



**THE CORPORATION OF THE TOWNSHIP OF MAPLETON**

**COUNCIL CODE OF CONDUCT**

Effective July 1 2013

1. EXECUTIVE SUMMARY ..... 2

2. INTRODUCTION AND PURPOSE OF THIS CODE: ..... 3

3. ABOUT THIS CODE:..... 4

4. STATUTES REGULATING CONDUCT:..... 5

5. SCOPE OF THIS CODE: ..... 5

6. ROLES AND RESPONSIBILITIES: ..... 6

7. EXPECTED CONDUCT OF MEMBERS:..... 8

8. VIOLATION OF THIS CODE OF CONDUCT: ..... 16

9. INTEGRITY COMMISSIONER: ..... 17

10. DEFINITIONS UNDER THIS CODE: ..... 22

# 1. EXECUTIVE SUMMARY

The purpose of this Council Code of Conduct is to establish appropriate standards of behaviour for Members of Council and Committee Members, in the individual conduct of their official duties and municipal business consistent with the core values of the Township.

In addition to this Code of Conduct, there are other statutes that govern the behaviour of Councilors.

Council has the overall responsibility to govern the affairs of the Township of Mapleton. This includes planning, making major operating decisions and setting major policies and procedures. Council sets the framework within which the CAO, department heads and staff handle the daily operations of the municipality.

Councilors are expected to control their own behaviour within the standards set out in detail in this Code.

In particular Councilors are expected to:

- Act in the common good (public interest)
- Act in good faith at all times and demonstrate honesty and integrity
- Be professional, civil and respectful in all dealings with the public, staff and all other stakeholders
- Comply with all applicable statutes and the policies of Mapleton
- Avoid conflicts of interest and undue influence
- Respect the decisions of Council
- Maintain confidentiality
- Be accountable and transparent with all stakeholders
- Be respectful of others time, interests and personal approach
- Work through the CAO rather than dealing directly with department heads or staff. It is acceptable to ask questions of department heads directly but not give direction.
- Communicate with all stakeholders in a prompt and professional manner
- Not harass or bully staff or other stakeholders
- Not discriminate
- Promote a healthy, safe and respectful workplace.

It is expected that the violations of this Code will be rare. If a stakeholder feels a Councilor has breached this Code, he or she has the right to bring forward a complaint. The complainant is encouraged to resolve the material informally. If this fails then the complainant can make a formal complaint as outlined in Section 8.

## 2. INTRODUCTION AND PURPOSE OF THIS CODE:

The purpose of this Council Code of Conduct is to establish appropriate standards of behaviour for Members of Council and Committee Members (including unelected appointed committee members from the public) , in the individual conduct of their official duties and municipal business consistent with the core values of the Township as follows:

- Service to the public
- Compliance with all applicable federal, provincial and municipal laws
- Community collaboration, consultation & representation
- Openness and accountability
- Equality
- Loyalty
- Respect & civility
- Honesty
- Maintenance of integrity and confidentiality
- Avoiding conflicts of interest
- Best practices

A written Code of Conduct helps to ensure that the Members of Council share a common basis of acceptable conduct. These standards are designed to supplement the legislative parameters within which the Members must operate. These standards are intended to enhance public confidence that the Township of Mapleton's elected and appointed officials operate from the core values as stated above.

This Code represents general standards. This Code does not replace Council Member's roles, responsibilities, actions and behaviours required by various applicable (federal, provincial & municipal) statutes, by-laws and policies.

This code is in addition to and complimentary to the Mapleton Council procedural by-law number 2008-023. The Township of Mapleton's Procedural By-law addresses the conduct of Council during a Township Council meeting. Councilors are responsible to comply with this Code and the Procedural By-law at all times.

The Township has in place an HR policies manual and various programs for all employees as approved by Council. Members, since they are not employees, are not specifically bound by the policies contained in these manuals and programs, except for the harassment policy which is attached as Appendix A. However, Members are expected to be familiar with these employee policies and programs and follow the rules as appropriate.

If there is a conflict between a policy and an applicable government statute, the statute prevails.

This Council Code of Conduct was passed in open session of Council by resolution on June 25, 2013 , and is therefore a public document.

An organization, member of the public, Member of Council or Township staff can make complaints about the conduct of an individual Member under this Code. The procedures for this are set out in Section 8 entitled "Violation of this Code of Conduct".

Members of Council are accountable to the public through the four-year election process. Between elections they may, for example, become disqualified and lose their seat if convicted of an offence under the Criminal Code of Canada or for failing to declare a conflict of personal interest under the Municipal Conflict of Interest Act. This process is separate from this Code.

### **3. ABOUT THIS CODE:**

This Code attempts to address all significant potential Mapleton Council conduct issues. There may be Council conduct issues that arise from time to time which are not directly addressed in this Code.

This Code is effective July 1 2013.

If you have an issue not addressed in this Code, Members should bring the issue to the attention of the Mayor for guidance. If a Member is uncertain as to meaning or applicability of a particular Section of the Code, he or she should consult the Mayor for advice and/or a ruling in advance of any behaviour based on the Code.

In either of these cases, the Mayor may wish, with the Member's consent, to bring the matter before Council for discussion and a vote if necessary.

A Member, or the Mayor or Council can ask for a ruling from the Integrity Commissioner on a particular Section of this Code, in advance of any behaviour based on the Code.

The Township has taken great care in preparing this handbook but realize that errors and omissions do occur. If you find any spelling, grammatical or other mistakes, please report these to the CAO.

Council will review this Code regularly, at least once per elected four year term, to ensure it is serving it's purpose. If necessary, changes to the Code can be made by a resolution of Council.

## **4. STATUTES REGULATING CONDUCT:**

As mentioned above, this Code of Conduct operates along with and as a supplement to the existing federal, provincial and municipal statutes governing the conduct of Members. The following is a list of some statutes that affect the conduct of the Members:

1. Criminal Code of Canada;
2. Ontario Human Rights Code;
3. The Occupational Health and Safety Amendment Act (including Bill 168 amendments from 2009 Violence and Harassment in the Workplace);
4. Municipal Act, 2001, S.O. 2001, c. 25;
5. Municipal Conflict of Interest Act, R.S.O 1990, c.M. 50;
6. Municipal Freedom of Information and Protection of Privacy Act, R.S.). 1990, c.M. 56;
7. Municipal Elections Act, 1996, S.O. 1996, c. 32;
8. Township of Mapleton By-Laws

In addition to the complaint process explained in this Code, complainants have the right under these statutes to bring forward complaints concerning Councilor conduct. The process is different for each statute. Complainants should consult each Act for the proper process.

