

THE CORPORATION OF THE TOWNSHIP OF PERTH SOUTH

BY-LAW NO. 45-2013

Being a By-law to establish a Code of Conduct Policy for the Council of The Corporation of the Township of Perth South.

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

AND WHEREAS Section 11 of the Municipal Act, S.O. 2001, c.25 authorizes municipalities to pass by-laws regarding Accountability and Transparency of the Township and its operations;

AND WHEREAS Section 223.2 (1) of the Municipal Act, S.O. 2001, c.25, as amended, authorizes a Township to establish codes of conduct for Members of Council of the municipality and of local boards of the municipality;

AND WHEREAS the Council of The Corporation of the Township of Perth South deems it expedient to adopt a revised Code of Conduct policy for Council;

AND WHEREAS the Council of the Corporation of the Township of Perth South deems it expedient to adopt a Policy for the Roles and Responsibilities of Council and Senior Management;

NOW THEREFORE the Council of The Corporation of the Township of Perth South **HEREBY ENACTS AS FOLLOWS:**

1. POLICY

THAT the 'Code of Conduct for Council' policy, attached hereto as Schedule "A", and the policy for the 'Roles and Responsibilities of Council and Senior Management', attached hereto a Schedule "B", be adopted.

2. SEVERABILITY

THAT in the event that a section or sections of this By-law or part thereof are found by a Court of competent jurisdiction to be invalid or ultra vires, such section, sections or parts thereof shall be deemed to be severable, with all other sections or parts of this By-law remaining in the full force and effect.

3. SCHEDULES

THAT the following schedules are attached hereto and form a part of this By-law:

- (a) Schedule "A" Code of Conduct for Council; and
- (b) Schedule "B" Roles and Responsibilities of Council and Senior Management.

4. EFFECTIVE DATE


- (a) THAT By-law No. 47-2008, as adopted on July 15, 2008, be and the same is hereby repealed.
- (b) THAT this By-law shall come into force and take effect upon its final passing.

READ a FIRST and SECOND time this 17th day of September, 2013

READ a THIRD time and **FINALLY PASSED** this 17th day of September, 2013.



Mayor Robert Wilhelm



Clerk-Lizet Scott

SCHEDULE 'A'
to BY-LAW NO. 45-2013

A CODE OF CONDUCT FOR COUNCIL MEMBERS

1.0 PURPOSE

The purpose and intent of this policy is to establish guidelines for ethical and interpersonal standards of conduct for Members of the Council of The Corporation of the Township of Perth South ("Council") by improving the quality of public administration and governance and by encouraging high standards of conduct on the part of all government officials.

Through the establishment of a Code of Conduct, Council's goals are to:

- 1.1 Protect the public interest.
- 1.2 Encourage high ethical standards among Members of Council ("Council Members").
- 1.3. Provide a universal understanding of the fundamental rights, privileges, and obligations of Council Members.
- 1.4 Provide a means for Council Members to obtain guidance with respect to contemplated conduct in circumstances where they are uncertain as to the ethical appropriateness of that conduct.
- 1.5 Set out the means of correcting unethical conduct.
- 1.6 Recognize that Council Members hold positions of privilege and therefore must discharge their duties in a manner that recognizes a fundamental commitment to the well-being of the community and regard for the integrity of The Corporation of the Township of Perth South (the "Township").
- 1.7 The importance of this Policy:
 - (a) ensures equitable treatment of citizens;
 - (b) ensures equitable treatment of employees;
 - (c) communicating corporate priorities to employees;
 - (d) ensuring compliance with statutory requirements;
 - (e) minimize liability risks;
 - (f) ensures accountability at all levels;
 - (g) ensures optimal use of available resources;

2.0 BACKGROUND

- 2.1 This Code of Conduct is a public declaration of the principles of good conduct and ethics (standards of behavior) that we the Council Members have decided its stakeholders ought to reasonably expect as

Council Members to demonstrate in the performance of our responsibilities as elected community representatives.

