

THE CORPORATION OF THE
TOWNSHIP OF CHAPLEAU

BY-LAW NO. 2011-08

Being a By-law to adopt a Code of Conduct for Council Members and Local Boards.

WHEREAS Section 9 of the Municipal Act, S.O. 2001, Chapter 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purposes of exercising its authority under this or any other Act; And

WHEREAS Section 19 of the Municipal Act, S.O. 2001, Chapter 25, as amended, authorizes municipalities to pass by-laws respecting Accountability and Transparency of the municipality and its operations and of its local boards and their operations; And

WHEREAS Section 223.2 (1) of the Municipal Act, S.O. 2001, Chapter 25, as amended, authorizes municipalities to establish codes of conduct for members of Council of the municipality and local boards of the municipality; And

WHEREAS the Council of The Corporation of the Township of Chapleau deems it expedient to establish a Code of Conduct for Council, and local boards of the corporation:

NOWTHEREFORE the Council of the Corporation of the Township of Chapleau hereby enacts as follows:

1. That the Code of Conduct for Council Members and Local Boards attached hereto as Schedule "A" to this By-Law and forming an integral part of this By-Law, be adopted.
2. That the Mayor and CAO be and they are hereby authorized to sign this By-Law and to affix the corporate seal thereto.
3. That this By-Law shall come into force and take effect on the 2nd day of May, 2011.

READ a FIRST, SECOND AND THIRD TIME and FINALLY PASSED this 2nd, day of May 2011.

Mayor

CAO

Schedule “A” To By-Law 2011-08

Code of Conduct for Council Members and Local Boards

Section A

Preamble

- 1.0.0 The Code of Conduct is a public declaration of the principles of good conduct and ethics (standards of behaviour) that Council have decided its stakeholders could reasonably expect of Council, and it’s Local Boards to demonstrate in the performance of their responsibilities as elected community representatives or public appointees.
- 2.0.0 Elected positions in the community are a privilege which carries significant responsibilities and obligations. Council members are held to a high standard as leaders of the community and they are expected to become well informed on all aspects of municipal governance, administration, planning and operations. Council members are expected to carry out their duties in a fair, impartial, transparent and professional manner.
- 3.0.0 The Township of Chapleau has recognized that the shifting of more responsibility to municipal government has resulted in a higher level of accountability to all stakeholders. This shift requires a statement with respect to the expected conduct of council, and its local boards.
- 4.0.0 The Township of Chapleau recognizes that local municipal government is the most transparent and accountable level of government.

Section B

Policy Statement

- 1.0.0 The purpose of the “Code of Conduct” is to articulate and formally embrace the basic personal and corporate values of:
- a. Trustworthiness
 - b. Friendliness
 - c. Respect
 - d. Responsibility
 - e. Empathy
 - f. Integrity

- g. Honesty
- h. Professionalism
- i. Knowledge
- j. Accountability
- k. Impartiality
- l. Fairness
- m. Customer Service

1.2.0 The policy recognizes that the members of Council and local boards are committed to discharging their duties conscientiously and to the best of their ability.

3.0.0 Members of council and local boards will act with honesty, integrity and generally conduct themselves in a way that both generates community trust and confidence as individuals and enhance the role and image of Council and local government generally. Members of Council shall, at all times, seek to the common good of the community which they serve.

4.0.0 In addition to legislative requirements, members of Council and local boards have adopted the requirement of the code of conduct and ethical standards that will be used in the execution of their duties.

Section C

Definitions

1.0.0 “**Corporation**” means the Corporation of the Township of Chapleau or its successors.

2.0.0 “**Council**” means the Council of the Corporation of the Township of Chapleau or its successors.

3.0.0 “**Integrity Commissioner**” means a person appointed by Council as an “Integrity Commissioner” for the Corporation of the Township of Chapleau in accordance with the *Municipal Act 2001*.

4.0.0 “**Municipality**” means the Corporation of the Township of Chapleau or its successor.

5.0.0 “**Municipal Act**” means the *Municipal Act 2001, S.O. 2001, Chapter 25*, as amended and regulations thereto.