### **Related Mapleton Policies:**

- Council Compensation and Remuneration By-law
- Purchasing By-law
- Hiring of Employees Policy
- Workplace Violence and Harassment Policy (Appendix A)
- Code of Conduct for Employees
- Use of Corporate Resources for Election Purposes
- Other policies in the Mapleton policy manual

## **5. SCOPE OF THIS CODE:**

This Code of Conduct and the references within it, shall apply to all Members of Township Council (including the Mayor) and Members of Council Committees including those citizens appointed by Township Council. This Code of Conduct does not apply to staff.

## 6. ROLES AND RESPONSIBILITIES:

### Council, the Mayor and Members:

Every Member and the Mayor must govern their own behaviour (self discipline) in accordance with the provisions of this Code. The Mayor has a special role to enforce this Code with the support of Council.

### Members of Council:

- Council as a whole, has the authority to approve budgets, policies or processes, including the structures and procedures for committees. Authority to act on behalf of Council, including through a committee, can only be delegated by Council or through law. Council directs the business of the Township, and passes by laws or resolutions as appropriate to implement the decisions of Council.
- Council is responsible for and dedicated to providing good and effective government for the public in an open, accountable, respectful and transparent manner.
- A fiduciary relationship exists between the Council and inhabitants of the municipality.
- Council has delegated responsibility to the CAO to administer the affairs of the Township in accordance with decisions adopted by Council. This means that under the direction of the CAO, staff have the responsibility and the authority to provide consultation, advice and direction to Council and to implement decisions approved by Council. Accordingly, staff establish the appropriate administrative policies, systems, structures and internal controls to implement the objectives and goals of Council, and manage implementation through the resources at their disposal.
- Council expects high quality of advice from staff based on extensive objective research and political neutrality.
- No member of Council or Council committees, shall compel any staff to engage in activities that are contrary to the directions of Council or Township policy.
- Members of Council:
  - (a) When appointed to committees and other bodies as part of their duties, must make every effort to participate diligently in these bodies with good faith and care;
  - (b) Must uphold the law and conduct themselves with the highest degree of ethical behavior and integrity.
  - (c) Must avoid conflict of interest;
  - (d) Must seek to advance the public interest with honesty and treat members of the public with dignity, understanding and respect;
  - (e) May not make statements known to be false or make a statement with the intent to mislead Council or the public;

- A more detailed description of roles & responsibilities of Council and the CAO are summarized as Appendix B

#### The Mayor:

- The Mayor has an alleviated responsibility to be the leader of the Council and municipality and to set an example of impeccable conduct following all aspects of this Code.
- The Mayor is responsible to monitor the behaviour of all Councilors and to immediately address any breaches of this Code.

#### Committees and Members of Committees:

- Members of the public appointed to committees are appointed at the pleasure of Council. They do not hold office nor do they represent a constituency within the community nor do they represent Council, or the committee unless mandated to do so. Members of the public appointed to committees must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council.
- Committees operate only within meetings for which proper notice has been given pursuant to a set agenda unless otherwise mandated by Council.
- No Committee Member may act beyond the mandate of the committee granted by Council. They must not undertake site visits, direct discussions with residents, informal meetings or other communications including emails on Council's behalf except:
  - (a) As granted the right to do so by Council;
  - (b) Pursuant to the duties of a Member of Council; or
  - (c) Otherwise, if required by law.

#### Meeting Chairs:

- The chair will ensure all meetings are properly run following proper meeting protocol, including ensuring proper materials are distributed ahead and an agenda prepared.
- The chair of any meetings (including the Mayor at Council) will assertively maintain order, decorum and fair & equitable treatment of all speakers.
- The chair will keep the discussion focused on the agenda.
- Members will respect the role of the chair in maintaining order.

## 7. EXPECTED CONDUCT OF MEMBERS:

### General Standards:

- Members acknowledge they have a duty to their constituents, to the staff of the Township and to themselves to behave appropriately as outlined by this code.
- Members shall at all times serve and be seen to serve their constituents in a conscientious and diligent manner with good faith to advance the common good (public interest) of the Township of Mapleton.
- Members are responsible for making honest statements. No Member shall make a statement when they know that statement is false. No Member shall make a statement with the intent to mislead Council, staff or members of the public.
- Members shall conduct their dealings with each other, their constituents and staff in ways that maintain public confidence in the office to which they have been elected and the role of municipal government. Members shall be open and honest, focus on issues rather than personalities and avoid aggressive, offensive or abusive conduct. Members shall strive to be models of leadership, decorum & civility.
- Members shall be committed to performing their functions with integrity, accountability, transparency and to the best of his or her knowledge and ability. Members shall exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Members shall demonstrate effective problem solving techniques.
- Members shall perform official duties and arrange their public affairs in a temperate and professional manner that promotes public confidence and respect and will bear close public scrutiny.
- Members shall abide by all applicable federal, provincial and municipal legislation, policies and procedures pertaining to their position as a Member. Members shall competently exercise his or her office by educating themselves either formally or informally, in matters pertaining to their official duties. See Section 4 for more details.
- Members shall be respectful of other people's time and stay focused & efficient during all meetings related to their duties.
- Members shall not engage in any activity, financial or otherwise, which is incompatible or inconsistent with the ethical discharge of official duties to the Township.

### Respect For Decisions of Council:

- The decisions of Council will result from a formal decision making process. Once the decision making process has been approved, Members of Council shall respect the particular process, participate to the best of their ability by voicing their opinions and abide by the final decision as approved by the majority of Council per the procedural by-law.
- Members shall not attempt directly or indirectly, to influence the decision-making process, as it relates to the award of contracts or settlement of claims. This includes but is not



limited to direct or indirect personal contact or interaction with the parties administering or directly involved in such processes.

