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# Report on the Governance Audit for the District of Lillooet

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## District of Lillooet

### Excellence in Governance Workshop

George B. Cuff, FCMC

June 1<sup>st</sup>-2<sup>nd</sup> 2010

The following are some of the observations of the Consultants (George Cuff and Ron Born) relative to the workshops conducted with the District of Lillooet on June 1-2 2010.

#### Our Presentation

Our summary reflects a combination of the slides presented and key issues we addressed.

#### What We Have Done

- Reviewed background materials
- Interviewed all members of senior staff; some front office staff
- Interviewed all members of Council
- Spoke at a meeting of the public
- Interviewed some members of the broader community
- Prepared a PowerPoint report; provided confidential advice to CAO
- Followed up with this somewhat more detailed report.

#### System Improvements

- Without intending to be self-serving, the fact that Council and management have undertaken this mini-audit is very progressive and should be commended in the community. This can be stressful and yet rewarding...

#### Critical Importance of "Tone at the Top"

- One of the most significant issues that every Council and senior management team must address is how these two leadership bodies will inter-relate. Council has the important policy governance role while the administration, as led by the Chief Administrative Officer, is expected to advise on Council's policies and to implement the procedures and strategies to implement the direction of Council.

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# Report on the Governance Audit for the District of Lillooet

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## □ Role Clarity the Key

We discussed the legislated roles of your Council as well as those roles which might be defined as more generic in nature.

### Roles of Council

I stated that your Council has a paramount role in leading the District of Lillooet in terms of what the citizens view as the critical issues which need to be addressed and the essence of the District which the citizens wish to see preserved. These roles include leadership (establish the vision, priorities; ensure dispute resolution); decision-making (ensure best process; provide for access to quality information & advice); public participation (determine best approach); facilitating open door communication (provide access; ensure information available; don't over-react; guard resources (set policies; monitor; meet with auditor); and policy leadership (identify the issues; review/refine/update/observe).

## □ Impact of Council-Chief Administrative Officer Relationship

The ability and success of the Council of any District or municipality is heavily influenced by the supporting role played by the Chief Administrative Officer. This role is akin to the narrow portion of the hour glass wherein the information flows up through the Chief Administrative Officer to Council and down through the Chief Administrative Officer to the rest of the organization.

Building on the roles of Council and the Chief Administrative Officer, I described what I see as some of the key foundational planks of a solid Council-management relationship. These are the essential building blocks to a good relationship and ought to be reflected in how the Council and Chief Administrative Officer (In particular) inter-relate.

- ✚ Clear expectations
- ✚ Trust and respect
- ✚ Courteous, respectful service
- ✚ Advice to Council on District's strategic plan
- ✚ Regular performance reviews
- ✚ Concurrent & comprehensive information
- ✚ Monitoring of role boundaries

## Report on the Governance Audit for the District of Lillooet

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### **□ Critical Need for Council to Have a Strategic Focus**

Council's strategic agenda is not defined by what appears on the bi-weekly Council agenda package. Rather, the strategic agenda is what a Council believes needs to be tackled over the next 3-5 years (and beyond) as priority items. The creation of this list should be the result of a solid briefing by management of what they see as priorities for future District health (e.g. long term plans, transportation networks, trails, parks, new underground infrastructure, recreation facilities) and what the Council hears during an election campaign.

Without this focus Council's attention is too readily focused on the here and now and not on those priorities which will consume the most dollars and take the longest time.

### **□ Respect for Each Other; Policy Disagreements Inevitable**

Each Council consists of a variety of individuals and personalities. This body of people may agree on the District's key issues or may not. There is certainly no guarantee that all members of Council will see the issues the same or with a similar sense of urgency or importance. The key is to be able to articulate the issues and policy differences clearly and then agree to disagree agreeably. The respect for each other the right of each to hold differing opinions is central to good government.

### **□ Effective and Ongoing Communication Critical**

It has been said that communication is the lifeline of any organization. That is true. In order to evidence characteristics of sound health, an organization must be able to ensure that its messages flow across the entire system so that all those involved in the service delivery are equally well-informed on what is expected and when. Similarly, each member of Council has a co-equal right to information and an expectation that all critical information will be delivered concurrently to each member. The Mayor's office needs to have protocols in place which ensure that each Councillor is informed, as does the Chief Administrative Officer and his administration.

### **□ The Ethical Bar Begins with Council-Chief Administrative Officer**

While a Code of Ethics sends an important message to the organization actually living it out is more important. The administration of the District takes their cue from the top: the Council and management need to show by their actions that ethical behavior is expected from themselves and from everyone on the system.