2.2 Attaining an elected position within one's community is a privilege which carries significant responsibilities and obligations. Council Members are held to a high standard as leaders of the community and are expected to become well informed on all aspects of municipal governance, administration, planning and operations. They are also expected to carry out their duties in a fair, impartial, transparent and professional manner.

2.3 The key stakeholders, although obvious at first, represent a broad base of interests and concerns which require fair and open attention, adjudication and disposition. These key stakeholders include but are not limited to:

- (a) Residents;
- (b) Taxpayers;
- (c) Other Council Members;
- (d) Municipal Staff;
- (e) Province of Ontario;
- (f) School Boards and Other Public Agencies; and
- (g) Suppliers.

2.4 To assist the Council Members in interacting effectively with all stakeholders, the following obligations are expected of each of them:

- (a) That they solemnly promise, declare and carry out their responsibilities as prescribed in the oath of office;
- (b) That they familiarize themselves with and follow the Procedural By-law;
- (c) That they read and respect the Roles and Responsibilities of Council and Senior Management Policy attached hereto as Schedule 'B' to this By-law; and
- (d) That they follow the provisions of the Municipal Act, 2001, S.O. 2001, c.25, as amended (the "Municipal Act"), and read and follow the Municipal Conflict of Interest Act, R.S.O. 1990 c.M.50 as amended (the "MCI Act").

3.0 POLICY STATEMENT

3.1 Local Government is an open, accessible, and accountable form of government. The relationship of public trust and mutual respect that has evolved between government and the public requires high standards of conduct by Council Members.

4.0 STATEMENT OF COMMITMENT

- 4.1 We, the Council Members, are committed to discharging our duties conscientiously and to the best of our ability.
- 4.2 In the performance of our community role we will act with honesty and integrity and generally conduct ourselves in a way that both generates community trust and confidence in us as individuals and enhances the role and image of Council and Local Government generally.
- 4.3 In addition to all legislative requirements, we the Council Members have adopted the requirements of this code of conduct and ethics as standards that we will adopt in the performance of our role.

5.0 STANDARDS OF CONDUCT

- 5.1 Council Members must not make improper use of their position as a Council Member or of information acquired in that role.
- 5.2 Council Members are to act honestly and with reasonable care and exercise due diligence in the performance and discharge of official functions and duties.
- 5.3 Council Members shall, at all times, seek to advance the common good of the community which they serve and act in the best interest of the constituents and in such a way that the credibility and integrity of the Township is not compromised.
- 5.4 Council Members shall truly, faithfully and impartially exercise the office to the best of their knowledge and ability.
- 5.5 Council Members shall perform the functions of office in good faith, honestly, and in a transparent manner.

6.0 PRINCIPLES OF THIS CODE OF CONDUCT

6.1 Conflict of Interest

Council Members shall be responsible to ensure that they are familiar with the application of the MCI Act. It shall be the responsibility of each Council Member, not staff, to determine whether they have a direct or indirect pecuniary interest with respect to matters arising before Council.

A Council Member with a direct or indirect pecuniary interest, who is at a meeting where the matter in which the member has a pecuniary interest is brought before Council, must:

- (a) Disclose the interest and the general nature of the conflict;

- (b) Not take part in the discussion or vote on the matter;
- (c) Not attempt to influence the vote, before, during, or after the meeting;
- (d) Leave their council seat while the matter is being discussed;
- (e) Leave the meeting room while the matter is being discussed (only if the meeting is in closed session); and,
- (f) If absent from a meeting where a member's pecuniary interest is considered, disclose the interest at the next meeting attended by that member.

A conflict 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.

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 all statutory requirements and the requirements of this Code of Conduct. When considering whether or not a conflict exists, it is important to consider whether there are any grounds for a reasonable person to think that a conflict exists.

Recognizing that it is impossible to anticipate all possible conflicts that may arise during a Council Member's term of office and, that 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 not exist, it must also be seen by taxpayers not to exist.