6.0.0 “**Local Board**” means any individual appointed by Council to a Board, Commission or Committee in accordance with the *Municipal Act 2001, S.O. 2001, Chapter 25*.

Section D

Regulations

1.0.0 Members of Council

1.1.0 Use of Information

In their decision making process, members of Council are sometimes privy to information which may be confidential or controversial such as, but not limited to, “Closed/In-Camera” meetings, and may include e-mails and correspondence from staff, members of Council or third parties. Council members have a duty to hold in strict confidence all information concerning matters dealt with at a “Closed/In-Camera” meeting or that is determined to be confidential by the CAO/Clerk or specifically declared by Council. It is expected that members of council will:

- 1.1.1 Use “insider” information appropriately, so as not to be used to their personal advantage.
- 1.1.2 Use confidential information appropriately so as not to cause detriment to the corporation, Council or others, or benefit to others or detriment to themselves or others.
- 1.1.3 Respect the status of confidential (personnel, legal, property acquisition) information until after the matter ceases to be confidential as determined by council or CAO/Clerk.
- 1.1.4 Understand that they enjoy the same access rights to municipal information as any other member of the community, unless it is specifically relevant to a matter before the Council.
- 1.1.5 Only release information according to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M.56*. A member of Council shall not, either directly or indirectly, release, make public, or in any way divulge any such information or any aspect of the “Closed/In-Camera” or confidential information to anyone, unless expressly authorized by Council or required by law to do so.

1.2.0 Compliance with the Law

Members of Council shall comply with the laws of Canada, the Province of Ontario and the Township of Chapleau in the performance of their public duties.

1.3.0 Communications with Media Relations

Members of Council shall accurately and adequately communicate the attitudes and decisions of Council, even if they disagree with a majority decision of Council.

1.3.1 Council members understand there shall be respect for the decision-making process.

1.3.2 Official information related to council decisions and/or resolutions of Council will be communicated to the community and the media in an official capacity by the Mayor as Head of Council or designate.

1.3.3 Information concerning the adoption of policies, procedures and decisions of council will be conveyed openly and accurately.

1.3.4 Confidential information will be communicated only when and after determined by Council.

1.4.0 Relations with Municipal Employees and Other Members of Council

1.4.1 Members of Council will read and respect the guidelines contained in the “Roles and Responsibilities of Council” document, attached hereto and marked as Annex “1”.

1.4.2 Members of Council understand and acknowledge that only Council as a whole through a Resolution of Council has the capacity to direct staff members to carry out specific tasks or functions.

1.4.3 Members of Council will refrain from using their position to improperly influence members of staff in their duties or functions or to gain an advantage for themselves or others.

- 1.4.4 Members of Council shall refrain from publicly criticizing individual members of staff in any way that casts aspersions on their professional competence and credibility.
- 1.4.5 Members of Council will read and respect the Hiring Policy of the municipality as adopted by by-law of Council. Each Council member must act with reasonable care and be diligent in the performance of his/her responsibilities with respect to the hiring policy.

1.5.0 Gifts and Benefits

- 1.5.1 Council members understand that the stipend paid to each member is intended to fully remunerate members of Council for services to the Corporation. Members of Council shall not solicit, offer or agree to accept a commission, reward, gift, advantage or benefit of any kind, personally or through a family member or friend, which is connected directly or indirectly with the performance or duties of the office.
- 1.5.2 Members of Council will only accept gifts, hospitality or entertainment of a nominal value that could not be reasonably construed as being given in anticipation or recognition of special consideration by the corporation.
- 1.5.3 Members of Council will only accept hospitality or entertainment if the offer is infrequent (less than 2 or 3 times per year) and appropriate for the occasion. In these circumstances, it is assumed that the nature of the business discussed is important enough to the municipality that reciprocal arrangements should openly be made and charged to the municipality.
- 1.5.4 Members of Council acknowledge that the Mayor will, in his/her role, periodically receive and distribute ceremonial or other similar items.
- 1.5.5 Members of council are not precluded from accepting:
 - a. political contributions that are otherwise offered, accepted and reported in accordance with applicable law;
 - b. services provided without compensation by persons volunteering their time;

- c. food, lodging, transportation and entertainment provided by other levels of government or by other local governments, boards or commissions; or
- d. a reimbursement of reasonable expenses incurred and honorariums received in the performance of activities connected with municipal associations.

