

The Essence of Good Governance

NWTAC
Hay River

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Introduction to George B. Cuff, FCMC

- Advisor to municipalities for the past 40 years
- Has experience in all regions of Canada and some work internationally; has a solid reputation as a “no nonsense” consultant who calls a spade a spade
- Concurrent 12 years as Mayor of Spruce Grove, Alberta; former President of Alberta Urban Municipalities Association & Federation of Canadian Municipalities; received Award of Distinction from both
- Author: Magazine articles since 1979; 3 “how to” books; good primers “Cuff’s Guide to Municipal Leaders Vol. 1 & 2; Executive Policy Governance; 3 books of articles “Off the Cuff”; first book of fiction (2017) “Life in the Trenches”; 500+ reports (www.georgecuff.com); old

Agenda

Session One: Reviewing the Basics

- Some Basics
- What Works: Keys to Effective Local Government
- Understanding Roles
- What is a Council Member Called to Do?
- Summary/Discussion

“Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.”

Ronald Reagan, 40th U.S. president

Some Basics

**For ease of reference, Mayor
also refers to Chief; SAO also
refers to Band Manager**

Some Basics (1)

Councils function well when they:

- Pay attention to their mandate
- Respect choices residents made election day
- See each other as colleagues
- Treat administration as professionals
- Treat the Mayor with respect
- Allow each other time to grow into the position

Some Basics (2)

Councils function well when they:

- Show respect for each other even when they vigorously disagree
- Ask questions; listen carefully before deciding
- Show a spirit of humility; gratitude, understanding of the less fortunate
- Are thankful & respect those who have previously served
- Review their governance model from time to time to see what improvements could be made

What Makes an Effective Council Member?

Being an Effective Council Member: What Works (1 of 10)

Comprehensive Orientation

- Clear understanding of roles
- Recognition of power to act/commit
- Understanding of how we govern

History of Community

- Where did we start
- What key watershed events
- What key people

Being an Effective Council Member: What Works (2 of 10)

- Understanding this Organizational Culture
 - Current style: what works (and not!)
 - Degree of collegiality
- Rules of Engagement
 - Meeting procedures: how do we make decisions
 - Appointment to committees
 - Making of motions; getting items on agenda

Being an Effective Council Member: What Works (3 of 10)

- Who Does What: Who Has What Power
 - Authority of Council, Mayor, SAO
 - Deferred power to Mayor; actual powers of Mayor
 - Power of committee chairs

- Who Provides Oversight
 - Role of Council as a Whole
 - Role of any committee
 - Oversight of what

Being an Effective Council Member: What Works (4 of 10)

□ Who Reports to Who

- Understanding the organization structure
- Clarity of authority of administration to act

□ Linkage to Our Audience

- Who are our key audiences
- Who acts as our ambassador
- What external messages are appropriate

Being an Effective Council Member: What Works (5 of 10)

- ❑ Respect for Workload Commitments
 - Councillors committed to do necessary preparation for meetings
- ❑ Commitment to a Realistic Future
 - Councillors identify strategic priorities
 - Councillors understand implications of approved strategic plan

Being an Effective Council Member: What Works (6 of 10)

Commitment to Communicate

- What can we report?
- When do we report?
- What is “in camera?”

Commitment to Support the Leadership

- How do I show support?
- What do I do if I do not support?

Being an Effective Council Member: What Works (7 of 10)

- ❑ Commitment to Support Administration
 - How do I show support?
 - What do I do if I do not support?
- ❑ Commitment to Ethical Behaviour/Integrity
 - What does our legislation & code of conduct say
 - What briefing is needed/done re: conflicts/bias

Being an Effective Council Member: What Works (8 of 10)

□ Primacy of the Council Table

- Best decisions are made by the body responsible to the members
- Committees appointed to advise the full body; not to decide for all others
- Accountability rests with Council

Being an Effective Council Member: What Works (9 of 10)

- Relationship between Council and SAO valued
 - Council views SAO as its only employee
 - Each Council should develop a SAO recruitment policy/plan; a SAO evaluation policy/plan; a succession policy and plan and a compensation policy/plan
 - <http://humanresources.toolkitnwtac.com/policies/>

Being an Effective Council Member: What Works (10 of 10)

□ Council's direction set by policy

- Policy reviewed after every election; Council members made aware of “policy bank”

- Policies developed on major and repetitive issues

- Policies focus on the “what we do”; procedures on the “how”

- <http://humanresources.toolkitnwtac.com/policies/>

Understanding the Key Roles

Council's Role (1)