The following principles should be used as a guide:

- (a) In making decisions, Council Members should always place the interests of the taxpayers first and, in particular, place them before the interests 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 taxpayers should be treated as a conflict and be disclosed by the Council Member.
- (d) If in doubt, it is better to disclose a situation.
- (e) It is the responsibility of individual Council Members 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 Council Members.

6.2 Confidentiality

Council Members have a duty to hold in strict confidence all information concerning matters dealt with at closed session meetings or that is determined to be confidential by the Chief Administrative Officer, Clerk or as specifically declared by Council. A Council Member shall not, either directly or indirectly, release, make public or in any way divulge any such information or any aspect of the closed session deliberations to anyone, unless expressly authorized by Council or required by law to do so.

Specifically, Council Members shall not:

- (a) Release information in contravention of the provisions of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, C.M.56 as amended (the "Freedom of Information Act");
- (b) Release information subject to solicitor-client privilege, unless expressly authorized by Council or required by law to do so; or
- (c) Misuse confidential information acquired by virtue of their position as a Council Member that could cause benefit or detriment to the Township, Council Members, Municipal Staff or the public.

6.3 Gifts and Benefits

- (a) A Council Member must refrain from accepting gifts and benefits from firms or individuals.
- (b) Council Members will only accept gifts, hospitality or entertainment of a nominal value (no more than \$50.00) that could not be reasonably construed as being given in anticipation or recognition of special consideration by the Township or any Council Member.
- (c) A Council Member must not place themselves in a position where they are under an obligation to favour an individual or firm.
- (d) Council Members shall acknowledge that the Mayor shall in his/her role, periodically receive and distribute ceremonial or other similar items.

6.4 Communications and Media Relations

Council Members will accurately and adequately communicate the attitudes and decisions of the Council, even if they disagree with a majority decision of Council so that there is respect for the decision making processes of Council. It is however acknowledged by all Council Members that official information related to decisions and resolutions made by Council will normally be communicated in the first

instance to the community and the media in an official capacity by the Mayor or designate.

6.5 Relationships with Staff and Other Members of Council

Council Members will:

- (a) Read and respect the Roles and Responsibilities of Council and the Senior Management Policy attached hereto as Schedule 'B' to this By-law;
- (b) Acknowledge that only Council as a whole has the capacity to direct staff members to carry out specific tasks or functions;
- (c) 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; and
- (d) Refrain from publicly criticizing individual members of staff in a way that casts aspersions on their professional competence and credibility.

6.6 Election Campaign/Use of Corporate Resources

The Municipal Elections Act, 1996, S.O. 1996 c.32, as amended (the "Election Act"), prohibits a township from making a contribution to a candidate. The Elections Act also prohibits the candidate, or someone acting on the candidate's behalf, from accepting a contribution from a person who is not entitled to make a contribution. Since contributions may take the form of money, goods, or services, any use by a Council Member of the Township's resources for his/her election campaign would be viewed as a contribution and, therefore, a violation of the Elections Act and therefore all Council Members agree to take all steps to comply with the Elections Act.

Council Members shall not:

- (a) Use corporate resources (including business cards, Township letterhead, etc.) and funding for election-related purposes;
- (b) Enlist the use of staff to work in support of a municipal candidate during working hours unless they are on a leave of absence without pay, lieu time, floating holiday, or vacation leave;
- (c) Use a constituency office or any municipally-provided facilities for election-related purposes, which includes the display of any campaign related signs in a window or on the premises, as well as displaying any election-related material in the office;
- (d) Use any township owned vehicles or equipment for election-related purposes;
- (e) Print or distribute any material paid for by the Township that illustrates that a Council Member or any other individual is registered in any election or where they will be running for office;

- (f) Profile, or make reference to, in any material paid by the Township, any individual who is registered as a candidate in any election;
- (g) Print or distribute any material using municipal funds that makes reference to, or contains the names or photographs, or identifies registered candidates for municipal elections; minutes of Council and/or Committee meetings being exempt;
- (h) Use the Township's voicemail system to record election-related messages;
- (i) Use the Township's website or email for election-related campaign material, inclusive of establishing links on the Township's website to a registered candidate's website, email, or blog.