# Report on the Governance Audit for the District of Lillooet

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## □ Attitude of Service to Others

Local government is about service. It is not about self-aggrandizement or ego fulfillment (although feeling a sense of accomplishment is always acceptable and indeed expected). This business is framed by what our elected officials can do for those in need. Citizens are not able to do everything for themselves individually; but they are prepared to share in the costs of providing services which all can access. A Council is the body charged with defining what those services are and the level by which they will be provided by the civil service.

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## The Two Dimensions of a Governance Agenda

As I described it, there are essentially two main elements of a “governance agenda”. Both of these work collaboratively in the guiding of the District’s decision-making and use of resources.

### 1. Community Well-Being

How do we as the governing body add to the current quality of our community? What priorities of this Council will contribute to a sense of moving ahead on a broader District agenda?

### 2. Good Governance

How do we as the governing body ensure that we act in such a way as to improve the quality of governance we practice? A Council cannot improve in one dimension without positively impacting the other. Without any real focus, it is doubtful if there will be any lasting improvement in either.

#### How Does a Council Act?

- ✚ Councils need to uphold their ideals of honesty, fairness to each citizen, non-discrimination, transparency
- ✚ Each Councillor is expected to vote his/her convictions based on what their “gut sense” tells them is in the best interests of the majority of residents
- ✚ Each Councillor must weigh all the relevant facts and information before determining how to vote; 3 aspects to every good decision: agenda package, discussion with colleagues, input by the administration.

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# Report on the Governance Audit for the District of Lillooet

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## Defining Characteristics of Effective Governing Bodies

There are certain key defining characteristics of an effective governing body. These characteristics are understood to be:

1. Governing Bodies have a Clear Understanding of Vision, Values
  - Goals & priorities articulated, remembered, measured
2. Governing Bodies Respect Their Role
  - Sound, comprehensive orientation at outset for all
  - Refuse to take on roles assigned to others
  - Create/maximize potential synergies with others e.g. ABCs, neighbouring municipalities
  - Build solid team with administration based on mutual respect
  - Primacy of Council always respected
3. Governing Bodies Communicate
  - Ensure appropriate communication channels for public to impact District policies and decision-making
  - Ensure District's techniques of communicating its messages to the public are consistent, ethical and transparent
  - Provide regular messages on the District's performance against stated goals/priorities of Council
4. Governing Bodies Create a Learning Environment
  - Council appreciates role in improving governance
  - Participates at training sessions
5. Governing Bodies Focus on Policy Leadership
  - Identification of policy issues
  - Councillors question "what's the policy issue here?"
6. Governing Bodies Create a Strategic Agenda
  - Core vision, values, goals/priorities led by Council
  - Priorities communicated clearly/regularly to the public
  - Public requested input on priorities on a tri-annual basis
  - Address the key question "what value do I add to the way in which this District functions?"






## Report on the Governance Audit for the District of Lillooet

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7. Governing Bodies Maintain a Willingness to be Open to Change
  - Urban environments not static; continually faced with environmental changes
  - Willingness to challenge old or current ways
8. Governing Bodies Tolerate Differences & Distinctions
  - Others and you (!) can be wrong
  - Colleagues on Council reflect differing views; still trying to achieve what's in best interests of the District
  - Not everyone needs to be in total agreement for the District to move its agenda forward
9. Governing Bodies Seek & Ensure Feedback
  - Community input on District's view of what constitutes the key issues
  - Feedback to the CAO on at least an annual basis formally & on ongoing basis throughout the term
10. Governing Bodies Measure & Report the Results
  - Mechanisms measure both direction & results of Council's progress towards key objectives
11. Governing Bodies Keep a Positive Focus
  - Find ways to minimize negative personal relations
12. Governing Bodies Stress Importance of Ethical Behaviour

### **Council's Expectations of Administration**

The following list of what a Council expects of its administration is gleaned from over 30 years of experience in dealing with Councils and their senior management. In particular, the Council expects to develop a relationship with the administration that is grounded in integrity and openness. Council members also expect their administration to:

-  Provide first-rate advice
-  Offer effective service delivery to public
-  Carry out Council decisions
-  Respect Council
-  Conduct affairs with integrity

# Report on the Governance Audit for the District of Lillooet

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- ✚ Model stewardship
- ✚ Be responsive to Council requests
- ✚ Operate within policy
- ✚ Respect the structure
- ✚ Manage performance
- ✚ Keep priorities straight
- ✚ Stay away from political games; stick to the knitting.