- To provide good government to residents
- To develop and maintain a safe community
- To provide services, products and facilities that Council deems necessary or desirable

Council's Role (2)

- Establish the vision and priorities through comprehensive planning
- Establish and oversee policies and programs
- Make decisions: ensure good analysis based on solid information

Council's Role (3)

- Communicate with Council colleagues, your SAO and the public
- Manage your resources wisely and effectively
- Do everything you can to ensure your community is safe, healthy and vibrant
- Establish clear, consistent policies on governance & fiscal issues

Council's Roles (4)

- Resolve the issues brought before the Council which lie within its jurisdiction; which require the judgment of the elected Council
- Develop a healthy, respectful relationship with the SAO
- Monitor progress and report to the public on results (these are inherent in “good governance”)
- Be accountable for all related actions/decisions which happen on Council's watch.

Council's Roles (5)

- Be the ears, eyes and voice of those it represents
- Resolve troublesome issues and pass judgment
- Provide fiduciary leadership
- Act as the steward of public resources
- Understand the legislative umbrella
- Set the future course; determine priorities and key projects

What is a Council Member Called to Do?

- Become aware of what is expected of you
- Read; learn; review what you read; think/ponder
- Approach issues with an open mind
- Listen to the arguments; ask questions
- Decide when it is time; not before
- Take ownership of your decisions
- Respect the presence and the views of others
- Cherish differences; celebrate democracy

What do You Need to be Aware of?

- Any push/invitation to become a member of this or that bloc; respect your independence
- The desire to become a member of administration
- Any shortcuts to good decision-making
- Simple answers to complex issues
- The push to “go along with ...”
- Temptation to blame others
- The ease with which public money can be spent
- The focus on detail and not the bigger picture

Roles of the Mayor (1)

- The Mayor is “one of” the Council; needs to be adept at working with others as opposed to dictating to others
- The Mayor leads the discussion of policy options
- Mayor’s power is informal but it can still be very persuasive
- The office carries with it more prestige and “power” than one vote would signify
- Mayor will impact the tone for not only all of Council but often for the term of Council as well

Roles of the Mayor (2)

- Mayor expected to be a consensus builder; will need to hear and respect all voices
- Mayor needs to be fair in his/her treatment of all members of Council
- Mayor will be Council's key liaison to the SAO
- Leadership style will either be conciliatory or abrasive; proactive or reactive; friendly towards the public or mistrustful; collegial or antagonistic with other members of Council
- Providing effective leadership is certainly not solely to be assumed by the Mayor

Key Roles of the SAO (1)

- Policy advisor to Council
- Acts promptly on decisions of Council
- Administration's team leader
- Conduit of Council decisions to administration
- Approval authority for administrative actions
- Resolution of administrative disputes
- Quality control
- Partnership builder; liaison to admin colleagues; maintain a network

Roles of Councillors (1)

- Stay engaged in the community
- Prepare for Council & committee meetings
- Participate as desired/appropriate in all debates
- Pass issues forward to SAO/department heads or Mayor
- Propose motions: seek review of programs, policies, finances, issues
- Attend meetings of any committees; refrain from identifying with issues to extent possible

Roles of Councillors (2)

- Consider the well-being and interests of the municipality and its community
- Contribute to the development and evaluation of the policies and programs of the municipality respecting its services and other activities
- Participate in council meetings and any committees to which the member has been appointed

Roles of SAO (1)

- Provide best apolitical advice; identify any options; present clear background; recommend best “administrative” option
- Represent the administration to Council
- Act as conduit of Council decisions to administration
- Ensure effective implementation of Council decisions
- Prepare strategic plan based on Council’s vision
- Prepare budget proposals; options; recommend taxes, charges
- Identify need for new policies; review current policies; assess

Roles of SAO (2)

- Approval authority for administrative actions
- Quality control of advice up & action down
- Partnership builder; building alliances as appropriate
- Support Council's approach to governance
- Assist Council in developing future vision
- Hire quality people; provide clear direction; assess; support; compensate within Council-approved policies

SAO Control Mechanisms

- SAO Bylaw
- SAO Position Description
- Position Profile
- SAO Contract (Letter of Offer)
- SAO Performance Appraisal
- SAO Goals/Objectives
- Organizational Performance

Principles of Council-Public Relationships

- Council's objective: serve the citizens of this community in best possible manner
- Respect their right to be heard
- Act as "one of"; not above or not affected
- Recognize the effect of election; they chose you; you represent public opinion
- Seek to work collegially; act with respect towards each other; understand disagreements normal
- Goal is to find the best solution for all
- Do not be directed by the loud voices

