HCM Election News

THE UNITED TOWNSHIPS OF HEAD, CLARA & MARIA

THE HOME STRETCH!

> "Democracy cannot succeed unless those who express their choice are prepared to choose wisely. The real safeguard of democracy, therefore, is education."
>
> Franklin D. Roosevelt

Polling Stations will be open on Saturday, September 22 and Monday, October 22 for Municipal Elections. The office of Mayor and all seats on Council have been contested.

An **Advance Poll** has been scheduled for Saturday, September 22 from 11:00 a.m. to 5:00 p.m.

The polls open on **Voting Day**, Monday, October 22 at 10:00 a.m. until 8:00 p.m.

The municipality continues to use the traditional paper ballot system. In order to facilitate placing a vote for non-residents, proxy voting is allowed and encouraged.

Hopefully, the information contained within this newsletter will provide you with the information necessary to be able to vote and to place an informed vote for your candidate(s).

If you require additional assistance please feel free to contact the municipal office at 613-586-2526.

An **All Candidates Night** will be held on Wednesday, September 5, 2018. An audio recording of that event will be created and posted on the municipal website on the Elections Page for access for those who could not attend.

Also, use the tools there to see if you are on the Voter's List. You can alternately search "**Voter Lookup**" in a search engine and follow the instructions. This is a system set up by MPAC to allow Ontario residents to determine if they are on the voter's list for municipal elections. Please note that you must use your name as it exists on your property ownership and/or tax bill. That is where MPAC gets its information.

The full list of candidates is on the page following.

INSIDE THIS ISSUE:

Candidates for Head, Clara & Maria Council

(In Alphabetical Order)

MAYOR
YOU MAY VOTE FOR (1) ONE CANDIDATE.

Grills, Debbi — 202 Loon Valley Lane, Stonecliffe, ON, K0J 2K0
debbi.grills@gmail.com   613-586-1904   New

Reid, Robert James — Box 1-8, 107 Ashport Road,, Mackey, ON, K0J 2B0
robbie1_400@hotmail.com 613-586-9384   613-635-2095 cell   Incumbent

COUNCILLOR
YOU MAY VOTE FOR UP TO (4) FOUR CANDIDATES.

Allen, Brent — 1262 Pine Valley Road, Stonecliffe, ON. K0J 2K0
info@pinevalleyresort.ca, 613-586-2621   New

Chartrand, Calvin — 43 Logger's Road, Stonecliffe, ON. K0J 2K0
ctc22@hotmail.ca   613-586-2301, 613-639-3106 cell   Incumbent

Clouthier, Wayne Joseph — 12 Boudreau Road, Mackey, ON. K0J 2B0
theresaandwayne328@gmail.com 613-586-2604   New

Dowser, Chris — 1256 Pine Valley Road, Stonecliffe, ON, K0J 2K0
chris.dowser@gmail.com   613-586-1900 - work   New

Kelly-Chamberlain, Fran — 108B Jennings Road, Mackey, ON, K0J 2B0
fravillern@hotmail.com   613-586-1942, 613-717-0924 cell   New

McGurran, Patrick Robert — 40414 Highway 17,, Stonecliffe, ON, K0J 2K0
mcgurranp@gmail.com   613-253-0351   New

McKay, Cathy — 569 Mackey Creek Road, Mackey, ON, K0J 2B0
bcmckay2@hotmail.com   613-584-9673   Incumbent

Rose, Nancy W. — 507 Edgewater Way, Mackey, ON, K0J 2B0
nwrose-orr@hotmail.com   613-633-6560   Incumbent

Villeneuve, Ernie Jr. — 140 Jennings Road,, Mackey, ON, K0J 2B0
erniev.ev@gmail.com   613-602-2814   Incumbent

Watters, Gayle N. — 52 Boat Launch Road, Stonecliffe, ON, K0J 2K0
gayle.jimwatters@gmail.com 613-586-2691 613-717-2691 cell   New

The Council of the United Townships of Head, Clara & Maria is seeking dedicated volunteers for appointment to the position of Library Board trustees.

The Public Library Board is a legal corporation with the authority to make policy and govern the Library's affairs under the *Public Libraries Act. R.S.O. 1990*, c. P.44. Members of the Board are appointed by Municipal Council, for a term of four years, concurrent with the term of Council.

The Library Board's duty is to provide comprehensive and efficient public library services that reflect the community's unique needs. This is your opportunity to contribute a vital service to your community.

Candidates must be 18 years old, Canadian citizens and residents of Head, Clara & Maria. Library or municipal employees may not be board members.