1.5.6 Members of Council shall return any gifts or benefits which exceed these limits, along with an explanation why the gifts or benefits cannot be accepted.

1.6.0 Conflicts of Interest – Pecuniary Interest

1.6.1 It is the responsibility of individual Councillors to ensure that they are aware and trained in the application of the Municipal Conflict of Interest Act. The onus is on the Councillor to identify a conflict of interest, and shall take the appropriate action to identify the existence of a conflict in favour of his/her public duty.

1.6.1.1 A conflict of interest exists when an individual is, or could be, influenced, or appear to be influenced by a personal interest, financial (pecuniary) or otherwise, when carrying out their public duty. Personal interest can include direct or indirect pecuniary interest, bias, pre-judgment, close mindedness or undue influence.

1.6.1.2 Council members must appropriately resolve any conflict or incompatibility between their personal interests and the impartial performance of their public or professional duties in accordance with statutory requirements. When considering whether or not a conflict exists, it is important to consider where there are grounds for a reasonable person to think that a conflict exists.

1.6.2 Recognizing that it is impossible to anticipate all possible conflicts that may arise during a member's term of office and, those conflicts may not be only pecuniary in nature, it is generally advisable to be as open as possible. It is not enough that a conflict of interest not exist - it must also be seen by taxpayers to be non-existent.

1.6.3 The following principles should be used as a guide:

- a. In making decisions, always place the interests of the taxpayers first and, in particular, place them before the interest of colleagues on Council, staff, friends, or family.
- b. Always interpret the phrase “Conflict of Interest” in the broadest possible terms.
- c. A factor which could be considered a conflict by a taxpayer should be treated as a conflict and be disclosed by the member of Council.
- d. If in doubt, it is better to disclose a situation.
- e. It is the responsibility of the individual Councillors to obtain independent legal advice with respect to any situation that might arise whereby there is a potential for a conflict of interest.
- f. It is considered a breach of this policy to require or to attempt to burden staff members to assist in the determination of a conflict of interest for individual Councillors.

1.7.0 Use of Corporate Property

- 1.7.1 Members of Council may only use corporate property, equipment, supplies or services of consequence, for activities connected with the discharge of official duties or associated community activities having the sanction of Council or its committees.
- 1.7.2 Members of Council shall avoid waste, abuse and extravagance in the provision or use of public resources and shall expose fraud and corruption of which the member of Council is aware.

1.8.0 Transparency and Openness in Decision-Making

Members of Council will ensure to conduct and convey Council business in an open and public manner (other than for those decisions of a personnel, legal or property acquisition matter) so that stakeholders can obtain the process, logic and rationale which were used to reach conclusions or decisions.

1.9.0 Outside Work or Business Activities

- 1.9.1 Council members may not engage in any outside work or business activity that conflicts with their duties as a member of Council; which uses their knowledge of confidential plans, projects, or information about the holdings of the corporation; and that will, or is likely to, negatively influence or affect them in carrying out their duties as a member of Council.
- 1.9.2 Members of Council shall not engage in any activity, financial or otherwise, which is incompatible or inconsistent with the ethical discharge of official duties in the public interest.
- 1.9.3 Without limiting the generality of the foregoing, members of Council shall not:
 - a. use any influence of office for any purpose other than official duties;
 - b. act as an agent before Council or any committee, board or commission of Council;
 - c. solicit, demand, or accept the services of any corporate employee, or individual providing services on a contract for service, for re-election purposes during hours in which the employee, or individual providing services under a contract for service is in the paid employment of the corporation;
 - d. place themselves in a position of obligation to any person or organization which might reasonably benefit from special consideration or may seek preferential treatment;
 - e. give preferential treatment to any person or organization in which a member or members of Council have a financial interest; or
 - f. influence any administrative or Council decision or decision-making process involving or affecting any person or organization in which a member or members of Council have a financial interest.