Principles of Council-SAO Relationship

- Critical to success of both parties
- “No surprises”
- Avoid personal relationship to the SAO
- No favourites in treatment of public and clientele
- SAO to refer complaints about the behaviour of a Council member

Principles of Council-SAO Relationship

- Information to one available to all
- Relationship between SAO and Mayor respected
- Current skill development
- Regular briefing of Mayor and Council members
- Monitoring/updating the Council's "agenda"
- This is an apolitical relationship; we expect solid advice; not politically tainted

Principles of Council-Admin. Relationship

- Council's objective: we respect you
- Council's style: we seek your experience; value your expertise; recognize you are apolitical
- Council has one employee; the SAO; we respect that relationship
- Council expects SAO to be team leader; not dictator; not buddy
- Council will not do anything to undermine its relationship to SAO or yours to SAO
- Council expects honesty/candour/team support

Expectations re: Administration

- SAO places reports on agenda; provides advice; seeks direction from Mayor/Councillors
- SAO report to Council; Council makes key decisions
- Decisions can be changed; need certainty of new information; what is impact of changing frequently
- Administration greatly respected; they are expected to be the experts

Relationships on Council

- Colleagues in a common cause
- Serve our citizens as best we can
- Respect that you ran; you won; your motivations similar to mine
- I don't have to like you or become buddies; I don't have to agree with your position; I just need to listen to you
- Because I am mature, I will respect you
- I will hear you before I decide whether or not to be in favour or opposed to your ideas/resolution

**“Honest disagreement is often a good
sign of progress.”**

Mahatma Gandhi, social reformer

Agenda

Session Two: Good Governance

- Governance: What is It? What Does It Matter? How Should It Work?
- The Critical Tools
- Leadership Principles
- Summary/Discussion

**“The measure of a man is what he
does with power.”
Plato, philosopher**

What is Governance?

The process of exercising corporate leadership:

- by the governing body
- on behalf of its members (the citizens)
- to the community & organization as a whole
- in terms of purpose, control and future
- while providing oversight to ensure that the mandate of the municipality is achieved.

Governance: How Should It Work?

- Council members stay connected to community; understand community values guide choices
- SAO advises based on “best administrative advice”
- SAO outlines clear, reasonable options
- Council provided time to think through the issues
- Councillors show respect for all opinions
- Questions focused at “what is/should be the policy or best solution in this instance?”
- Council members support decisions

The Critical Tools of Governance (1)

- Council focuses its leadership on a strategic set of **priorities**; what's on first base?
- Council's stamp on **policies**; are they reflective of THIS Council
- Long and short term **plans** (land use/planning, infrastructure/operational services, corporate services, community services, social services)
- Council's **resolutions/bylaws** focus on the here and now

Critical Tools of Governance (2)

Properly Run Meetings

- Has the agenda been constructed based on “what does Council have to approve; what would it need to know?” does an Agenda Committee review?
- Is each issue clearly identified and sufficient information provided? Are viable options presented?
- Are the policy, budget, legal and service implications presented? Has the SAO reviewed? approved? signed off?
- Does the meeting chair control effectively?
- Is the Procedure Bylaw clear? Followed?
- Does the Mayor ensure decorum?

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 SAO/administration to Council
5. Independence of the governing body
6. Primacy of the table
7. Intentional leadership on the key issues

What Constitutes the Gold Seal of Good Governance?

8. Open to the public
9. Apolitical administration
10. Oversight to policy decisions
11. Stakeholder (citizen) values and concerns
12. Effective advocacy to other levels of government & to neighbours
13. Ongoing & effective fiduciary monitoring
14. Continual reporting on results; accountability
15. Succession planning

How Should It Work (1)

- No one right way to do governance; various Councils deliver their governance role in various ways
- Accepting a “cookie cutter” model which might work in other segments of society (or even for other municipalities) does not necessarily mean it will serve your needs
- Do not endorse any model that places your authority and responsibilities into the hands of the administration
- The administration has a key and significant role: through the SAO they are to advise Council.