The following shall be discontinued for the Council Members from the day prior to Nomination Day in a municipal election year to Election Day:

- (i) All forms of advertising, including municipal publications, paid for by the Township;
- (ii) All printing, photocopying and distribution, including printing and general distribution of newsletters unless so directed and approved by Council; and
- (iii) The ordering of business cards and other stationary.

6.7 Transparency & Openness in Decision Making

Council Members will endeavour to conduct and convey Council business in an open and public manner (other than confidential matters) so that stakeholders can obtain and understand the process, logic and rationale which were used to reach conclusions or decisions.

7.0 PUBLIC INPUT

- 7.1 It is acknowledged that Council will periodically, and at its sole discretion, use formal and informal opportunities to seek public input as a component of the decision making process with respect to issues which have broad impacts on the community (the "Public Input Process").
- 7.2 The purpose of the Public Input Process 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.

8.0 PROFESSIONAL DEVELOPMENT

8.1 Council Members have an obligation to promote, support, pursue and partake in opportunities for professional development, including but not limited to:

- AMO Conference;
- Ministry of Municipal Affairs and Housing Seminars;
- Provincial Professional Association Training Institutes (OGRA, AMCTO, FCM, etc.);
- Provincial/Municipal Council Orientation Sessions.

Council Members are encouraged to stay updated on issues and trends so that they can be as efficient and effective as possible in the carriage of their duties and responsibilities.

9.0 COUNCIL'S OBJECTIVES

9.1 Council Members and Municipal Staff will seek to achieve a team approach in an environment of mutual respect, trust, and acceptance of their different roles in achieving the Council's objectives contained in the Roles and Responsibilities of Council and Senior Management attached hereto as Schedule 'B' to this By-law.

10.0 IMPLEMENTATION

- 10.1 At the beginning of each term, Council Members will be expected to sign two copies of the Code of Conduct Document (one for themselves and one for the Clerk's Office) to convey to each other and all stakeholders that they have read, understand and accept it.
- 10.2 A Code of Conduct component will be included as part of the orientation workshop for each new Council.
- 10.3 Council Members are expected to formally and informally review their adherence to the provisions of the Code of Conduct on a regular basis or when so requested by Council.

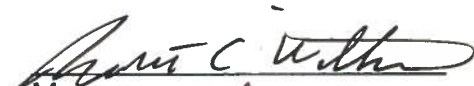
**APPENDIX "I"
TO SCHEDULE "A"
TO BY-LAW NO. 45-2013**

**A CODE OF CONDUCT FOR COUNCIL MEMBERS
COMMITMENT OF THE COUNCIL MEMBERS**

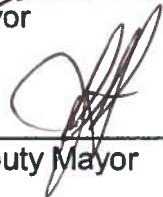
We, the Members of Council of the Township of Perth South, are committed to observing this Code of Conduct.

We acknowledge that each of us:

- (1) has received one signed copy of *By-law No. 45-2013*, being the Code of Conduct Policy for the Council of the Corporation of the Township of Perth South (the "Code of Conduct") and that the original is being retained by the Clerk;
- (2) hereby adopts all terms and provisions of the Code of Conduct;
- (3) agrees to be bound by the Code of Conduct; and
- (4) will strive to meet and comply with all terms of the Code of Conduct.