Avoidance Of Waste:

- Members shall avoid waste, abuse and extravagance in the provision or use of public resources or any other Township Property.
- Members shall encourage the efficient and effective use of Township resources.

Gifts And Benefits:

- No Member shall accept a fee, advance, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed below.
- For these purposes, a fee or advance, gift or benefit provided with the Member's knowledge to a Member's spouse, child or parent or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member.
- The following are recognized as exceptions:
  - (a) Compensation or benefit authorized by Council;
  - (b) Such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
  - (c) A political contribution otherwise reported by law;
  - (d) Services provided without compensation by persons volunteering their time;
  - (e) A suitable memento of a function honouring the Member;
  - (f) Food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the federal government or by a foreign government within a foreign country;
  - (g) Food and beverages consumed at banquets, receptions or similar events, if:
    - Attendance serves a legitimate business purpose
    - Is pre-approved by Council
    - The person extending the invitation or a representation of the organization is in attendance; and the value is reasonable and the invitations infrequent.
  - (h) Communication to the offices of a Member, including unpaid subscriptions to newspapers and periodicals.
- Except in the case of category a) or f), a Member may not accept gifts or benefits worth in excess of \$500 in total for the calendar year.

### Confidential Information:

- No Member shall disclose or release by any means to any Member of the public, or in any way divulge any confidential information, including personal information or any aspect of deliberations acquired by virtue of their office, in either oral or written form, except when required by law or authorized by Council resolution to do so. Confidential information is defined in the definitions at the end of this code.
- Members shall not release information subject to solicitor-client privilege, unless expressly authorized by Council resolution (if so empowered), or required by law to do so.
- Members shall not use confidential information including information that they have knowledge of by virtue of their position that is not in the public domain, including e-mails and correspondence from other Members, or third parties, for personal or private gain, or for the gain of relatives or any person or corporation or cause detriment to the Township, Council, or others. As one example, no Member should directly or indirectly benefit, or aid others to benefit, from knowledge respecting bidding on the sale of Township property or assets.
- Confidential information includes information in the possession of the Township that the Township is either prohibited from disclosing, or is required to refuse to disclose, under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), or other legislation. Generally, MFIPPA restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is personal, and information that is subject to solicitor-client privilege. Members shall not disclose, use or release information in contravention of applicable privacy law.
- The Municipal Act, 2001, permits information that concerns personal matters, labour relations, litigation, property acquisitions/dispositions, the security of the property of the Township, and matters authorized in other legislation, to remain confidential. For the purposes of the Code of Conduct, “confidential information” also includes this type of information.
- Under the Township of Mapleton Procedural By-law as amended from time to time, a matter that has been discussed at an in-camera meeting remains confidential. Members have a duty to hold information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. Members shall not either directly or indirectly, release, make public or in any way divulge the content of any such matter, or the substance of deliberations, of the in-camera meeting including memorandums and staff reports that are distributed for consideration during the in-camera meeting to anyone, unless specifically authorized by Township Council resolution or required by law.

- Examples of the types of information that a Member of Council must keep confidential include but are not limited to the following:
  - (a) Information that has been shared in confidence including in camera sessions
  - (b) Items under litigation, negotiation or personnel matters;
  - (c) Information that infringes on the rights of others (e.g., sources of complaints);
  - (d) Price schedules in contract tender or request for proposal submissions if so specified;
  - (e) Information deemed to be “personal information” under the Municipal Freedom of Information and Protection of Privacy Act; and
  - (f) Statistical data required by law not to be released (e.g. certain census or assessment data).
- Members of Council shall not access or attempt to gain access to confidential information in the custody of the Township unless it is necessary for the performance of their duties and not prohibited by Council policy.
- Members are only entitled to information in the possession of the Township that is relevant to matters before the Council or a committee. Otherwise, they enjoy the same level of access rights to information as any other member of the community and must follow the same processes as any private citizen. As one example, no Member should have access to documents or receive any information related to a particular procurement process while the process is ongoing.

Use Of Township Property, Services And Other Resources:

- No Member of Council shall use, or permit the use of Township Property, including land, facilities, equipment, supplies, services, staff or other resources (for example, Township-owned materials, computers, networks, websites), for activities other than the business of the Corporation. Nor should any Member obtain personal benefit or financial gain from the use or sale of Township Property, including Township-developed intellectual property (for example, inventions, creative writings, computer programs and drawings), technical innovations, Township owned images, logos, coat of arms, or other items capable of being patented, since all such property remains exclusively that of the Township.
- The Township of Mapleton licenses the use of computer software from a variety of vendors. The Township of Mapleton does not own the software or its documentation. Software is normally copyrighted, and no individual may copy or distribute the software unless expressly permitted to do so under the applicable license. This policy applies to the use of personal communication devices (such as Blackberries), personal computers, fax machines, printers, etc. The personal use of Township computers and other electronic devices, by Councilors, is acceptable as long as the use is minimal and doesn't add a cost any additional cost.

- Members shall conduct themselves in accordance with the Township of Mapleton's Use of Corporate Resources for Election Purposes Policy (See Candidate's Guide – Clerk's Department).

#### Election Campaign Work:

- Members are required to follow the provisions of the Municipal Elections Act, 1996 and Council's Policy with respect to the Use of Corporate Resources for Election Purposes.
- No Member shall use the facilities, equipment, supplies, services or other resources of the Township (including Member newsletters and Member websites linked through the Township's website) for any election campaign or campaign-related activities. No Member shall undertake campaign-related activities on Township property. No Member shall use the services of persons during hours in which those persons receive any compensation from the Township.

#### Municipal Conflict Of Interest Act:

- Members shall conduct themselves in accordance with the Municipal Conflict of Interest Act as amended from time to time and avoid conflicts of interest in both appearance and fact.

#### Improper Use Of Influence:

- No Member shall use the influence of her or his office for any purpose other than for the exercise of her or his official duties.
- Examples of prohibited conduct are the use of one's status as a Member to improperly influence the decision of another person to the private advantage of oneself, or one's parents, children or spouse, staff members, friends, or associates (business or otherwise). This would include attempts to secure preferential treatment beyond activities in which Members normally engage on behalf of their constituents as part of their official duties. Also prohibited is the holding out of the prospect or promise of future advantage through a Member's supposed influence within Council in return for present actions or inaction.
- For the purposes of this provision "private advantage" does not include a matter:
  - (a) That is of general application;
  - (b) That affects a Member of Council, his or her parents, children or spouse, staff Members, friends, or associates, business or otherwise as one of a broad class of persons; or
  - (c) That concerns the remuneration or benefits of a Member of Council as authorized by Council.