## Administration's Expectations of Council

Similarly, the administration has certain expectations of their members of Council.

These expectations include:

- ✚ Acknowledge professional expertise of staff
- ✚ Prepare for meetings; read the material
- ✚ Remember to honour the primacy of the table
- ✚ Focus on Council's role; provide policy leadership
- ✚ Operate within policy
- ✚ Respect the structure
- ✚ Establish clear priorities
- ✚ Have a solid working relationship with the Chief Administrative Officer & administration
- ✚ Focus on the big picture through policy setting.

## What is Governance?

- ✚ The responsibility conferred on the leaders of an organization to make decisions in the best interests of the whole community and organization while keeping in mind its mandate, vision, priorities and fiscal capacity. It is a process of effective decision-making.

## How is it Achieved?

Governance is achieved by:

- ✚ Effective decision-making by Council
- ✚ Reasonable avenues of input for the public
- ✚ Ongoing advice and reports from senior management
- ✚ Thoughtful reflection on the key issues

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## Report on the Governance Audit for the District of Lillooet

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- ✚ Focus on the strategic priorities of the Council
- ✚ Regular, planned feedback processes.

### Key Roles of the Chief Elected Official

I described to Council my understanding of what the legislation says with respect to the role of the Mayor. I indicated that the Mayor's role is "one of" and yet distinct from that of the rest of Council. There are certain provisions in legislation which speak only to the Mayor's role and which place an onus on the Mayor to act in a certain fashion as the head or leader of Council. This requires the Mayor to be cognizant of the Council's positions on the key issues and to espouse those publicly. It is the "will of Council" that the Mayor is to convey and not his own (unless that has been previously endorsed by resolution of Council).

The Mayor is to be viewed as:

- ✚ Leading
- ✚ Chairing
- ✚ Communicating
- ✚ Contacting/Networking
- ✚ Speaking
- ✚ Advocating
- ✚ Bridge-Building
- ✚ Monitoring
- ✚ Seeing ahead.

### The Challenges of Being Mayor

There are certain challenges to the office of a Mayor which have been identified as a result of my work across Canada. While these may not be a factor here in Lillooet, they should be recognized as potential problem areas so that both the Mayor and his colleagues on Council are attuned to what could go off the rails without due diligence. These challenges are as follows:

- ✚ Leading without dictating
- ✚ Being present without administering; respecting role of CAO
- ✚ Being supportive without nurturing friendships
- ✚ Identifying any Council relationship issues & dealing with them

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## Report on the Governance Audit for the District of Lillooet

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- ✚ Being open to new ideas; respecting the right of each to differ
- ✚ Being a team leader without forsaking team discipline
- ✚ Encouraging pride in community's accomplishments while deferring credit to the team for Council's progress.

### Key Roles of the Chief Administrative Officer

The Chief Administrative Officer is the key link between the elected Council and the appointed administration. His role and the Council's respect for it are essential to good governance happening in an atmosphere of mutual trust and respect. The Chief Administrative Officer is expected to be:

- ✚ Primary advisor to Council; RFDs on all issues
- ✚ Team leader of the staff
- ✚ Advisor to the staff; disciplinarian as need arises
- ✚ Approval authority for administrative actions
- ✚ Implementer of Council decisions
- ✚ Quality control of advice up & action down
- ✚ Partnership builder with other managers in the region

### Challenges of Being a CAO

There are certain challenges to the office of a Chief Administrative Officer which have been identified as a result of my work across Canada. While these may not be a factor here in Lillooet, they should be recognized as potential problem areas so that both the Chief Administrative Officer and his colleagues in the administration are attuned to what could go off the rails without due diligence. These challenges are as follows:

- ✚ Leading without dictating
- ✚ Being friendly without currying favour/friendships
- ✚ Empowering while still monitoring
- ✚ Adjusting to new agenda; assisting Council rather than directing Council; respecting all members of Council
- ✚ Being the source of good ideas; respecting the ideas of others
- ✚ Managing at home while building network with others
- ✚ Continually seeking improvements; not satisfied with status quo.

# Report on the Governance Audit for the District of Lillooet

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## Relationship Between Governing Body and Its Chief Officer

- ✚ A respect for the mandate and authority of each other
- ✚ Trust in commitments made
- ✚ Confidence in the word of each other including the ability to handle confidential information appropriately
- ✚ A desire to help the governing body achieve its mandate
- ✚ A willingness to implement decisions of the governing body even when those decisions do not reflect the advice of the administration
- ✚ A recognition by the governing body of the professionalism of the administration and its ability to get the job done
- ✚ Full disclosure of necessary information
- ✚ Non-interference in allowing the CAO to get the job done.