Please submit your expression of interest by November 15, 2018, to:

> Melinda Reith
> Municipal Clerk
> 15 Township Hall Road
> Stonecliffe, ON, K0J 2K0
> hcmclerkmreith@gmail.com

Council will make appointments to the board at their first meeting in December and as per legislation will appoint one member of Council as one of the five.

For additional information on the duties of the Board, contact the Library at: 613-586-1950 or hcmlibra13@gmail.com or your current Library Board members. As the Library is only staffed one day a week, please leave your name and contact information and they will get back to you.

Elections 2018

Notice of Election

Voting places will be opened on Monday, October 22 at 10:00 a.m. until 8:00 p.m. at the Municipal Hall in Stonecliffe for the purpose of voting for the following positions.

Mayor   1 to be elected at large

Councillor   4 to be elected at large

All School Board offices have been acclaimed.

Polls for all communities will be opened at the Township Hall in Stonecliffe on Election Day. **There will be no separate poll in Deux Rivieres on Election Day;** voter's who have not taken advantage of the advance poll or proxy voting will have to travel to Stonecliffe on Election Day to place their vote.

Advance Vote

An advance vote shall be held on Saturday, September 22, 2018 between the hours of 11:00 a.m. and 5:00 p.m., at the **Township Hall, 15 Township Hall Road, Stonecliffe** for electors from all communities: Mackey, Stonecliffe, Bissett Creek and Deux Rivieres.

One of the principles of the Election's Act is to maintain the integrity and secrecy of the vote. Based on the low number of residents who remain in the Deux Rivieres poll, it is completely possible that after voting, the way people have voted may become known. For that reason, and due to logistics, the Deux Rivieres poll will be combined with that from Mackey. Bissett Creek's poll was combined with Stonecliffe years ago.

Who Can Vote

A person is entitled to be an elector at an election held in a local municipality if, on voting day, he or she:

• resides in the local municipality **or** is the owner **or** tenant of land there, **or** the

spouse of such owner or tenant;

•   is a Canadian citizen;

•   is at least 18 years old; **and**

♦   is not prohibited from voting under subsection (3) or otherwise by law.

The Following People Are Not Entitled to Vote

The *Municipal Elections Act, 1996* prohibits the following individuals from voting:

•   Any person who is not a qualified voter;

•   A person who is serving a sentence of imprisonment in a penal or correctional institution;

•   A corporation;

•   A person acting as an executor or trustee;

•   A person who has been convicted of corrupt practices under the *Municipal Elections Act, 1996* in the last four years;

•   Anyone who is prohibited, by law from voting.

Are You On The Voter's List?

Notice is hereby given that the Voters' List, of persons entitled to be electors in the Municipality of the United Townships of Head, Clara & Maria for the 2014 Municipal Election, is available at the Municipal Office (15 Township Hall Road) for review. The list will be available beginning on Tuesday, September 4, 2018 weekdays as the office is open—Monday to Wednesday and Fridays—8:30 a.m.—4:00 p.m. The list will also be available during the Advance Poll from 11:00 a.m. to 5:00 p.m. and during the election up to 8:00 p.m.

Electors are called upon to request a review of the list in person (with assistance from municipal staff) to ensure that their names and relevant information are correctly shown and for the purpose of making additions, corrections or deletions to/from the Voters' List. Requests via phone will confirm information you supply only.

It must be noted that due to Protection of Privacy Laws, an **elector is only entitled to verify their own information**; not that of their spouse, child or any other individual.

Voter's List Amendments

Applications for revisions to the voter's list will only be accepted on fully completed "Applications to Amend Voter's List" Forms available on-line or at the Clerk's office.

Identification required to make any change consists of provincially or federally issued photo ID or 3 pieces of non-photo ID collectively identifying your name, address and signature.

If a person arrives at the Voting Location without a completed amendment form they may still be able to vote providing they make a declaration/take an oath in the prescribed form and/or complete a Ministry form declaring their eligibility.

Number of Ballots

For the 2018 election, due to the number of candidates, you will receive 2 separate ballots, one for the office of Mayor and one for the office of Councillor. If you are voting a proxy vote, you will receive four separate pieces of paper/ballots from the DRO. You will vote as per your choices on two ballots—one for councillors and one for mayor; and you will vote as per the direction of the person who signed your proxy form on two ballots, one for councillors and one for mayor. The DRO will explain further as required.