1.10.0 Professional Development

Members of Council shall promote and participate in opportunities for professional development. They are required to stay updated on

issues and trends so that they can be as efficient and effective as possible in the carrying out of their duties and responsibilities.

1.11.0 Public Input

Council, as a whole, may periodically use formal or informal opportunities to seek public input as a component of the decision-making process which have broad impacts on the community. The purpose of the exercise will be to provide stakeholders with a mechanism to provide opinions and advice so that the widest range of views and information is available before final decisions are made.

2.0.0 Dress Code

2.1.0 The Township of Chapleau strives to present an approachable and professional image to its customers. Members of Council are expected to dress appropriately and use discretion in wearing attire that is appropriate for the official duties. Council members must use good judgment and err on the side of caution.

3.0.0 Positive Workplace Environment

3.1.0 Council, and local boards shall support the maintenance of a safe, healthy, friendly and positive work place environment for municipal employees, and for citizens and businesses dealing with the Township of Chapleau. Council, and local boards will seek to achieve a team approach in an environment of mutual respect, trust and acceptance of their different roles.

4.0.0 Compliance

4.1.0 The Code of Conduct for the Township of Chapleau expresses standards of conduct expected for Council, and local boards.

4.2.0 Council, and local boards have the primary responsibility to assure that these ethical standards and codes are understood and met and that the public can continue to have full confidence in the integrity of the Township of Chapleau's municipal government.

4.3.0 The Mayor, and chairs of boards and committees have the additional responsibility to ensure that municipal Councillors, or

local boards (as applicable) are fully aware of and understand the Code of Conduct.

4.4.0 Council as a whole provides for the enforcement of this policy as it related to members of council. Any allegation or breach made under this policy will be directed to the Integrity Commissioner and he/she will direct the investigation and make recommendations as are reasonable. In determining appropriate discipline, Council will have regard to the responsibilities as well as the severity of any misconduct. Disciplinary action arising from violations of this Code of Conduct is the responsibility of the Council, depending upon the circumstances.

4.5.0 Complaints of Discrimination or Harassment made by Municipal Employees

4.5.1 Where a municipal employee files a complaint of harassment or discriminatory treatment by a member of council, the member of Council may participate in the Informal Resolution and/or Mediation processes under the Harassment Policy for the corporation.

If the members of Council do not participate in these processes or if the complaint is not resolved through these processes, the complainant may lodge a complaint to the Ontario Human Rights Commission by contacting the commission by telephone (1-800-387-9080), in person, by mail or its website (www.ohrc.on.ca).

4.5.2 Other Complaints may be Any Person (Allegation of Activity other 4.5.1 above)

Any complainant may take the following steps, if applicable, to address prohibited activity by a member of Council:

- a. a complainant may contact the Ontario Provincial Police with respect to an investigation under s.122 of the *Criminal Code of Canada*, where the allegation is that a member of Council, in a matter connected to the duties of office, commits fraud or a breach of trust.
- b. a complainant may contact the Ontario Provincial Police with respect to an investigation under s.123 of the *Criminal Code of Canada*, where the allegation is that a member of council, in a matter connected to the duties of office, demands, accepts or offers or agrees to

accept from any person a loan, reward, advantage or benefit of any kind.

- c. (i) a complainant may advise the member of Council verbally or in writing that the activity contravenes this policy;
- (ii) a complainant may encourage the members of Council to stop the prohibited activity;
- (iii) a complainant should keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information.
- d. a complainant may refer his or complaint to the Ontario Human Rights Commission where the alleged misconduct involves a violation of the *Human Rights Code*.

4.5.3 Process for an investigation of an alleged breach of the code of conduct:

A request for an investigation into an alleged breach may be made in writing to the Integrity Commissioner for the Township of Chapleau setting out the following perimeters:

- a. Name of Council Member who breached the Code of Conduct;
- b. Details setting out specific breach and how committed.