## Council-Management Relationships

### What is required?

- ✚ Understanding of the roles/responsibilities of senior staff, particularly the powers of a CAO
- ✚ Respect by administration for the role that you play; understanding what that role is
- ✚ Opportunities for joint work on key issues e.g. strategic plan
- ✚ Monitoring of the relationship by CEO and CAO
- ✚ Frankness with regard to issues affecting the administration

### What is harmful?

- ✚ Personal friendships
- ✚ Believing every rumour you hear
- ✚ Trying to get staff on your side
- ✚ Seeing staff as one of you (they aren't)
- ✚ Adopting an unquestioning attitude towards reports

## Principles of a Sound Relationship

- ✚ Principle 1: Clear Expectations: Roles must be written and clarified for the following: Mayor & Councillors, committees, Chief Administrative Officer, department heads

# Report on the Governance Audit for the District of Lillooet

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- ✚ Principle 2: One Employee
- ✚ Principle 3: Trust & Respect
- ✚ Principle 4: Personal Relationship to the CAO
- ✚ Principle 5: Complaints about the Behaviour of a Council Member
- ✚ Principle 6: "No Surprises"
- ✚ Principle 7: Current Skill Development
- ✚ Principle 8: Sound Decision-Making Processes
- ✚ Principle 9: Concurrent Information
- ✚ Principle 10: Monitoring how well it's working: regular performance reviews; adherence to role boundaries

## Where Friction can Develop between a Council and its Public

- ✚ Sense that Council is not listening
- ✚ Council too secretive; too many in camera meetings
- ✚ Council members not approachable; seem too powerful
- ✚ Council not prepared to listen (effectively)
- ✚ Council too willing to rely on their staff
- ✚ Council not interested in us as (businesspeople, taxpayers, community group members, etc)
- ✚ Meetings are too complicated, too long, too formalized

## What Constitutes the Gold Seal of Good Governance?

1. Clarity of mandate and authority
2. Effective orientation
3. Clear decision-making (governance) processes
4. Full disclosure by CAO/administration to Council
5. Independence of the governing body
6. Intentional leadership on the key issues
7. Oversight to policy decisions
8. Stakeholder (citizen) values and concerns
9. Effective advocacy to other levels of government & to neighbours
10. Ongoing & effective fiduciary monitoring
11. Continual reporting on results; accountability

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# Report on the Governance Audit for the District of Lillooet

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## 12. Succession planning

### Bridging the Governance Gap

One of the key challenges for any Council and senior management lies in not only recognizing the source of some of the problems between them and their respective agendas but also in identifying ways to bridge the gap and work towards solutions which are or have the potential of being ongoing. This requires that steps be taken to:

- ✚ Council is expected to lead; that is what it does best; this leadership should be obvious and respected
- ✚ Seek alignment between Council and management
- ✚ Discuss with Council what issues create problems in their governance processes
- ✚ Clarify roles and responsibilities between Council and senior management
- ✚ Ensure there is buy-in to a set of guiding principles
- ✚ Discuss what role the Mayor plays and how that can be strengthened or modified
- ✚ Seek opportunities for open discussions on structure/roles/model
- ✚ Build in examples wherein Council's agenda can be reflected
- ✚ Provide useful opportunities for reflection, discussions, decisions
- ✚ Review all points of contact in Council-management interface
- ✚ Reflect on what messages are being sent
- ✚ Adopt a continuous improvement philosophy
- ✚ Recognize Council's 3 year agenda; get Council's understanding and commitment to the Strategic Plan process and priorities; focus on the top 5-6 priorities; do not get bogged down into minutiae
- ✚ Ensure that Council is involved in the budget process in a significant way and not simply at the fringes; it is COUNCIL'S budget to "sell" to the community
- ✚ Build accomplishments into that time frame and beyond
- ✚ Manage public expectations and media attention
- ✚ Invite community groups to share what they are doing in the community through brief presentations to Council at the start of Council meetings.