How Should It Work (2)

- Admin outlines options in terms of how to tackle this or that challenge; affords Council the courtesy of making the choice as to which option it believes to best suit circumstances
- Necessary elements:
 1. Background documentation via an apolitical administration
 2. A full report which includes the key options and the strengths and weaknesses of each option
 3. An opportunity for all of Council to discuss the key issues and to hear the thoughts of each other WITHOUT the pressure of making an immediate decision
 4. A point wherein a decision needs to be made and is and everyone either backs the ultimate decision (regardless of how they voted) or agrees to not badmouth it

How Should It Work (3)

- Is the public consulted? How do you decide when? Does the public expect you to govern?
- Does it make sense to use a series of standing committees or a committee of the whole or no committees of Council at all? There are pros and cons on each of those options and others.

Agenda

Session Three: Enhancing the Council-SAO Relationship

- Importance of Tone at the Top
- Understanding the Council-SAO interface
- Council-Management Team
- Discussion/Summary

Importance of “Tone at the Top” (1)

- ❑ The Council sets the policy tone; governance policies critical to its effective leadership
- ❑ SAO sets administrative tone: mentors the style expected of his/her administration
- ❑ Legislation establishes clear roles for both Council & SAO; Council agrees to certain protocols/non-interference
- ❑ Council & SAO understand the significance of their relationship to organization & to community; impact of Council-SAO relationship pervasive

Importance of “Tone at the Top” (2)

- ❑ SAO has considerable latitude in making decisions on a day-to-day basis; some decisions are significant
- ❑ Role/performance of the SAO critical to confidence of the Council & its members
- ❑ Evidence of collegiality/respect between Mayor and SAO important to larger audiences
- ❑ Actions and comments of Council members illustrate respect for the professionalism/independence of the SAO on an everyday basis

Understanding the Interface (1)

- ❑ SAO reports to Council; not to the Mayor, not to individual Councillors; to the Council (when in doubt check two things: who approved the SAO's contract and/or bylaw; what the legislation says)
- ❑ The department heads and administration report to the SAO; any questions during the week or during meetings channeled through the SAO; he/she will delegate
- ❑ Council-SAO protocol should clarify this principle

Understanding the Interface (2)

- Council members should feel welcome to meet and greet staff in public places including “town hall”
- Any requests to do something ought to be directed to the office of SAO for a decision
- Closed door meetings with non-SAO staff generally not appropriate or welcomed
- Volunteering your expertise? To SAO only & it may be refused; you were elected to govern not hired to manage

“Every human being is entitled to courtesy and consideration...Constructive criticism is not only to be expected but sought.”

Margaret Chase Smith, teacher, coach, executive, politician

Agenda

Session Four: Council Relationships

- What Works
- Council Relationship with Administration
- Protocols Supporting Good Governance
- Summary/Discussion

“In the time we have it is surely our duty to do all the good we can to all the people we can in all the ways we can.” -- William Barclay, Scottish author

What Works: Relationships (1)

- ❑ **Mayor:** you set the tone! Recognize this and be respectful of all of your colleagues; you are the leader of the community
- ❑ Be respectful of your SAO; support their efforts
- ❑ **Councillors:** you serve the community, not friends or vested interest groups; you represent everyone
- ❑ Respect the position of Mayor even if you voted for someone else
- ❑ Council members are responsible and accountable for the decisions of this Council, not that of the past
- ❑ Councillors are part of the decision-making body but only as a group & not individually

What Works: Governance (2)

- ❑ Legislated roles are fundamental; how you perform those is your choice
- ❑ Useful to begin with strong orientation program and then your ideas on municipality's strategic direction
- ❑ Critically important to grasp good governance fundamentals
- ❑ Your opinions & insights are to be valued by your colleagues
- ❑ Your willingness to work together to find common ground essential to ability to move forward

What Works: The Model (3)

- ❑ Your model of governance is yours; needs to be fleshed out over time; changes can be made
- ❑ Council needs to ensure its “imprint” on issues; this begins at the Agenda Committee stage
- ❑ Consideration needed on such practical matters as: how frequently do we meet and why
- ❑ Develop your “agenda”; what is important to this Council
- ❑ If you are in a conflict of interest situation seek advice; whenever in doubt, stay out
- ❑ Do not use your motions to undermine your staff

What Works: Solid Management (4)

- SAO has to be Council's main focal point in any administrative inquiry; Councillors are to question the SAO; not bash or belittle staff
- Accept the assistance of SAO and management; you do not have to know it all, just to know when to ask and who
- Management & staff have a tremendous impact; need to guard their own house carefully; presenting Council with copious detail not helpful

What Works: Lead by Example (5)