#### Business Relations:

- No Member shall act as a paid agent before Council, its committees, or an agency, board or commission of the Township except in compliance with the terms of the Municipal Conflict of Interest Act as amended from time to time.
- A Member shall not refer a third party to a person, partnership, or corporation in exchange for payment or other personal benefit.

Expenses:

- Members shall comply with the provisions of the Township's Remuneration by-law and/or Expenses Policy as amended from time to time.

Media Relations:

- Only the Mayor or CAO is authorized to speak on behalf of the Township. Other Members or staff must get permission before speaking to any media from Council, other than to provide their own personal opinion. If a Councilor is giving their own personal opinion to the media they will so indicate.

Conduct Respecting Current And Prospective Employment:

- No Member shall allow the prospect of his or her future employment by a person or entity to detrimentally affect the performance of his or her duties to the Township.

Conduct At Meetings Of Council:

- Members shall conduct themselves with decorum at Council and Committee meetings in accordance with the provisions of the Township of Mapleton's Procedural by-law as amended from time to time.

Conduct of Members Towards Staff and Other Stakeholders:

- Mutual respect of roles and cooperation between Council, the CAO and staff, are required to achieve the Township's corporate goals and implement the Township's strategic priorities.
- Staff have an obligation to recognize that Members of Council have been duly elected to serve the residents of Mapleton and respect the role of Council to direct the major actions of the Township. This involves making long term decisions such as strategies, policy making and major operating decisions. Council are the macro decision makers.
- Council has an obligation to recognize that the staff are hired to implement the decisions of Council. Staff run the daily operations and make short term decisions within the long term framework set by Council. Staff are the micro decision makers.
- Staff serve Council and work for the municipal corporation under the direction of the CAO and department heads. Council directs staff through its decisions as recorded in the minutes and resolutions of Council. Members have no individual authority to direct Members of staff to carry out particular actions. Members are not to micromanage the affairs of the Township.
- Inquiries of staff, from Members, should be directed to the CAO or the appropriate senior staff. Members shall not give direction to Municipal staff, concerning the business affairs of the Township or that of staff's performance, etc. without the knowledge and involvement of the CAO. Members will respect the chain of command. It is acceptable to ask questions of department heads directly but not give direction.

- Only Council as a whole and no single Member including the Mayor has the authority to direct staff, approve budget, policy, committee processes and other such matters, unless specifically authorized by Council.
- Staff will respond to all manner of communication, including voice messages, emails, memos etc., from Members with 48 hours unless absent from work. Likewise, Members will respond to all manner of communication, including voice messages, emails, memos etc., from staff with 48 hours unless absent from work.
- Members shall treat all staff with respect, without abuse, bullying or intimidation to ensure that the municipal work environment is free from discrimination, violence and harassment. A Member shall not use any form of indecent, abusive or insulting communications toward any employee. Forms of communication include: body language, tone and verbal expression both oral and written.
- Members shall be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from any individual Member or faction of the Council. Accordingly, no Member shall maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff, and all Members shall show respect for the professional capacities of the staff of the Township.
- Members shall not comment publicly on the performance of any Township staff or release any personal information regarding a staff member.
- Everyone has different personalities and approaches to performing their jobs and getting work done. Staff and Members will strive to separate the person from the job performance.
- Staff have a duty and obligation to act impartially, in accordance with prescribed regulations or standards of conduct per the Township HR policy manual. Similarly, staff with professional qualifications have an additional duty and obligation to act in accordance with standards of conduct prescribed for their profession. Members shall refrain from any conduct which may deter, interfere or unduly influence staff in the performance of such duties and obligations.
- Certain staff have duties related to the administration of justice such as By-law Enforcement Officers, Chief Building Officials, planners etc. Members shall refrain from making requests or statements or taking actions which may be construed as an attempt to influence the independent administration of justice.
- No Member shall compel staff to engage in partisan political activities or be subjected to threats or discrimination for refusing to engage in such activities. Nor shall any Member use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering with that person's duties, including the duty to disclose improper activity.

### Respectful Workplace:

- Council shall follow the Mapleton harassment policy as attached at Appendix A.
- All Members of Council have a duty to create and maintain a respectful workplace for themselves and staff. Members will treat members of the public, one another, staff and other stakeholders, respectfully without abuse, bullying or intimidation. All Members of Council shall ensure that their work environment is free from discrimination personal harassment and sexual harassment.
- Members will strive to create a working environment for themselves and the Township which prompts civility, professionalism and respect.
- Members shall abide by the provisions of the Human Rights Code, as amended, and, in doing so, shall treat every person, including other Members, staff, individuals providing services on a contract for service, students on placements, and the public, with dignity, understanding and respect.
- In accordance with the Human Rights Code, as amended, Members shall not discriminate against anyone on the basis of their race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, or disability.
- Members will not harass or bully other Members, staff, the public or any other stakeholder in the Township.
- A safe, healthy, respectful & productive workplace will drive organization performance and service to the public.
- Without limiting the generality of the foregoing, Members shall not:
  - (a) make inappropriate comments or gestures to or about an individual where such conduct is known or ought reasonably be known to be offensive to the person(s) to whom they are directed or are about;
  - (b) Display materials or transmit communications that are inappropriate, offensive, insulting or derogatory;
  - (c) Make threats or engage in any abusive activity or course of conduct towards others;
  - (d) Vandalize the personal property of others;
  - (e) Commit violence of any kind, including making unwanted physical contact, including touching, patting, or pinching; or
  - (f) Refuse to converse or interact with anyone based on any ground listed in the Human Rights Code, as amended.

## 8. VIOLATION OF THIS CODE OF CONDUCT:

### Self Discipline:

Members are accountable for their own behaviour, conduct and performance in accordance with the provisions of this Code.