### What Outcomes Should You Seek?

- ✚ A community that believes in itself

# Report on the Governance Audit for the District of Lillooet

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- ✚ A community that celebrates achievement
- ✚ A community where the talents of everyone are utilized and appreciated
- ✚ A community with a clear sense of priorities
- ✚ A community that reaches out to its neighbours
- ✚ A community that is recognized by other levels of government
- ✚ A community where young children can age, go to school, find work, raise families, contribute

## Keys to Success

I described what could be described as the keys to “success” in the ongoing resolve to better Council’s leadership of the community and the supportive role to be played by the Chief Administrative Officer and his administration. These keys include:

- ✚ Open process of decision-making
- ✚ High ethical standards
- ✚ Clear, focused agenda
- ✚ Appropriate use and role of committees and task forces
- ✚ Communication in/out on the issues
- ✚ Keep focused on the priorities
- ✚ Provide assurance to the public; build confidence.
- ✚ Respect for the office of Mayor and Councillors
- ✚ Respect by Council for professionalism of management
- ✚ Cooperation between Council & management in developing the strategic agenda
- ✚ Respect for Chief Administrative Officer and each other
- ✚ Avoidance of political games between Council and management
- ✚ Evidence of commitment to continuous improvement by both Council and management as leaders of the organization and of the community.

## Our Observations

- Council’s Role (Part One)
  - ✚ Appears to be trying to do the right things

# Report on the Governance Audit for the District of Lillooet

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- ✚ Have a Strategic Plan; do establish annual priorities; not sure how well-understood these are
- ✚ Trying to be fiscally responsible
- ✚ Trying to fulfill their governing role as Council; focused on steering rather than rowing
- ✚ Recognize need to improve communication with the public.

## Council's Role (Part Two)

- ✚ Not as proactively engaged as needed
- ✚ Have been overly concerned regarding responses by ratepayers' group (trying to improve their responses)
- ✚ Need to focus on how to re-establish trust in the community
- ✚ Confidential issues need to be retained inside Council chambers
- ✚ Focus has to be on improving lines of communication
- ✚ Should receive a regular briefing from CAO
- ✚ Should celebrate past Councils and Mayors (e.g. pictures in Chambers).

## Governance

- ✚ Council's committees and boards appear to have terms of reference; limited value; seldom mentioned
- ✚ Two committees currently active: Select Forestry Committee, Select Lillooet Foundation Committee
- ✚ Council should review what advisory input it requires and how best that could be provided
- ✚ "Value-added" of current list of "standing" and "select" committees appears in question
- ✚ Review current approach to Regional District and ensure improved communication
- ✚ Consider expanding the size of Council

## Management's Role (Part One)

- ✚ Lot of dedicated, hard-working people
- ✚ Senior staff generally well-respected
- ✚ District fortunate to have this calibre of department heads; hold on to them

# Report on the Governance Audit for the District of Lillooet

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- ✚ Good work on orientation manual
- ✚ Some good work on strategic planning; assistance to Council
- ✚ Some recognition of need to keep up skills
- ✚ Some ad hoc socializing amongst staff

## Management's Role (Part Two)

- ✚ Limited planned communication on key projects and planned departmental activities
- ✚ No performance feedback system
- ✚ No planned orientation program for new staff
- ✚ Department heads not communicating well with their external publics; limited consultation with key groups
- ✚ HR not formally designated; no systematic approach
- ✚ Training encouraged but not planned
- ✚ Develop administrative strategic plan within umbrella of Council's strategic initiatives; update annually the Corporate Strategic Plan and Economic Opportunities Plan

## Role of the Mayor (Part One)

- ✚ New to the position of Mayor (first term); has had experience on Council previously
- ✚ Gaining a better understanding of the role quite well; prepared to make changes; not prepared to accept the abuse as being a necessary or acceptable part of local government
- ✚ Understands the need for strategic planning
- ✚ Recognizes personal limitations; prepared to access help of others in public contacts
- ✚ Has a good working relationship with the CAO
- ✚ Appears to have a good relationship to Minister

## Role of the Mayor (Part Two)

- ✚ Must be increasingly engaged with the public; Mayor is the community "face" (e.g. the speech to the C of C)

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## Report on the Governance Audit for the District of Lillooet

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- ✚ Must continue to be patient with the nay-sayers; cannot afford to function in the gutter
- ✚ Relationship to CAO must continue on a respectful, professional basis.