4.5.4 Responsibility for the investigation of any alleged breach

An Integrity Commissioner appointed by Council of the Township of Chapleau will be responsible for the investigation of any alleged breach.

4.5.5 Method of Investigation

The Integrity Commissioner appointed by the Council of the Township of Chapleau will investigate the alleged breach in an independent manner and report back to the Council.

4.5.6 Process to Protect the Rights of the Individual in the course of the investigation

- a. The Commissioner and every person acting under the jurisdiction of the Commissioner shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of his or her duties of the investigation.
- b. If the Commissioner provides periodic report to council on his or her activities, the Commissioner may summarize advice he or she has given but shall not disclose confidential information that could identify a person concerned.

4.5.7. How a decision will be made and options for remedial action for any proven breaches:

Decision of a breach, recommendations, and options for remedial actions will be made by the Integrity Commissioner and will be submitted to Council.

4.5.8 Penalties for a breach of the Code of Conduct:

The municipality may impose either of the following penalties on a member of council if the Commissioner reports to the Municipality that, in his or her opinion, the member of Council has contravened the Code of Conduct:

- a. A reprimand.
- b. Suspension of the remuneration paid to the member in respect of his or her services as a member of Council for a period of up to 90 days.

Annex “1”

Roles and Responsibilities of Council

The Township of Chapleau recognizes that defining clear operational and strategic roles for Council is an essential management practice.

1.0.0 Key Roles or Functions of Council

- 1.0.1 Establish and evaluate policies and programs that define the strategic priorities to be achieved, the parameters with which the CAO/Clerk and staff are to operate, Council/Executive relations and Council processes.
- 1.0.2 Ensure that high quality municipal services and programs are provided in a cost-effective manner and to determine which services the municipality provides.
- 1.0.3 Balance the values, aspirations, priority and competing interests of the municipality.
- 1.0.4 Market and promote the Township of Chapleau as a great place to live, work and play.
- 1.0.5 To ensure that administrative and controllership policies, practices, and procedures are in place to implement the decisions of Council.
- 1.0.6 To maintain the financial integrity of the municipality.
- 1.0.7 To carry out the duties of Council as defined in the Municipal Act or any other Act.
- 1.0.8 Understand and give proper consideration to legal requirements.
- 1.0.9 Act in a reasonable, just and non-discriminatory behaviour in all aspects carrying out their roles and responsibilities.
- 1.0.10 Act in good faith and not for improper or ulterior motive.
- 1.0.11 Behave in a manner that maintains and enhances the image of Council and does not reflect adversely on the Council.
- 1.0.12 Follow guidelines as to the appropriateness of the acceptance of gifts and gratuities.
- 1.0.13 Be impartial in reaching Council decisions and acceptance of the responsibility associated with that decision.

- 1.0.14 Be honest and claim reasonable and fair reimbursement of expenses and usage of Council equipment for official purposes.
- 1.0.15 Appropriate and proper use of information, balancing the interests of the community against the rights of the individual.
- 1.0.16 Attendance and participation in Council meetings, apologizing or obtaining leave of absence in advance for non-attendance.
- 1.0.17 The property consideration of the business of the Council and being informed on the matters for decision.
- 1.0.18 The fair and equitable treatment of all matters under consideration.
- 1.0.19 Respect for decisions of Council.
- 1.0.20 Careful consideration to the allocation of resources and expenditure.
- 1.0.21 Council members recognize that their mandate incorporates tasks to include:
 - a. Fairly representing the diversity of the Community views in developing overall strategy for the future of the municipality;
 - b. Setting objectives and determining strategies to achieve Council's corporate objectives in a Strategic Plan;
 - c. Achieving sound financial management, planning and accountability;
 - d. Being aware of and conversant with the statutory obligations imposed on council as a whole, as well as each individual member of Council.
- 1.2.0 Council members must be fair and honest in their dealings with individuals and organizations and behave in a manner that facilitates constructive communication between the Council and the community.