> Note: The only time you can vote on someone else's behalf is if the other person has appointed you as their voting proxy. If you have power of attorney, or if you are acting as that person's executor or in any other representative capacity, you are not entitled to vote to on their behalf unless they have also appointed you as their proxy.

A document, such as Proxy form or Request for Revision of the Voter's List, that is filed with an election official under the Act and that is required to be signed **shall bear only original signatures**. The forms are to be completed in duplicate however; the Clerk will accept a single form as printed from the municipal website if properly endorsed and create a photocopy to retain for municipal records. You will require the original to take to the DRO on voting day.
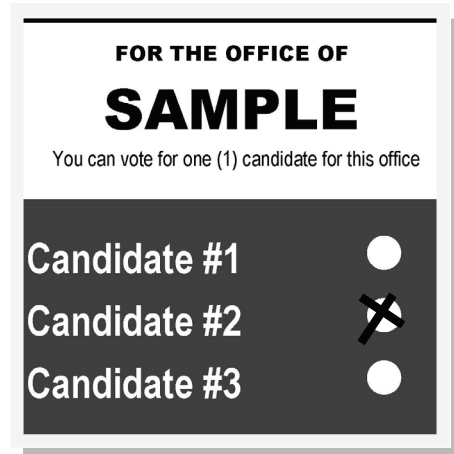
Voter Identification

Since 2014 elections, there have been some changes to voter identification requirements. Voters are required to show identification in order to vote. If your name is on the voters' list, you will be required to show one piece of photo ID that has your name and address on it in order to receive a ballot.

Ballots and How to Mark Them —X Marks the Spot

If you are an eligible elector, you are entitled to vote for 1 candidate for mayor, and up

to 4 candidates for councillor. The ballots will be printed in white on black background to facilitate marking your ballot. Your ballot is to be marked by placing a legible X in the circle beside the name of the candidate or candidates for which you are voting.

FOR THE OFFICE OF

SAMPLE

You can vote for one (1) candidate for this office

Candidate #1 ⚪
Candidate #2 ✕
Candidate #3 ⚪

Your ballot should not contain any other writing or identifying marks, rips, tears, folds etc. or they may be recorded as spoiled and not counted. A ballot which includes anything other than the X (s) to mark your preference may be subject to objection and may not be counted. Be sure to follow the rules within the voting place to make sure your vote is counted. If you spoil your ballot in error, you may return it to the DRO and receive a replacement. The spoiled/cancelled ballot will not be counted.

For those of you who are relatively new to the community, please check the voter's list before you come to vote. It does take MPAC some time to download property sales data into the Preliminary List of Electors. Further, if you are not a property owner, but instead the spouse of a property owner, or a tenant—you are also entitled to vote and may not be on the Voter's List.

All Candidate's Night—Wednesday, September 5, 2018 at 7:00 p.m.

Event Details. An introduction to the process will be provided with the candidates each being given a specified time to introduce themselves. After introductions are completed, audience members will be given the opportunity to pose questions of the candidates. The candidates will be given a specified time to respond. After all questions from the audience have been answered, the facilitator will read questions posed anonymously. Providing time allows, the floor may be opened up to additional questions from attendees. A time for meet and greet will follow with coffee/tea provided for refreshments.

We have a facilitator who has had experience in running all candidates events in provincial and municipal elections who we are trusting to run the event fairly and impartially.

Municipal staff will participate in setting up the venue with a platform for candidates, the facility microphones, speakers and recording systems operational. The event will be recorded and posted on the municipal web site to assist those who are not able to attend or who are non-resident voters. Please take this opportunity to come out and get to know what your candidates feel is important and why. You don't need to know them, you need to know how they will vote on issues of importance to you.

Enforcement and Penalties

It is an offence to do, or attempt to do, any of the following:

⇒   vote if you are not an eligible elector;

⇒   vote more times than the Act allows;

⇒   vote in a voting place where you are not entitled to vote;

⇒   induce or procure a person who is not an eligible elector to vote;

⇒   cast a vote yourself after you have appointed a proxy;

⇒   vote as a proxy if the person who appointed you has cancelled the appointment, become ineligible to vote, or died;

⇒   give a ballot to someone if you are not authorized to do so;

⇒   switch the ballot you were given with a different piece of paper to be placed in the ballot box;

⇒   take a ballot away from the voting place;

⇒   handle a ballot box or ballots if you are not authorized to do so;

⇒   bribe a person (using money, valuables, or offers of office or employment) to vote a certain way or to not vote at all, or give a third party money so that they can bribe the person;

⇒   accept a bribe to vote a certain way or to not vote at all;

⇒   bribe a person to become a candidate, refrain from becoming a candidate, or withdraw from being a candidate.