### Role of the CAO (Part One)

- ✚ Has a signed employment agreement
- ✚ Understands that CAO role is central to ability of District to function effectively
- ✚ Understands need for strategic planning and priority setting
- ✚ Values the staff that he has
- ✚ Has had a 360° feedback loop with his direct reports; somewhat useful
- ✚ Committed to personal upgrading/development

### Role of the CAO (Part Two)

- ✚ Does not always communicate effectively
- ✚ Does not provide staff with performance feedback on any formalized, scheduled basis
- ✚ Needs to discipline/question behind closed doors
- ✚ Is not clear regarding what he has on his platter or on the platter of those reporting to him
- ✚ Needs to reduce span of control (Corporate/Fiscal Services, Operational Services, Leisure Services, Economic Development Services, Fire Services)
- ✚ Ensure that Mayor acts as the public spokesperson

### Future of Lillooet

- ✚ Need to establish a better identity for this community
- ✚ Should hold, at minimum, a one evening session with all key community spokespersons to engage in a brainstorming, thought-provoking session outlining who are we; where are we at; what impediments, what success stories/features, what 5 key things do we focus on for next 12-24 months

### Recommendations

1. Enhance orientation program for all members of Council (whether by election or by-election)
2. Remove negative signage on Council walls
3. Replace with strategic plan goals and objectives

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## Report on the Governance Audit for the District of Lillooet

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4. Identify clearly Council and management's action steps/implementation plan
5. Review current policy bank; update; sign off on applicable policies
6. Develop a focused and proactive communications plan; retain qualified volunteer assistance; be open with the public (communicate!)
7. Celebrate the good things done by the community; change the community's perception of itself; create a "Celebrate Lillooet Committee" with clear terms of reference, report to Council; sunset clause of 2 years
8. Be present at all significant public gatherings
9. Engage community groups e.g. Chamber, EDC, service clubs, library, museum; invite to Council meetings on a pre-arranged schedule on annual basis
10. Council needs to keep its focus on being a collegial team; decide against any divisive comments or actions
11. Conduct annual performance reviews of the CAO (Cuff to send new format)
12. Council needs to have a CAO Succession Planning Policy and a CAO Succession Plan (Cuff to send new format)
13. Change organizational structure
14. Put in place a standardized RFD system
15. Review Council Procedure Bylaw
16. review how to handle correspondence
17. How to structure Media/Public Question Period
18. Consider expanding the size of Council

### Recommendations-Management Practices

1. Review approach to communication practices
2. Need for a comprehensive HR Plan: staffing needs should be defined clearly; reviewed at least annually; new positions added as budget and need require; all functions need adequate back-up; e.g. finance, clerk, public works, leisure services
3. Hold weekly department head (SMT) meetings prior to Council meetings
4. Schedule regular one-on-one meetings with department heads
5. Develop a senior staff retention strategy; realize these folks can/will leave without positive feedback by the CAO

## Report on the Governance Audit for the District of Lillooet

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6. Review state of financial health
7. Develop assessment of systems/equipment and a plan to upgrade in a realistic timeline; need to be able to provide PW with a updated picture of project expenditures on a bi-weekly basis
8. Outline issues for which management does not have clear policy guidance; prioritize for policy development
9. Ensure that all employees treat all members of the public with the ultimate of respect
10. Discuss with Council and management: what values will we reflect in how we deal with our mandate, the public and each other

### Some Summary Comments by George B Cuff, FCMC

1. Ensure that appropriate emphasis is placed on the orientation of the next Council and on the importance of orienting to their role and not that of the administration.
2. Continually place the focus on Council's roles in the decision-making process and advise on what changes will result in improvements to this process.
3. Examine the current governance structure and reassess in terms of how it can be made stronger in terms of Council's ability to reflect before making a major decision.
4. Ensure that the reports of management are targeted to the priorities of Council and reference the governance implications which Council needs to understand. Reports which are largely administrative in nature should be forwarded "for information" but not for action.
5. Issues presented to Council should always be referred to a subsequent meeting if that is the first time Council is seeing the issue (e.g. a late item is added to the agenda by a member of Council; a delegation is speaking before Council; a staff report is added to the agenda by a member of the administration). These issues should never be acted on at first sight. Council should be afforded the opportunity to reflect on the matter(s) and think through its response.
6. The key to any of the concepts presented is to keep the focus on this objective: to enable Council to govern in such a way so as to maximize its

## Report on the Governance Audit for the District of Lillooet

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governance/leadership role; enhance the transparency of the system so as to enable public input and comment; and to make progress on its priorities.

7. Council needs to leave its term of office having the satisfaction of knowing that it has added value. This should be clear to both Council and the administration.

I trust that the foregoing summary is useful and will contribute to ongoing improvements in your effort to provide "good governance".

Thank you for the opportunity to be of assistance. Feel free to make this Report public which might also be of value in building the confidence of your public.

With appreciation,



George B. Cuff, FCMC  
President