### Complainants' rights under various statutes:

As mentioned above in Section 3, in addition to the complaint process explained in this Code, complainants have the right under various statutes to bring forward complaints concerning Councilor conduct. The process is different for each statute. Complainants should consult each Act for the proper process.

### Effective Date:

This Code is effective July 1, 2013. Complaints can not be made for behaviour for conduct prior to July 1, 2013.

### Informal Complaints:

Any individual who has identified or witnessed behaviour or activity by a Member that appears to be in contravention of the Code may address their concerns in the following manner:

- (a) Advise the Member that their behaviour or activity contravenes the Code;
- (b) Encourage the Member to stop the prohibited behaviour or activity;
- (c) If applicable, confirm to the Member your satisfaction or dissatisfaction with his or her response to the concern identified;
- (d) Keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information, including steps taken to resolve the matter.

If not satisfied with the response received through the informal process, an individual may proceed with a formal complaint as outlined in this Section.

### Formal Complaint Procedure Overview:

- The following procedures will be followed in the event of a violation of this Code. It is expected that violations of this Code will be rare and thus the need to use these procedures will also be rare.
- Any Mapleton stakeholder can bring forward a complaint under this Code, if they feel they have reasonable grounds that a Member has breached this Code, and if informal measures didn't resolve the matter. A formal complaint must be submitted within 60 days of the of the alleged violation occurring. No action will be taken on a complaint received beyond these deadlines.



### Formal Complaint in Writing:

The person filing the complaint shall document the matter in writing as follows:

- ( a ) Person filing the complaint
  - ( b ) Contact information (address, phone & email) of the complainant
  - ( c ) Date submitted
  - ( d ) Name of the Member violating the Code
  - ( e ) Date(s) & time(s) of the incident(s) or conduct
  - ( f ) Names of witnesses (if any)
  - ( g ) Specific Section(s) of Code violated
  - ( h ) Detailed description of the incident(s) or conduct
  - ( i ) Sign & date
- A Council Code of Conduct Complaint Form is available on the Township's website.
  - The complainant will make a copy of their complaint then place the formal complaint in a sealed envelope with the label "Formal Complaint under the Council Code of Conduct". The complainant will then deliver the sealed envelope to the Clerk at the Municipal office.
  - The Clerk will open the Formal Complaint and ensure the form is completed properly. Once the Formal Complaint is complete, the Clerk will make a copy and log the date of receipt. The copy will be kept in a secure file. The Clerk will then forward the Formal Complaint to Mapleton's designated Integrity Commissioner.
  - The Clerk will not share the contents of the Formal Complaint with anyone else. Violation of this clause is subject to discipline up to and including termination of employment.
  - All Formal Complaints made under this Code should be resolved to the satisfaction of the complainant if possible. Proof of acceptance of the final resolution should be obtained in writing if possible.

## **9. INTEGRITY COMMISSIONER:**

### Integrity Commissioner Appointment:

Council shall appoint an independent Integrity Commissioner from a list of potential qualified Integrity Commissioners provided by the province.

### Integrity Commissioner Process:

As mentioned above, all Formal Complaints are forwarded directly to an appointed Integrity Commissioner for a formal investigation & report. The report is to be presented back to Council within 90 days.

### Integrity Commissioner Protocol:

The following is a description of the Integrity Commissioner protocol as at July 1, 2013. This protocol may change from time to time as required by statute or administrative practice. This description will be reviewed and updated as necessary, at least every term of Council with the review of this Code. If there is a discrepancy between this description and the protocol, the formal version takes precedent.

The Integrity Commissioner shall:

- Review the Formal Complaint and determine on its face, if a complaint is with respect to non-compliance with this Code or covered by other legislation or policies
- The Integrity Commissioner may request additional information from the complainant.
- If the complaint received by the Integrity Commissioner is deemed not to be a complaint with respect to non-compliance with the Code, the Integrity Commissioner shall advise the complainant in writing as follows:
  - (a) **Criminal Matter** – if the complaint is an allegation of a criminal nature consistent with the Criminal Code of Canada, the complainant shall be advised that pursuit of such an allegation must be made through the appropriate police service;
  - (b) **Municipal Conflict of Interest** - if the complaint is an allegation with respect to matters under the *Municipal Conflict of Interest Act*, the complainant shall be advised to review the matter with their own legal counsel;
  - (c) **Municipal Freedom of Information and Protection of Privacy** – if the complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be referred to the Clerk to have the matter reviewed under that Act; and
  - (d) **Discrimination or Harassment** – if the complaint is an allegation of discrimination or harassment, the complainant shall be advised to file a complaint directly to the Human Resources Committee for review and processing under the Township of Mapleton’s Workplace Violence and Harassment Policies. The complainant will also be advised of his or her right to advance an application to the Ontario Human Rights Tribunal.
- If the matter is covered by other policies or statutes with a complaint procedure or legislation, the complainant will be advised and directed to proceed in a manner as considered appropriate by the Integrity Commissioner.

- If upon review of a complaint, the Integrity Commissioner is of the opinion that the complaint is frivolous, vexatious or not made in good faith, or that there are no or insufficient grounds for an investigation, the Integrity Commissioner will not conduct an investigation and shall communicate this position in writing to the complainant and the Member identified in the Complaint Form/Affidavit.
- If at any time, following the receipt of a formal complaint or during the investigation process, the Integrity Commissioner believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be made to achieve an informal resolution.

Integrity Commissioner Investigation:

- If the Integrity Commissioner determines that a formal investigation is required he or she shall proceed in the following manner, subject to the Integrity Commissioner's ability to elect to exercise the powers of a commissioner under Parts I and II of the *Public Inquiries Act*.
  - (a) The Integrity Commissioner shall provide a copy of the complaint and any supporting materials to the Member whose conduct is in question with a request that a written response to the allegation be provided to the Integrity Commissioner within fourteen days.
  - (b) The Integrity Commissioner shall give a copy of the response provided by the Member to the complainant with a request for a written reply within fourteen days.
- If necessary, after reviewing the submitted materials, the Integrity Commissioner may speak to anyone, access and examine any other documents or electronic materials, and may enter any Township work location relevant to the complaint for the purpose of investigation and potential resolution.
- The Integrity Commissioner may make interim reports to Council where necessary and as required to address any issues of interference, obstruction, delay or retaliation encountered during the investigation.
- At any time the complainant may abandon the request for an investigation and the Integrity Commissioner will cease his or her investigation.
- The Integrity Commissioner will make Council aware that a member of Council is under review as appropriate within their mandate. The status of the Councilor under review will be decided by the recorded vote of Council with the named Councilor not voting. Council may decide to suspend the named Councilor without pay during the investigation as appropriate.