It is also an offence to contravene the campaign finance provisions – for example, to make a contribution without being eligible to do so, to contribute more than the limit, or to contribute money that is not yours.

General penalties

If a person is convicted of committing an offence, they may be subject to the following penalties:

⇒   a fine of up to $25,000;

⇒   ineligibility to vote or run in the next general election;

⇒   up to six months in prison.

If a corporation or trade union is convicted of committing an offence, they may be subject to a fine of up to $50,000.

From the 2018 Voters' Guide for Ontario Municipal and School Board Elections

Voter Information

Traditionally, prior to previous elections, staff would share generic magazine articles about the role of council, of the public and of staff in the governance and administration of local municipalities from experts in the municipal field. For 2018 we will share the report prepared for Council, the public and staff by experts hired specifically by HCM. Expertise 4 Municipalities and Wishart Municipal Law Group were hired by Head, Clara & Maria to review the recent complaints, investigative reports and ongoing concerns about employees, council members and members of the public over the past year. They have been contracted by and will work with the public, Council and staff to provide education and direction for all going forward.

The report is a prepared by objective third parties who understand how a municipality should run; how administration and governance should occur and how Council and staff should effectively consult and actively engage residents in long term planning. These professionals understand day to day municipal operations, not only because of their training, but because many of them are experts in municipal law, council and government administration with decades of experience amongst them.

This report has been prepared and provided to Council, presented at the special meeting held on July 24, 2018 and shared electronically with the public. Based on the importance of its content, and how the plan to move forward will affect the new Council in their relationship with each other, the public and staff; it is important that this document be made available to everyone, not just those with social media. Please review the draft game-plan for successfully moving our community forward; and then make your decision to vote accordingly. Council will discuss this plan further at its meeting on September 11, 2018.
Shared with permission.

> From the Munk School of Global Affairs—https://munkschool.utoronto.ca/imfg/uploads/346/
> imfgpaper_no26_goodgovernance_zacktaylor_june_16_2016.pdf
>
> **Good Governance** includes: Inclusivity, Accountability, Impartiality, Administrative Competence, Learning Capacity and Timeliness. It must be based on formal rules, societal and organization norms and institutional capacity. Follow the link to read the entire article.

Report to Council

United Townships of Head, Clara and Maria
July 24, 2018

1. **PURPOSE**

   This report has been prepared jointly by Wishart Municipal Law Group (WMG) and Expertise for Municipalities (E4m) for the United Townships of Head Clara and Maria (the Municipality), upon Council's request, to provide advice and/or guidance on ways to rebuild confidence between the members of Council, the municipal staff and the public.

2. **BACKGROUND**

   Four separate and distinct hamlets along highway 17 make up the Municipality. The year-round population is reported to be 248 in 2016. The municipality also has a seasonal population.

   Current Situation
   Over the past year or so, considerable dissention has arisen within the Municipality between the Council, staff and the public. It appears, that this has transpired in large due to the County's proposed use of the former railbed, which crosses the municipality, as a multi-use trail. This has fostered an environment of conflict, distrust and self-protective behaviour within the municipality resulting in the breakdown of respect and trust between members of the Council, staff and the public. This has resulted in various complaints and resulting, problematic investigations and all of which has further been exacerbated by the failure to keep various investigations, and the contents of the subsequent reports, confidential by several parties.

   It is very apparent that a divide has been created in the community. Based on the documentation that we reviewed, it is difficult to establish a single underlying cause as it appears that there are multiple actions/behaviours that have led to the current situation. To be clear, no single event or person has created the situation it appears to have resulted from a series of events/decisions.

   Current Challenges

   The following is a summary of some of the key challenges that are problematic for the municipality today

   - Public perception of Council and staff bias
   - Level of trust between Council and Staff in the decision-making process
   - Misunderstanding of Conflict of Interest both regarding Councillors and Staff
   - Breaches of confidentiality or a lack of understanding when and how confidentiality applies
   - Personal Relationships between and among Council, staff and the public

   What makes an effective Municipal Government?
   ✓ Healthy, strong and vital communities work as a "team" toward a common vision for the future. They have developed community plans and implementation strategies.

✓ The public expresses their opinion in an open public forum. Everyone is treated with respect and has an opportunity to express their opinion without fear of being ostracized, criticized or humiliated.   People do not openly attack one another.

✓ The municipal government operates in an accountable and transparent manner. Members of Council understand that they have a responsibility to act within their statutory role and make decisions that are in the best interest of the Municipality, not for a single person or interest group.