Mayor



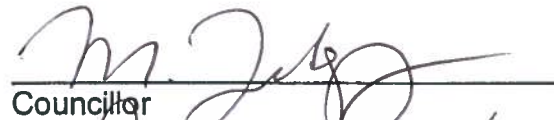
Deputy Mayor



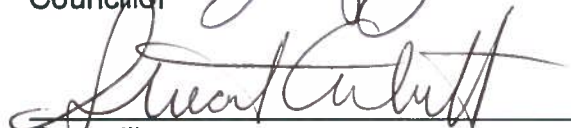
Councillor



Councillor



Councillor



Councillor

Councillor

**APPENDIX "II"
TO SCHEDULE "A"
TO BY-LAW NO. 45-2013**

**A CODE OF CONDUCT FOR COUNCIL MEMBERS
COMPLIANCE WITH THIS CODE OF CONDUCT**

(A) Breach of Policy

1. Where an alleged contravention of any provision in this Code of Conduct occurs, Council shall, upon request of any Council Member or member of the public, hold a Special Council Meeting to determine if the Council Member has in fact breached the Code of Conduct. The meeting shall be closed to the public, unless otherwise determined by the majority of Council Members present at the meeting when the alleged contravention is raised.
2. Any Special Council Meeting held to determine if a breach of the Code of Conduct has occurred shall be governed by the following general procedure:
 - a) Written notice of the date, time and location for the Special Council Meeting shall be provided to all Council Members, along with the individual alleging the breach of the Code of Conduct if that individual is not a Council Member, a minimum of ten (10) business days prior to the date for the Special Council Meeting;
 - b) A written statement detailing the alleged contravention of the Code of Conduct, along with a list of witnesses, if any, to be called in support thereof, shall be prepared by the person alleging the breach of the Code of Conduct and provided to all Council Members, a minimum of seven (7) business days prior to the date of the Special Council Meeting;
 - c) The Council Member alleged to have breached the Code of Conduct may provide to Council a brief written summary of their position in response to the allegation, along with a list of witnesses, if any, to be called in support thereof, a minimum of four (4) business days prior to the date of the Special Council Meeting and Council will immediately thereafter provide a copy of this summary to all Council Members;
 - d) The Council Member alleged to have breached the Code of Conduct may attend with a lawyer and if they intend to do so, they will advise Council at least two (2) business days prior to the date of the Special Council Meeting of this intention. If the Council Member alleged to have breached the Code of Conduct advises Council they will be attending with a lawyer then Council will also have the right to have a lawyer present on its behalf;
 - e) At the Special Council Meeting, the individual who has alleged the breach of the Code of Conduct shall present to Council the details of the alleged contravention and shall be permitted to introduce evidence, including witnesses, to support his or her position;

- f) Following the presentation by the individual who has alleged the breach of the Code of Conduct, the Council Member alleged to have breached the Code of Conduct shall be given an opportunity to address Council and will be provided with sufficient time to explain the alleged breach. This shall include the opportunity to introduce evidence, including witnesses, to support their position;
 - g) Following presentation by the individual who has alleged the breach of the Code of Conduct and the Council Member alleged to have breached the Code of Conduct, Council Members will have the opportunity to ask questions of the two parties and engage in discussion and other dialogue necessary in the discretion of Council to ensure all relevant information is before Council.
3. Should Council determine that a Council Member has committed a breach of the Code of Conduct, Council shall rise and report that such a determination has been made and pass a resolution as to the outcome and the consequences for such breach. The finding of a breach, along with the consequences thereof, shall be ratified by resolution at a regular session of Council.
 4. Should Council feel that a breach may have occurred, but is unable to make a determination, Council may pass a resolution requesting a Judge of the Ontario Superior Court of Justice to conduct an investigation of the Member's conduct under Section 274(1) of the Municipal Act. Should the Judge determine that a breach has occurred the consequences for such breach shall be determined by Council in accordance with this Policy.
 5. Penalties for a breach of the Code of Conduct (the "Penalties") include, but are not limited to, removal from Committee assignments either permanently or for an interim period, barring the Council Member from attendance at closed session meetings either permanently or for an interim period, barring the Council Member from being circulated/informed of confidential materials/matters, or demand of an apology.
 6. All Penalties under this By-law will be fair and in keeping with the severity of the infraction giving due regard to the individual's previous conduct, the nature of the breach and the circumstances surrounding the breach.
 7. Nothing in this section restricts or attempts to countermand a Council Member's legal right to challenge a decision by Council through established legal channels.