Integrity Commissioner Report:

- Upon completion of an investigation, the Integrity Commissioner shall report to the complainant and the Member on the results of his or her review within ninety days of receiving a complete Complaint Form/Affidavit. If the investigation process is going to take more than ninety days, the Integrity Commissioner shall provide an interim report to the complainant and Member indicating when the complete report will be available.

- If during the investigation process, the complaint is withdrawn, sustained or resolved, the Integrity Commissioner shall report to Council outlining the findings, the terms of any resolution and any recommended action within thirty days.
- If upon completion of the investigation the Integrity Commissioner finds that a breach of the Code has occurred, the Commissioner shall report his or her findings to Council including a recommendation as to the imposition of a penalty as set out in the Municipal Act of: a reprimand; suspension of remuneration paid to the Member for a period of up to ninety days.
- If upon completion of the investigation, the Integrity Commissioner finds that there has been no contravention of the Code, or that a contravention occurred, however, the Member took all reasonable measures to prevent it, or the contravention committed was trivial or committed through inadvertence or an error of judgment made in good faith, the Integrity Commissioner shall set this out in the Commissioner's final report to Council.

Duty Of Council:

- The Council shall consider the report of the Integrity Commissioner within 30 days of it being received by the Clerk and shall take the action it considers appropriate with regard to the recommendation(s) of the Integrity Commissioner.
- In circumstances where the alleged breach of trust or other misconduct is serious in nature, Council may pass a resolution, pursuant to the Municipal Act, 2001, requesting a judicial investigation into the Member's conduct.

No Complaints or Reports Prior to Election:

- No complaint regarding a Member who is a candidate in an election may be referred to the Integrity Commissioner or forwarded by the Clerk for review and/or investigation between Nomination Day and the date of the inaugural meeting of Council in any year in which a regular municipal election will be held. The Clerk shall forward any complaint received after Nomination Day to the Integrity Commissioner on December 1 in a regular election year and advise the complainant of this process. The time elapsed between Nomination Day in a regular election year and the inaugural meeting of the newly elected Council shall not be included in the time calculation referred to in Section 9.0.
- Notwithstanding Section 9.0 of the Code, the Integrity Commissioner shall not make any report to Council until after the regularly scheduled Council meeting in any year in which a regular municipal election is to be held.
- Any reports would proceed to the first Council meeting held after the inaugural meeting of the new Council.

Confidentiality Of Complaint Documents:

- The Integrity Commissioner and every person acting under his or her instructions shall preserve the confidentiality of all documents, material or other information, whether belonging to the Township or not, that come into their possession or to their knowledge during the course of their duties as required by Section 223.5 of the *Municipal Act*.

- Pursuant to Section 223.5(3) of the Municipal Act, this Section prevails over the *Municipal Freedom of Information and Protection of Privacy Act*.
- If the Integrity Commissioner reports to the Council on an investigation into an alleged breach of the Code, the report shall only disclose such information that in the Integrity Commissioner's opinion is required for the purposes of the report.
- If the Integrity Commissioner issues an annual or other periodic report to Council on his or her activities, the Integrity Commissioner shall summarize the advice he or she has given but shall not disclose confidential information that could identify a person concerned.

Other Duties Of The Integrity Commissioner:

In addition, to conducting investigations regarding alleged breaches of the Code, the Integrity Commissioner shall have the following responsibilities:

- (a) Provide information to Council as to their obligations under the Code;
- (b) Provide advice to individual Members regarding specific situations as they relate to the application of the Code;
- (c) Provide advice to Council on other policies and procedures that relate to the ethical behavior of Members;
- (d) Provide general advice on conflict of interest issues noting that this advice may not be used in defense of allegations related to conflict of interest;
- (e) Provide information to the public regarding the Code and the obligations of Members under the Code; and
- (f) Provide an annual report to Council on the activities of the Integrity Commissioner.

Requests for Advice from Integrity Commissioner:

- Where an individual Member is seeking to obtain advice from the Integrity Commissioner, the Member shall submit to the Integrity Commissioner a completed Request for Advice Form which shall be forwarded to the Integrity Commissioner for response.
- The Integrity Commissioner shall provide his or her advice in writing to the Member.
- Any written advice given by the Integrity Commissioner to a Member, as it relates to the Code, binds the Integrity Commissioner in any subsequent consideration of the Member's conduct in the same matter provided the relevant facts known to the Member were disclosed to the Integrity Commissioner.
- Any written requests for advice and responses to such requests are covered under the *Municipal Freedom of Information and Protection of Privacy Act*.

## 10. DEFINITIONS UNDER THIS CODE:

For the purpose of this Code of Conduct,

- (a) “Child” means a child born within or outside a marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family or as defined under the current Municipal Conflict of Interest Act as amended from time to time.
- (b) “Township” means The Corporation of the Township of Mapleton.
- (c) “Township property” means items, services or resources which are the property of the Township including but not limited to: materials, equipment, vehicles, facilities, technology, Township- developed computer programs of technological innovations, databases, intellectual property, Township-owned images, logos, coat of arms, and supplies.
- (d) “Clerk” means the Township Clerk of The Corporation of the Township of Mapleton.
- (e) “Code” means this Code of Conduct as it applies to Members of Council, and/or Township Council Committees.
- (f) “Committee Member” means citizens and/or staff appointed by Township Council to Committees of Council.
- (g) “Complaint” means an alleged contravention of this Code.
- (h) “Confidential information” includes information in the possession of the Township that the Township is either prohibited from disclosing, or is required to refuse to disclose, under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), or other legislation. Generally, MFIPPA restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is subject to solicitor-client privilege and information that is deemed to be personal information. Under MFIPPA, “personal information” means recorded information about an identifiable individual, including:
  - i) Information relating to the race, national or ethnic origin, colour, religion, age, sex, sexual orientation or marital or family status of the individual;
  - ii) Information relating to the education or the medical, psychiatric, psychological, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved;
  - iii) Any identifying number, symbol or other particular assigned to the individual;
  - iv) The address, telephone number, fingerprints or blood type of the individual;

- v) The personal opinions or views of the individual except if they relate to another individual;
- vi) Correspondence sent to an institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to that correspondence that would reveal the contents of the original correspondence;
- vii) The views or opinions of another individual about the individual; and
- viii) The individual's name if it appears with other personal information relating to the individual or where the disclosure of the name would reveal other personal information about the individual.