- ❑ Don't play fast and loose with your expenses; be cautious, prudent, within the rules
- ❑ Develop clear policies on policy issues: is the matter major? Is it likely to be repetitive?
- ❑ Discuss any difficulties within Council; avoid any split; any personal attacks need to be dismissed quickly or disciplined
- ❑ Social media policy needs to be clear; watch your language in public and in camera
- ❑ Recognize the reality that all of your utterances are likely now to be public

What Works: Results (6)

- Keys to performance: respect, tolerance, agreement to listen & maybe agree; ability to disagree agreeably
- Act in a collaborative fashion; find the best in all suggestions, ideas
- Regardless of any “pushback”, push forward; this is a four year term & that can be a very long time when you are not working together
- Assess the new Governance Model and ensure it works for this Council; do not be too quick to change or too slow to accept need for modifications

Agenda

Session Five: Council-SAO Evaluation

- What Does the Legislation Say?
- Building a Corporate Team
- Evaluating Your SAO; Tools, Process & Outcomes
- Summary/Discussion

What is “Best Practice”?

Each municipality should have:

- A letter of offer or a contract which outlines the terms of employment for the SAO or Band Manager
- A position description; key performance requirements
- Profile
- Performance review format & process
- Performance review policy

When to Conduct; Who to Conduct

- Annually within 2 weeks of the anniversary of the SAO/Band Manager's start day
- More frequently if performance problems cited
- Conducted by all of Council; led by the Mayor or Band Chair

Performance Evaluation: What Format?

The NWT Government has a SAO Performance Evaluation framework

<http://humanresources.toolkitnwtac.com/wp-content/uploads/sites/31/2018/02/Managing-Your-SAO-NWTAC-Checklist-for-Mayors-and-Councils.pdf>

SAO Spheres of Competency

- ❑ Assistance to Council in understanding its governance role
 - ❑ Relationship-building with Mayor/Council
 - ❑ Policy advice and leadership on key issues
 - ❑ Fiscal management/business planning
 - ❑ Leadership of the administrative team
 - ❑ Discharge of all SAO bylaw requirements
 - ❑ Development of community relationships
- ▶ <http://humanresources.toolkitnwtac.com/wp-content/uploads/sites/31/2018/02/Hiring-Your-SAO-NWTAC-Checklist-for-Mayors-and-Councils.pdf>

SAO Control Mechanisms

- ❑ SAO Bylaw
- ❑ SAO Position Description
- ❑ Position Profile
- ❑ SAO Contract (Letter of Offer)
- ❑ SAO Performance Appraisal
- ❑ SAO Goals/Objectives
- ❑ Organizational Performance

Agenda

Session Six: The Council-Community Connection

- What's the Objective
- Basic Considerations
- Rules of Engagement
- Where Should Council be Involved
- Summary/Discussion

“A Council can do everything efficiently including its planning & handling of meetings, policy development, public communication strategies, economic development plans, etc. and still not receive community support. That comes from the heart and will be expressed when people see how much you care for them”.

Cuff, 2017

What's the Objective

- ❑ Need to define as a Council what you are trying to improve or achieve
- ❑ Define Council's role
- ❑ Outline the governance policy
- ❑ Think through the desired message(s)
- ❑ Determine who acts as Council's spokesperson
- ❑ Ensure that the public feels engaged on big issues

Some Basic Considerations

1. A successful Council is one which is able to stay connected to its residents
2. Staying connected does not mean continual community input: they elected you to make decisions on their behalf
3. Being consciously open and transparent is key
4. Maximizing the use of your website and the ability of citizens to connect with you is critical; use the Mayor's profile
5. Being out in the public; connecting where possible; accepting criticism without over-reacting

Rules of Engagement for ABCs (1)


- Specify a term of office; refresh members regularly
- Identify what staff resources if any will be provided
- Ensure ABC understands staff do not report to them
- Invite to a Council meeting; thank for service to community; inquire as to their goals/plans; offer help
- Ensure clear reporting path: how do reports get to Council?
- Utilize in terms of gauging pulse on key issues
- Mayor to thank publicly

Rules of Engagement for ABCs (2)

- Do not create any committee which has on it members of Council & members of administration; this is an affront to democracy
- Never create or appoint to a committee which is subservient to the SAO
- Unless mandated by law, do not appoint your Council rep as the committee chair; difficult to serve two masters
- Rotate, rotate! Do not allow members of Council to park on a committee; remember, they were elected as generalists and not specialists



