

# LOCAL GOVERNMENT LEADERSHIP ACADEMY CHARTER AND TERMS OF REFERENCE

## 1. PURPOSE

Leadership at the local government level is essential to building and sustaining BC communities. The Local Government Leadership Academy (LGLA) is established to provide the resources to develop a leadership development initiative that will serve the needs of elected officials and senior administrators to improve the competencies needed to effectively manage and lead the corporations that provide services and local government to BC's communities.

The Academy is established to serve a unique niche clientele:

- elected officials in their capacity as members of council and boards; (both individual competencies, such as those of the CEO, and those needed for group decision making);
- elected officials and senior staff in the context of their interrelationships.

The Academy will develop and provide education and training programs and materials (including a website) that focus on leadership and decision-making competencies.

The Academy will also involve First Nations in its programming and governance.

Beginning in 2009, it will assume primary responsibility for the UBCM newly elected seminars.

UBCM and other associations are expected to continue their activities in programs that affect their constituents or specific issue-driven workshops and conferences.

The Academy will collaborate with these groups, and particularly the LGMA in terms of the council/board – staff work of the Academy.

## OUTCOMES

The Academy is challenged to develop a nationally recognized, leading-edge program in council/board governance in the local government public sector.

The benefit to BC as a whole and to its communities should be real:

- elected officials will be better prepared with a range and depth of governance competencies;
- resulting in improved and effective council/board relationships and productivity.

This will all translate into tangible benefits in terms of improved service delivery and quality of life for BC communities. The Academy will be challenged to develop performance measures to demonstrate its effectiveness.

## 2. BACKGROUND

The Academy Charter is rooted in an analysis of the situation in 2005 and a conclusion of what needed to be done. That analysis is included as an Appendix because it is the touchstone that identifies the original need and vision for the establishment of an Academy.

## 3. GOVERNANCE

The LGLA Board of Directors will consist of nine members:

- two appointed by UBCM, one of whom shall be the Chair;
- two appointed by the provincial government through the minister responsible for local government;
- two appointed by LGMA and MFA;
- one appointed from the First Nations sector; and
- two members nominated at large and appointed by the Board.

Terms shall be two years, effective October 1<sup>st</sup>. Terms will be staggered by the appointing bodies.

Roles and responsibilities of the Board are to:

- approve a strategy and business plan;
- approve an annual program of activities and budget;
- establish advisory committees as required; and
- prepare an annual performance report.

The Board will be responsible for approving the overall design of a multi-year curriculum; determining the competencies to be addressed, commissioning needs assessments, component programs, evaluating performance of the program and for financial management.

Directors will serve without remuneration but may be paid expenses incurred by them in accordance with their duties under Board-approved policies (these policies are subject to UBCM Executive concurrence during the transition period).

The Academy will hold an annual meeting and will provide copies of its annual report and financial statements for the preceding year and copies of its three-year plan and schedule for the coming year. This meeting may be held in conjunction with the UBCM annual Convention.

Directors will establish meeting procedures, committees and other procedural requirements but may not delegate responsibilities during the transition period. During the transition period the Chair shall have the duties of a Chair under the *Societies Act* and the UBCM shall assume the duties of Secretary and Treasurer.

#### **4. BUDGET AND INVESTMENT**

An objective of the Academy is to make training affordable and accessible to all local government officials. BC communities face at least three challenges:

- some are very small and have very limited financial resources for this type of activity;
- some are very remote and for face-to-face programs incur significant travel costs;
- finally, public acceptance of the costs incurred for these types of programs is not universal. (Incidentally, board governance training in the corporate world is now regarded as a necessary commitment of directors.)

The Academy will address these issues in financial and delivery planning.

Course fees should recover much of the direct costs and keep the registration fees affordable.

The fixed costs of the Academy, if apportioned to registration fees, would result in higher costs. To address this, a fund has been created which would provide a contribution to the fixed costs of the Academy. The trust funds may be transferred to a Foundation in the future.

UBCM has received contributions towards the Academy and has created a separate fund of contributions made for the sole purpose as set out in Section 1 and approved activities.

The Academy will operate as a not-for-profit organization and any surpluses generated shall be re-invested in the account established for the purposes of the Academy. An audit shall be arranged by UBCM during the transition period as part of the annual audit of its funds.

UBCM will initially establish the investment policy for the funds. UBCM will annually advise the Board of core funding available from investments each year on or before July 31<sup>st</sup>. The fiscal year shall begin on January 1<sup>st</sup> to allow new directors to participate in the approval of the strategic plan and annual activities program.

#### **5. “TRANSITION” ARRANGEMENTS WITH UBCM**

For an initial five-year period (unless otherwise agreed with the LGLA board), UBCM will provide administrative support to the Board, which will include:

- support for Board meetings; and
- contracting of any staff or consulting support for the Board.

Initially, a part-time Program Manager will be responsible for implementation of the program, including design of courses, course content, instructors, etc. The Board will participate in the recruitment, reporting and retention of the Program Manager but the contract and ultimate responsibility will rest with UBCM.

For an initial five-year period (unless otherwise agreed with the LGLA board), administrative support will be obtained from UBCM to provide office infrastructure, distribute materials and handle registrations and other financial administrative matters.

## Appendix A

### ORIGINAL PROPOSAL FOR A LOCAL GOVERNMENT LEADERSHIP ACADEMY (LGLA)

Leadership at the local government level is essential to building and sustaining BC communities. The LGLA is a bold new initiative to provide resources to elected officials and senior administrators to improve the competencies needed to effectively manage and lead the corporations that provide services and local government to BC's communities.

#### **Situation**

Currently there is little ongoing, coordinated support for training of elected officials. UBCM does foundation training for newly elected officials following the triennial elections. These sessions are very popular and well attended. There are a number of workshops that are available but these tend to be more issue-oriented and do not deal with leadership, organizational issues or decision-making in the government/public context.

There are some other groups that do occasionally offer leadership training (e.g., Royal Roads). There are groups such as Terasen, which have been supportive of training.

There are programs more widely available for staff through academic institutions or professional associations.

One other under-served area is around elected – staff interface roles, good practices, communication, reporting, evaluation, etc.

#### **Conclusion**

A huge addition to the BC local government sector would be an ongoing, reliable and effective system to develop skills of elected officials and to foster productive council/board – staff relations.

These officials control large budgets, make long-term financial decisions and make decisions that affect the quality of life of all British Columbians.

The LGLA is a proposal of how to address this need.