(B) Legal Fees

1. Any Council Member that hires a lawyer for legal counsel is responsible for their own legal costs. If it is found that the Council Member acted in

the best interests of the Township and was not in breach of the Code of Conduct, his/her legal fees will be paid by the Township.

2. If Council, as a whole, hires a lawyer for legal counsel, the Township is responsible for the legal costs as this is Council's choice to hire legal counsel.

SCHEDULE "B"
TO BY-LAW NO. 45-2013

**ROLES AND RESPONSIBILITIES OF
COUNCIL AND SENIOR MANAGEMENT**

1.0 POLICY

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

Based on this direction a working governance model was developed that is specifically designed for the Township of Perth South.

2.0 ROLE OF COUNCIL

2.1 Key Roles or Functions of Council

- (a) Establish and evaluate policies and programs that define the strategic priorities to be achieved, the parameters within which the Chief Administrative Officer and staff are to operate, Council-Executive relations, and Council processes;
- (b) Ensure that high quality municipal services and programs are provided in a cost-effective manner and to determine which services the Township provides;
- (c) Balance the diverse values, aspirations, priorities and competing interests of the community;
- (d) Market and promote the Township of Perth South as a great place to live, work, and play;
- (e) To ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- (f) To maintain the financial integrity of the Township;
- (g) To carry out the duties of Council as defined in the Municipal Act or any other applicable Act;
- (h) Understand and give proper consideration to legal requirements;
- (i) Act in a reasonable, just and non-discriminatory manner in all aspects carrying out their roles and responsibilities;
- (j) Act in good faith and not for improper or ulterior motive;

- (k) Behave in a manner that maintains and enhances the image of our Council and does not reflect adversely on the Council;
- (l) Follow guidelines as to the appropriateness of the acceptance of gifts and gratuities;
- (m) Be impartial in reaching Council decisions and accepting of the responsibility associated with that decision;
- (n) Be honest and claim reasonable and fair reimbursement of expenses and usage of Council equipment for official purposes;
- (o) To make appropriate and proper use of information, balancing the interests of the community against the rights of the individual;
- (p) Attend and participate in Council meetings, apologizing or obtaining leave of absence in advance for non-attendance;
- (q) To give proper consideration to the business of Council and be informed on the matters for decision;
- (r) To provide fair and equitable treatment of all matters under consideration;
- (s) Maintain and respect decisions of the Council; and
- (t) Give careful consideration to the allocation of resources and expenditures.

2.2 Key Objectives of Council

- (a) Council Members must be courteous and demonstrate sensitive behavior that does not discriminate against people;
- (b) Council Members must be aware of and disclose any situation that may create a tension between public and private roles;
- (c) Council Members must show respect for electors' opinions and property;
- (d) Council Members must prevent the misuse of his or her position to gain an advantage for themselves or others; and
- (e) Council Members are to recognize that an individual Council Member has no authority to make decisions, direct staff or commit Council resources.

2.3 When representing the Council in the Community, Council and Council Members 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 unfavorably on the Council;
- (d) Maintain mature and constructive working relationships based on mutual trust and respect;
- (e) Conduct all relationships with courtesy and respect; and
- (f) Accept and respect their different but complimentary roles.

2.4 When dealing with employees, Council and Council Members will:

- (a) demonstrate respect for employees' professional opinion and expertise;
- (b) have an agreed upon communication process; and
- (c) prevent the misuse of their position to influence employees to gain an advantage for themselves or others.

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

As such, Council members will:

- (a) Conduct their relationships with courtesy and respect;
- (b) Maintain behaviour that seeks to establish mature and constructive working relationships;
- (c) Acknowledge the right of all points of view to be heard;
- (d) Ensure that information obtained by a Member of Council as a result of his or her role will not be used for any purpose other than Council business;
- (e) Follow clear and concise guidelines for the making of public statements on behalf of the Council;

- (f) Recognize that in their relationships with the media the Member of Council 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) Clearly identify personal comments;
- (h) Agree that information given in relation to the Council or Council decisions should be accurate and not be a misuse of information;
- (i) Respect for and maintain of confidentiality: and
- (j) Ensure that Information obtained by a Member of Council in the course of his or her duties is respected and used in a careful and prudent manner.