**Where does this Council expect to be
involved in public engagement?**



**“The single biggest problem in
communication is the illusion that it has
taken place.”**

--George Bernard Shaw, Irish writer

Agenda

Session Seven: Planning with the End in Mind

- Governance Challenges
- Ethics & Governance
- Code of Conduct
- Legacy Planning
- The Personal Impact
- Summary/Discussion

Governance Challenges

Challenges & Landmines (Council)

- Need for Council to see where it adds value
- Council's priorities ought to be identified in relation to the issues administration brings forward
- Clarity is needed in terms of who speaks for municipality and on what issues
- Council needs to continually focus on the issues; not personalities
- The Mayor needs to nip in the bud any friction between members of Council on petty issues
- Lack of confidence in advice of senior management; Council's focus on management's realm
- Ethical boundaries blurred

Challenges & Landmines (Council)

- Council & SAO need to see each other regularly in order to have any confidence in each other
- SAO is a conduit between management and Council; he/she needs to be viewed as the advisor to Council and the leader of administration
- Council members ought to check in with each other when they receive negative reaction re the administration's behaviour; issues need to be aired immediately
- Any ethical issues to be addressed without partiality

Challenges & Landmines (Mayor)

- Refrain from becoming a power of one; Council makes decisions as a whole; autocratic decision-making style unlikely to be tolerated
- Mistaking perceived power with actual
- Combining and confusing Mayor/SAO roles
- Playing favourites on staff and on the Council
- Misunderstanding the need for consensus; relying solely on numerical strength
- Too quick to form judgments and to speak to issues without benefit of full briefing

Challenges & Landmines (SAO)

- Playing the politics game; usurping Council's role
- Lack of respect for Council
- Not keeping Council in loop on significant issues
- Playing staff and/or Council members off of each other
- Failure to anticipate
- Lack of serious effort to reach out to the Mayor
- Not being proactive in dealing with problems
- Blindsiding Council with a key issue

“Have we ever had a time when people
believed in their government?”

Kiefer Sutherland, Actor
Edmonton Journal September 27th 2017

Ethics & Governance (1)

- Once elected to public office or appointed to a public ABC, life changes
- People expect personal behaviour at a higher standard than the life of a private person
- Understand the provisions of legislation; have legal counsel meet with Council annually to update
- Develop your own Code of Conduct then follow it
- Do not think it does not apply to you

Ethics & Governance (2)

- There will always be some cost to doing Government business; this will always be regulated
- Your notion of what is permissible does not cut it
- Comments after headlines are a waste of print
- Policy has to be followed; transparency is the key
- Publish your expense accounts; have them audited annually or at least on a rotational basis
- Keep to the moral/ethical high ground

What Does the Public Expect?

□ Political leaders who are:

- Committed to the task they have chosen; not looking for the easy way
- Sincere in their desire to serve
- Prepared to admit mistakes
- Able to work with others
- Knowledgeable in public process and legal requirements
- Ethical in their public & private lives

The Code of Conduct

- Any code of conduct should address:
 - Principles
 - Confidential Information
 - Conflicts of interest; improper use of influence
 - Respect for Bylaws & Policies
 - Attendance and conduct at meetings
 - Respect for process
 - External communications
 - Use of social media
 - Treatment of each other and staff
 - Use of municipal property
 - Expenses, gifts and benefits

What Legacy?

Legacy Choices (1)

Your choice!

- Council functioned as a team Or...
- Council & management worked well together...
- Management & staff were collegial and productive
- Council governed with a clear plan
- Council focused on policy as a priority
- Our citizens were proud of us!

Legacy Choices (2)

- Respect on Council
- Current policies; reviewed; renewed
- Protocols of this Council
- Updated orientation process
- Procedural Bylaw
- Planned, proactive budget process

Legacy Choices (3)

- Council-SAO relationship/expectations
- Clear governance model
- Role statements for the key players
- Code of Conduct
- Communication Policy & Plan

Impact on Your Family

- Being elected is seldom a solo act; it involves a contribution by your family
- Involve them where possible; explain the issues at a dinner table; encourage their involvement
- Do NOT miss special events like birthdays, anniversaries, special school programs, etc.
- Try to leave political life with the same number of family members as when you started!

There are certain keys to an effective system of local government. Central to those is understanding that governance is what a Council is elected to do. Management is what your administration is appointed to do. The citizens profit when both are doing what they should be doing as effectively as possible.



Please Remember

- Videos on www.georgecuff.com website for your Council
- Mission to Romania: assistance to a children's camp: contact George if you are interested in how you can help
- Questions: contact George at george@georgecuff.com

Questions, Comments, Adjournment