizens, local organizations and businesses as well as her involvement in the parents' committee of her two children's school.

## TERMS THAT DESCRIBE HER MANDATE

- Exciting
- Rewarding
- Stimulating

## 2021 OUTLOOK

She will run again in 2021. She intends to continue implementing the projects dear to her heart.

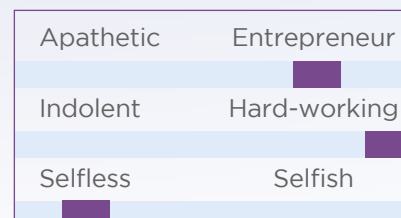
## HER PRINCIPAL PROJECTS

- Adapting to climate change
- Improvement of the lakeshore
- Beautification of the downtown core

## BIOGRAPHY

City councillor since 2017, she has been working in the family construction business for the last 25 years. She has stood out in her local community through her involvement in local economic development organizations. A born entrepreneur, she believes that a better world can be built through community involvement.

## HER KEY PERSONAL STRENGTHS



## VALÉRIE 49 years old

City councillor  
Saint-Laurent-du-  
Haut-Champlain  
2,500 inhabitants



## HER SCHEDULE

She devotes about 10 hours a week to her duties as city councillor. She sits on city council once a month, she meets with citizens and local organizations or businesses one to three times a month. She represents the municipality in activities such as fund raising dinners. She is a member of three committees, including the one dealing with culture which greatly motivates her.

## TERMS THAT DESCRIBE HER MANDATE

- Rewarding
- Stimulating
- Sometimes demanding

## 2021 OUTLOOK

She has not officially decided, but is leaning towards running again. Even if she still doubts herself despite this experience, she is convinced that her work is a difference maker in the community.

## HER PRINCIPAL PROJECTS

- Developing a new cultural offering
- Construction of a cross-generational park
- Defending LGBTQ rights

## BIOGRAPHY

Elected as mayor in 2009, after having first been elected as a municipal councillor in 2005. A retired farmer, he is known in the community for his generosity and empathy. A tireless worker who learned his craft first hand, he was involved in several community groups before jumping into municipal politics.

## HIS KEY PERSONAL STRENGTHS

Stingy	Generous
Cowardly	Courageous
Empathetic	Insensitive

## GILLES 65 years old

Mayor

Beaulieu-en-eau-douce

950 inhabitants



## HIS SCHEDULE

He devotes around 30 hours a week to his duties as mayor. In addition to chairing the municipal council meetings held once a month, he is a member of the RCM council of mayors and of a few regional committees. He meets with citizens on a regular basis and every week he participates in one or two events organized by community groups of the municipality. His ongoing concern is the sound management of public funds.

## TERMS THAT DESCRIBE HIS MANDATE

- Gratifying
- Captivating
- Exciting

## 2021 OUTLOOK

He is thinking about not running. He has not reached a final decision.

## HIS PRINCIPAL PROJECTS

- Quality of drinking water
- Construction of a municipal garage
- Sound management of municipal assets

## BIOGRAPHY

Originally from Martinique, his family immigrated to Québec when he was 2 years old. During his teens, his social worker skills were revealed. Not only has the well-being of his family always been paramount to him, but also that of the individuals, families and groups of his community. In 2017, he was elected as municipal councillor; he runs the youth centre while pursuing his studies in psychology on a part-time basis.

## HIS KEY PERSONAL STRENGTHS

Narcissistic	Selfless
Cold	Warm
Pretentious	Humble

## BENJAMIN 29 years old

Municipal councillor  
Chester-en-Kent  
3,100 inhabitants



## HIS SCHEDULE

He devotes about 12 hours a week to his duties as municipal councillor. He participates in the municipal council meetings once a month and meets 5 to 6 citizens a week to help them solve their problems. He regularly represents the municipality during public events. Since his election, he has never turned down a chance to be there for his community.

## TERMS THAT DESCRIBE HIS MANDATE

- Exciting
- Rewarding
- Stimulating

## 2021 OUTLOOK

There is no doubt that he will run again in the next election. He adores his function and will try to convince other young people to get involved like him.

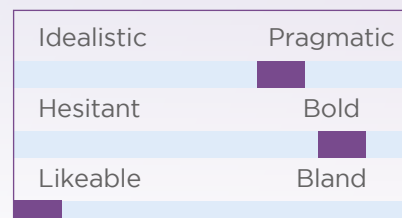
## HIS PRINCIPAL PROJECTS

- Promoting youth migration to rural areas
- Expansion of the library
- Intergenerational dialogue

## BIOGRAPHY

Elected as a municipal councillor in 2017, he has been involved in the community since he was a teen. Social causes, such as the environment or the protection of individual rights, are close to his heart. Open to the world, he has studied geography and sociology. He works with a community organization dedicated to welcoming newcomers.

## HIS KEY PERSONAL STRENGTHS



## SÉBASTIEN 34 years old

Municipal councillor  
Beauvoir-Deloin  
1,800 inhabitants



## HIS SCHEDULE

He dedicates an average of 10 hours a week to his duties as municipal councillor. In addition to taking part in the municipal council once a month, he is a member of three work committees and represents the town two or three times a month during activities organized by community groups.

## TERMS THAT DESCRIBE HIS MANDATE

- Rewarding
- Formative
- Inspiring

## 2021 OUTLOOK

He will run in the next municipal election in 2021.

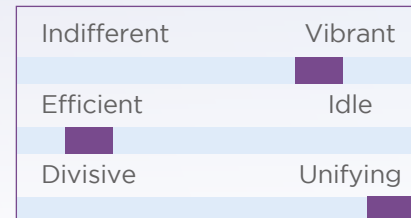
## HIS PRINCIPAL PROJECTS

- Planning a new park
- Collection and recycling of waste material
- Regionalization of immigration

## BIOGRAPHY

First elected as a municipal councillor in 2013, he was elected by acclamation as mayor in 2016 following the death in service of the mayor. He was then elected mayor in 2017. He has a degree in Recreation and a Masters degree in Urban Planning. Before getting into politics, he taught land use management at the cégep level. Known for his expertise, he was often called upon as a consultant by municipalities.

## HIS KEY PERSONAL STRENGTHS



## PIERRE-LUC 51 years old

Mayor  
Rocques-en-Billy  
4,500 inhabitants



## HIS SCHEDULE

A full-time mayor, he devotes more than 50 hours a week to the function. In addition to chairing the municipal council meetings, he is the substitute warden of his RCM and aspires to be the warden because of his interest in land use management. He is the member of at least five different regional committees and he takes part in close to ten activities a week in the municipality.

## TERMS THAT DESCRIBE HIS MANDATE

- Exciting
- Rewarding
- Absorbing

## 2021 OUTLOOK

He has not officially decided but is leaning towards running again. Even if he still doubts himself despite this experience, he is convinced that his work is a difference maker in the community.

## HIS PRINCIPAL PROJECTS

- Carbon neutral municipality
- Heritage preservation
- Economic development



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