2.0.0 Key Objectives of Council

- 2.0.1 Council members must be courteous and demonstrate sensitive behaviour that does not discriminate against people.
- 2.0.2 Council members must be aware and disclose of any situation that may create a tension between public and private roles.
- 2.0.3 Council members must show respect for electors opinions and property.
- 2.0.4 Council members must prevent the misuse of his or her position to gain an

advantage for themselves or others.

2.0.5 Council members are to recognize that an individual Council member has no authority to make decisions, direct staff or commit Council resources.

3.0.0 Public Representation

When representing the Council in the community, council will:

- a. Provide an accurate and fair representation of Council decisions.
- b. Recognize that Council members have a duty to respect Council decisions and policy directions.
- c. Conduct themselves in a manner that will not reflect unfavourably on the Council.
- d. Maintain mature and constructive working relationships based on mutual trust and respect.
- e. Conduct the relationship with courtesy and respect.
- f. Accept and respect their different but complementary roles.

4.0.0 Interaction with Municipal Employees

When dealing with Municipal Employees, Council will:

- a. Demonstrate respect for employee's professional opinion and expertise.
- b. Have an agreed communication process.
- c. Prevent the misuse of their position to influence employees to gain an advantage for themselves or others.

5.0.0 Interaction with Fellow Council Members

Council members will establish a working relationship with fellow members that recognizes and respects the diversity of opinion and achieves the best possible outcomes for the community as set out below:

- a. Conduct the relationship with courtesy and respect.
- b. Maintain behaviour that seeks to establish mature and constructive working relationships.
- c. The right of all points of view to be heard.
- d. Information obtained by a member as a result of his or her role is not to be

used for any purpose other than Council business.

- e. Clear and concise guidelines for the making of public statements on behalf of the Council.
- f. Recognition that in their relationships with the media the member is putting forward personal views and not those of the Council unless the individual has been specifically authorized by the Council to convey a particular position to the media.
- g. Personal comments being clearly identified.
- h. Information given in relation to the council or Council decisions should be accurate and not be a misuse of information.
- i. Respect for and maintenance of confidentiality.

6.0.0 Use of Information

Information obtained by a Council member in the course of his or her duties is respected and used in a careful and prudent manner.

7.0.0 Council Vision

The Township of Chapleau serves the community through the provision of effective, responsible and visionary leadership. Council will:

- a. focus on achieving a common vision and goals for the municipality;
- b. make sound, effective and timely decisions based upon objective data and open debate of issues;
- c. develop and maintain a climate where integrity, mutual support, trust, and professionalism are valued;
- d. utilize the diverse knowledge, expertise and talents of all Council members to optimal advantage;
- e. conduct its activities in an orderly, professional and businesslike manner;
- f. benefit from strong and effective leadership from the Mayor and individual Council members;
- g. value collegiality, teamwork and a sense of humour;
- h. enjoy the benefits of effective communication and open sharing of information among its members;
- i. balance effective diverse values, aspirations and competing interests within

the community; and

- j. work effectively in partnership with a capable executive and staff to provide excellent service to residents and customers.

8.0.0 Council Member Commitments

1.8.1 Priority Setting and Decision-Making

Council members will utilize a strategic management approach to set directions for the municipality. This will involve:

- a. environmental scanning to identify major internal and external issues and developments likely to impact the municipality's operating environment;
- b. public, community and staff input processes to identify emerging issues and concerns;
- c. annual council/senior management planning sessions to establish strategic priorities and related key results and strategies;
- d. development of a strategic plan and the allocation of resources to support its implementation;
- e. on-going monitoring of implementation to ensure continued relevance and make mid-course corrections as a result of unforeseen circumstances; and
- f. assessment of progress made against established key results or performance measures.

Council members will use rationale, objective decision-making processes that are supported by appropriate research of options, administrative recommendations, external resources, if required, and a thorough review of implications.

Decisions will be made in a timely fashion with due consideration being given to the impact of the decision on individual wards as well as the municipality as a whole.