It also means any information that is of a personal nature to Township employees or clients or information that is not available to the public and that, if disclosed, could result in loss or damage to the Corporation or could give the person to whom it is disclosed an advantage. Confidential information includes, but is not limited to the following information:

- i) Disclosed or discussed at a Closed Session meeting of Council;
  - ii) That is circulated to Members of Council and marked "Confidential"; and
  - iii) That is given verbally in confidence in preparation of or following a meeting that is closed to the public and includes, but is not limited to the following types of information:
    1. Personal matters about an identifiable individual(s);
    2. Information about suppliers provided for evaluation which might be useful to other suppliers;
    3. Matters relating to legal affairs of the Township; sources of complaints where the identity of the complainant is given in confidence; items under negotiations; and
    4. Matters identified as solicitor-client privileged.
- (i) "Corporation" means Corporation of the Township of Mapleton.
  - (j) "Council" means the Council of the Township of Mapleton.
  - (k) "Council Committee" means an Advisory, Reference, Standing or Special Committee of Township Council, established from time to time.
  - (l) "Staff" means a person employed by The Corporation of the Township of Mapleton, including those employed on a personal services contract, and volunteers, but does not include Members.

- (m) “Frivolous” means something that is not worthy of serious consideration, or that is of little or no importance, due to its lack of seriousness or sense.
- (n) “Gifts and benefits” means any cash or monetary equivalent, fee, object of value, service, travel and accommodation, or entertainment.
- (o) “Good faith” means in accordance with standards of honesty, trust and sincerity.
- (p) "Harassment" as defined by the Occupational Health and Safety Amendment Act means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome.
- (q) “Hospitality” means instances where there is entertainment of or by outside parties for the furtherance of municipal business.
- (r) “Integrity Commissioner” means the Integrity Commissioner appointed by Council pursuant to the Municipal Act, 2001.
- (s) “Member” means a Member of Council, or Committee Member.
- (t) “Member of Council” means the Mayor or Councilor of The Corporation of the Township of Mapleton.
- (u) “Office” means the authority and duties attached to the position of being an elected Member of Council.
- (v) “Official duties” means the public duties of a Member and includes functions performed by Members necessary to demonstrate responsible and accountable government with respect to matters within the Township’s jurisdiction, and which are done for the purpose of providing good government with respect to those matters.
- (w) “Parent” means a person who has demonstrated a settled intention to treat a child as a Member of his or her family whether or not that person is the natural parent of the child or as defined under the current Municipal Conflict of Interest Act as amended from time to time.
- (x) “Pecuniary interests” are interests that have a direct or indirect financial impact or as defined under the current Municipal Conflict of Interest Act as amended from time to time they include:
  - i) Any matter in which the Member has a financial interest;
  - ii) Any matter in which the Member is a shareholder, director or senior officer of or holds a controlling interest in a corporation that does or does not offer its securities to the public, and such corporation has a financial interest;



- iii) Any matter in which the Member is a partner of a person or is in the employment of a person that has a financial interest; and
  - iv) Any matter in which a parent, spouse, same sex partner or any child of the Member has a financial interest, if known to the Member.
- (y) "Personal benefit" means forms of advantage other than financial such as seeking an appointment, promotion or transfer within the Corporation on behalf of a family Member and includes the private interests of a Member.
- (z) "Private interest" means all of the activities of a Member not included in the term defined as "Official Duties".
- (aa) "Spouse" means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage or as defined in the current Conflict of Interest Act as defined from time to time.
- (ab) "Vexatious" means without reasonable or probable cause or excuse.
- (ac) "Workplace bullying" is defined as a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.

## Human Rights

### HUM 02.12 Harassment

Every employee has a right to freedom from harassment in the workplace whether its harassment from the Township, its agents (suppliers, clients, contract workers, etc.) or by another employee on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age record of offences for which a pardon has been granted, marital status, family status or handicap.

The Township respects the rights of each employee and will comply with all legislation designed to protect employee rights and freedoms.

#### Defining Harassment

Harassment is considered to be a comment(s) or a course of conduct by a person that the person knows, or should know, is unwelcome. Harassment is offensive, insulting, intimidating, hurtful and malicious. It creates an uncomfortable work environment and has no place in employee relationships.

The Township will not tolerate verbal, written (inclusive of e-mail) or physical conduct which constitutes workplace harassment. Persons who harass others will be dealt with appropriately and may be terminated for cause.

Should any incidents of harassment of the Township's employees by the public or others who have dealings with the Township occur, the Township acknowledges its' responsibility to support and assist the person(s) subject to such harassment and the appropriate action will be taken.

Matters that concern an employee's fundamental rights with respect to work will be dealt with in a forthright and confidential manner.

This workplace harassment policy is not meant to stop free speech or to interfere with everyday social relations.

For the purpose of this policy, retaliation against an individual for having invoked this policy, having participated or cooperated in any investigation under this policy, or for associating with a person who invoked this policy, will be treated as workplace harassment.

The Township's workplace harassment policy applies to all employees, including Department Heads and Council, and extends to all Township activities, including lunches and social gatherings related to the workplace.

It is both the employee's responsibility and the Township's responsibility to keep each other informed of matters that infringe upon these rights. These matters must be brought to the attention of your Department Head.

### Racial Harassment

Racial Harassment is defined as any conduct or comment which causes humiliation to an employee because of their racial or ethnic background, their colour, place of birth, citizenship or ancestry.