3.0 COUNCIL TEAM VISION

- 3.1 Council aims to serve the community through the provision of effective, responsible, and visionary leadership. In order to achieve this Council will:
- (a) focus on achieving a common vision and goals for the Township;
 - (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) strive to provide and benefit from strong and effective leadership from the Mayor and individual Members of Council;
 - (g) value and encourage collegiality, teamwork and a sense of humour;
 - (h) strive for ~~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.

4.0 COUNCIL MEMBER COMMITMENTS

4.1 Decision Making

- (a) Council Members will use rational, objective decision-making processes that are supported by appropriate research of options, administrative recommendations, external resources, if required, and a thorough review of implications;
- (b) 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 Township as a whole; and
- (c) Diverse opinions, views, and creative ideas will be considered and evaluated as part of the decision-making process.

4.4 Communications with the Media and the Public

- (a) Open and thorough public debate of major issues will be encouraged;
- (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 ward 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 policy issues will be established. (i.e. formal press releases on major

policy decisions taken by Council will be issued from the office of the Chief Administrative Officer in conjunction with the Mayor);

- (i) Council Members will attempt to communicate a sense of Council Team, share credit for successes and position Council and the Township positively;
- (j) Confidential and privileged information will not be disclosed; and
- (k) Once Council makes a decision, Council Members will respect the legitimacy of the decision and not attempt to undermine its implementation.

4.6 Council Member Relationships – Resolving Conflicts

- (a) Council Members will deal with conflicts in a timely and issues focused manner (i.e. significant conflicts and problems will not be ignored);
- (b) Council Members will respect each other's 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/accept constructive disagreement and encourage debate 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 Township; and
- (g) Council Members will make reasonable attempts to build consensus on issues, and failing that they will respect the majority vote of Council.

4.7 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 Township will be recognized and appreciated; and
- (d) Council Members will direct any criticisms of staff through the Chief Administrative Officer and refrain from criticizing staff directly in public or to the media.

4.8 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 development and growth statistics;
- (d) how Council and the Township 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 with other municipalities on key benchmarks. Council will review its performance periodically in relation to its council team vision and commitments.

5.0 **SENIOR MANAGEMENT ROLES**

5.1 Chief Administrative Officer Role

- (a) **Directing and Leading:** Inspires, motivates, and communicates a direction and vision for the organization.
- (b) **Planning:** Responsible for ensuring the development of a strategic plan as well as operational planning and budget development.
- (c) **Organizing:** Organize an internal structure and process to deliver the organization's services.
- (d) **Staffing:** Recruiting, deploying, supervising, compensating, developing, reprimanding and terminating staff.

- (e) Controlling: Monitors, measures and corrects the direction of the strategic plan, controls the expenditure of the current budget.
- (f) General: Meets all requirements as defined by legislation, by-law and/or contract, as applicable.

5.2 Senior Management Expectations of Council

The Chief Administrative Officer and Senior Management Staff have the right to expect the following from Council:

- (a) Clear expectations, strategic directions and policy for the Senior Management;
- (b) Clearly defined operational role -- adequate authority and freedom to manage the day-to-day operations of the Township;
- (c) Support for reasonable decisions made by the Senior Management;
- (d) Timely information regarding emerging issues and community concerns; and
- (e) Acceptance that Staff recommendations will be based on what is best for the Township and may not reflect the political preferences of some Council Members.

5.3 Council/Senior Management Relationship

Council has a right to expect the following from the Senior Management:

- (a) Vision, leadership, administrative competence, and political sensitivity;
- (b) A focus on creating a strong Council/Senior Management Team;
- (c) Accountability, including effective and timely monitoring and reporting (i.e. finances, major activities and results); and
- (d) Recognition that Council may not accept a recommendation for political reasons and understanding that this should not be taken as a negative reflection on administration.