Diverse opinions, views, and creative ideas will be considered and evaluated as part of the decision-making process

9.0.0 Communications with the Media and the Public.

- a. Open and thorough public debate of major issues will be encouraged – “no

muzzles”.

- b. Council members will be honest and respectful of each other in their communications with the public and the media.
- c. Council members will stay focused on issues when making public statements and issuing media releases.
- d. Council members will avoid public statements that pit one Councillor against another, or damage the reputation of Council, or another council member.
- e. “Bad news” or failures will be dealt with in a forthright manner that includes identifying the problem, communicating the corrective action to be taken, and resisting the temptation to ascribe blame.
- f. Council members will give their colleagues prior notice regarding the content and timing of any planned media releases.
- g. For major issues, Council will attempt to reach collective agreement on the common themes to be communicated.
- h. A designated media spokesperson for Council on major public issues will be established (ie. formal press release on major public decision taken by council will be issued from the Clerk’s office in conjunction with the Mayor).
- i. Council members will attempt to communicate a sense of Council team, share credit for successes and position Council the corporation positively.
- j. Confidential and privileged information will not be disclosed.

Once Council makes a decision, Council members will respect the legitimacy of the decision and not attempt to undermine its implementation.

10.0.0 Council Member Relationships – Resolving Conflicts

- a. Council members will deal with conflicts in a timely and issues focused manner, ie. significant conflicts and problems will not be ignored.
- b. Council members will respect each others’ time and honour commitments made.
- c. Council members will listen, not just react. Creation of a “shared feeling of a fair hearing” for all parties will be a priority.
- d. All Council members will have equal access to available information relevant to the issue or decision.
- e. Council members will embrace/encourage constructive disagreements and

discussion while avoiding/discouraging destructive conflict.

- f. Resolution of conflicts and disagreements will include an assessment of the objectives to be achieved, open discussion of diverse views, additional research and professional advice as appropriate and a focus on doing what is in the best interests of the municipality.
- g. Council members will make reasonable attempts to build consensus on issues, and failing that they will respect the majority vote of Council.

11.0.0 Relationships with Administration and Staff

- a. The policy development role of Council and operational/ implementation role of Administration will be respected.
- b. Council members will not attempt to direct the activities of staff or departments except through established channels of authority.
- c. Staff skills, expertise, and contributions to the municipality will be recognized and appreciated.
- d. Council members will direct any criticisms of staff through the CAO/Clerk and refrain from criticizing staff in public or to the media.

12.0.0 Monitoring Council Effectiveness

Council will measure its success against pre-established indicators including:

- a. Levels of satisfaction with municipal services and programs;
- b. Ability to resolve emerging issues and challenges;
- c. Quality of fiscal stewardship as measured by adherence to financial plans and targets; economic develop and growth statistics;
- d. How Council and the municipality are perceived by business, development industry, residents, other levels of government;
- e. Ability to influence policy decisions through effective representation on important regional and provincial committees, institutions, leadership initiatives; and
- f. Comparison of performance periodically in relation to its Council team vision and commitments.

Council will review its performance periodically in relation to its Council team vision and commitments.

Annex “2”

Warm Weather Apparel

When it comes to dressing for the warmer weather, please be guided by the following principals, with common sense being the unwritten rule. Remember, we are in the public eye.

1. First and foremost, be mindful of the Health & Safety Policy. For example, operators of grass trimmers should not wear short pants. Also, some equipment manuals recommend against loose clothing.
2. If working outside, be mindful of exposure to the sun. If working inside, be mindful of chilly drafts from air conditioning.
3. Your apparel should not be perceived as detracting from the professionalism which Council and our customers expect.
4. Your apparel should not distract other associates or visitors. Routine bending, stretching, innocent actions and gestures can sometimes prove revealing and embarrassing in loose, summer clothing.
5. If there is a complaint or comment about your dress, the onus will be on the individual to offer an acceptable explanation as to why the apparel should **not** be considered appropriate and may also be sent home, without pay, to change his/her attire.
6. We expect all employees to dress appropriately at all times. Use your own good judgment and err on the side of caution.