Examples of conduct which may be racial or ethnic harassment includes:

- Unwelcome remarks, jokes or innuendoes about a person's racial or ethnic origin, colour, place of birth, citizenship or ancestry.
- Displaying racist or derogatory pictures or other offensive material.
- Insulting gestures or practical jokes based on racial or ethnic grounds, awkwardness or embarrassment.
- Refusing to speak to or work with someone or treating someone differently because of their ethnic or racial background.

### Sexual Harassment

Like racial or ethnic harassment, sexual harassment is against the law. It is also against Township policy which encourages respect and courtesy among employees.

Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile and/or offensive working environment.

It is the Township's intent to provide every employee with a work environment free from sexual harassment. All employees have the responsibility to conduct themselves accordingly.

Here are some examples of what could be interpreted as sexual harassment:

- Gender-related comments about an individual's physical attributes, mannerisms or characteristics.
- Unwelcome physical contact such as patting, touching, pinching, petting, etc.
- Suggestive or offensive remarks.
- Unwelcome propositions of physical intimacy.
- Gender-related verbal abuse, threats or taunting.
- Leering.
- Bragging about sexual prowess.
- Demands for dates or sexual favours.
- Offensive jokes or comments of a sexual nature about an employee.
- Display of sexually offensive pictures.
- Unwelcome questions or discussions about sexual activities.
- Sexual Assault.
- Unwelcome language related to gender

### Your Role in Addressing Workplace Harassment

As a Township employee, you have the following responsibilities to our workplace when it comes to addressing workplace harassment.

#### Employee's Role

If you are an employee who has witnessed harassment in the workplace:

Inform the harassed person that you have witnessed harassment and that you find it unacceptable. Support is often welcome. However, if that person does not feel that they have been harassed or do not wish to pursue the matter further, then you should respect their decision, unless you honestly believe the employee may be in some danger or face some harm.

Encourage the harassed person to report the incident to the Department Head.

#### Department Head's Role

Department Heads are responsible for creating and maintaining a harassment-free workplace.

Department Heads must be sensitive to the climate in the workplace and address potential problems before those problems become serious.

When an employee has asked their Department Head to deal with a harassment incident, they should:

Support the employee without prejudging the situation.

Work with the employee and document the offensive action(s) and have the employee sign a complaint.

Contact the C.A.O. Clerk and provide details of the incident on behalf of the employee.

What to do...

The steps outlined below apply to all types of harassment. On many occasions, the victim of harassment may be hesitant to seek help for fear of personal or economic reprisals:

Harassment should not be ignored. Silence can, and often is, interpreted as acceptance.

Ask the offender to stop

As harassment is often unintentional, the best way to deal with it is to tell the person(s) that their behaviour is unwelcome or offensive and must stop (Asking to stop the behaviour often puts an end to harassment).

Keep a Record

Maintain a record of dates, times and behaviour of the offender. If any witnesses are present, this should also be recorded.

Seek Assistance

Should an employee have good reason to believe that he or she has been subject to harassment, the employee should immediately report the incident to their Department Head and/or barring that, they should speak to the C.A.O. Clerk,

The Township will do its best to protect from unnecessary disclosure the details of the incident in question and the identities of the parties.

If necessary, the Township may employ outside assistance or request the use of our legal counsel.

Employees will not be demoted, dismissed, disciplined or denied a promotion, advancement or employment opportunities

because they rejected sexual advances of another employee or because they lodged a harassment complaint when they honestly believed they were being harassed.

Where it is determined that harassment has occurred, a written report will be given to the employees concerned, and appropriate remedial action will be taken.

Adopted November 08, 2005



## **Appendix B** **Role & Responsibilities of Council and CAO**

1. Council governs the Municipality
  - CAO is responsible to Council
  - Council has a role similar to a private sector Board of Director
  - Council macro-manages the Municipality affairs
  - CAO micro-manages the Municipality affairs with the help of senior managers
  - Management of day to day operations is delegated by Council to CAO
  - Council respects the role of the CAO to manage the affairs of the Municipality
  - CAO has an administrative tone
  - Council has a policy tone
  - Both Council & CAO understand the importance of maintaining a healthy working relationship built on mutual trust & respect
  - Council defines the expectations and verifies performance for the Municipality as a whole
  - CAO is responsible for performing the duties as outlined in the CAO job description
  - CAO assists Council in performing all their duties by acting as an resource and advisor
2. Council determines services to be provided by the Municipality
  - CAO manages the delivery of these services and ensures quality control
  - Council has a role to monitor the efficiency & effectiveness of delivery of these services
3. Council develops & monitors (evaluates) policy & programs
  - CAO implements & manages the established policy & programs
4. Council ensures adequate systems (includes internal control), Human Resources, and other resources are in place to implement the decisions of Council efficiently & effectively
  - CAO advises & assists in setting up these systems
  - CAO implements the decisions of Council
5. Council ensures the accountability & transparency of Municipal operations
  - Council manages the performance of the CAO
  - Council ensures a proper performance management system is in place
  - CAO manages the performance of senior managers directly and all staff indirectly
  - CAO is a leader to the administration
  - CAO has a responsibility to maintain staff morale and a team atmosphere

6. Council has overall responsibility to maintain the fiscal health of the Municipality
  - Council approves the annual budget
  - CAO & Treasurer prepare annual budgets & monitor actual results against annual budgets
7. Council establishes the long term strategy
  - Council establishes the broad direction for the Municipality
  - The strategy includes vision/values/mission statement and annual Municipal goals
  - CAO assists Council in preparing the long term strategy & setting directions by acting as an resource, facilitator and advisor
  - CAO implements the approved long term strategy
8. Council approves major operational decisions
  - CAO implements these major operational decisions
  - CAO makes non major decisions and solves non major problems without the involvement of Council with in framework described above
9. Council is an advocate (representative) for taxpayers
  - Council acts in best interest and well being for the majority of public
  - Council is involved in resolving sensitive difficult community issues
  - CAO resolves taxpayer issues (complaints/inquiries) in a timely fashion as outlined in an protocol for handling taxpayer complaints
  - Council & CAO represents & promote the Municipality as mutually agreed
10. Council is has an overall responsible to ensure the Municipality is complying with all applicable statutes
  - CAO will inform the Council concerning these statutes and ensure hands on compliance
11. Council determines the key stakeholders of the Municipality
  - CAO will manage those relationships and communicate as directed by Council