✓ The public is seen as a valuable resource with a wide array of skills, experiences and opinions. They are consulted often, including those individuals who may have opposing views. Opposing views are sought to ensure that all points have been considered in the decision-making process on potentially contentious issues.

✓ The head of council provides leadership guiding the decision-making process, acting as referee if necessary to ensure that established principles of procedure (decorum) are adhered to. The head of council provides strong leadership during meetings to ensure they are run respectfully and that each party follows their "role" (Councillors, Staff and Public).

✓ Municipal staff are seen as professionals. They are not targets of ridicule or finger pointing. Staff follow direction/policy as established by Council and treat all members of Council the same. They act in a professional and unbiased manner providing the best advice/information to Council.

✓ Staff understand that when Council makes a decision contrary to their recommendation, it is not a personal affront; some decisions are political in nature.

✓ The public understands it is the role of staff to provide advice/recommendations to Council, not to make the decisions themselves or advance a personal agenda.

✓ The community is successful and a desired place to live and work.

A Path to Move Forward
After reviewing material that was provided to give background and further understanding of the matter, we find the following to be the key areas to be addressed by the strategy. While we understand that this is election time, it is still prudent to begin a process to help the Municipality to move forward. The foundation of our approach is to:

- Build a Culture of Trust– Establish and follow the Rules
- Improve Decision-Making Processes – Examine all the Angles
- Strengthen Leadership -
- Develop the "Team"

3. **BUILD A CULTURE OF TRUST – ESTABLISH AND FOLLOW THE RULES**

A municipal government is a statutory government and is the level of government that is closest to its constituents. Members of the public interact, often on a daily basis, with elected officials and staff in both a professional and a personal capacity. It is actually the most scrutinized level of government due both to the fact that it is required to have open meetings with few exceptions and that it is run by Councillors and Staff who often live in the community. We often refer to it as living in a "fish bowl". It certainly can be a challenging environment to work within when you are constantly bombarded with ridicule and threats.

Being an elected official is often a thankless and challenging position. It can also be highly rewarding once you understand that it is impossible to keep everyone happy all of the time and that your role is to act in good faith and carry out the responsibilities assigned to councils under various pieces of legislation. Council needs to understand and remind itself that its role is primarily to set policy and levels of service, not to operate the municipality. This is often a challenge for Councillors who run for Council in an effort to perform a specific task or project or who want to become involved in the municipal operations.

An employee of a Municipality often has too many "supervisors". It is extremely important that Council and the public understand that Council only supervises one employee – the CAO. When members of the public and/or council attempt to direct staff to carry out specific work they are going outside of their role. This frequently creates problems and uncertainty in the workplace. Council only has legal "power" while sitting at the council table at a properly constituted meeting. No individual member of council has authority to act on behalf of council unless directed by by-law/resolution. Further, a quorum of Councillors are prohibited from meeting to move the business of the municipality forward apart from at a proper Council meeting.

Decisions a Council makes, the actions of individual members of Council in the community as well as the actions of staff shape the public's perception of their municipal government. If the public understand the roles of Council and of Staff, and Council provides strong and consistent leadership to staff who then carry out instructions from Council which are provided in written, accessible resolutions or by-laws, all members of the "team" understand and largely support the municipal government. Where decisions are made and remade, are challenged by Councillors after they are made, are not made in writing, are made in improper meetings or where staff do not follow and support the decisions of Council, the public loses faith in their local government.

Tools to help build a Culture of Trust......

- Strategic Plan – strategic plan that is developed by the community provides Council with an understanding of where and how the community(ies) want to develop. It also acts as a reference point so that decisions made conform with the principles of the plan. This is a long-term planning document that assists Council, Staff and the Public to understand where the Municipality is going and what short, medium and long term goals are in place.

- Code of Conduct – Council's promise to the public about how they can expect them to behave. Changes to the *Municipal Act* require municipalities to have a compliant code of conduct and appoint an Integrity Commissioner by March 1, 2019.

- Staff Code of Conduct – Council's direction to staff about how they are expected to behave. While not required under the *Municipal Act* it is an excellent idea for municipalities to have a staff Code of Conduct.

  Workplace Violence & Harassment Policy – Municipalities were required by the Bill 132 Amendments to the *Occupational Health and Safety Act* to have an updated policy by September of 2016. Currently the Municipality's policy does not comply with the OHSA.

- Procedural By-law – Section 238 of the *Municipal Act* requires each municipality to prepare a Procedural By-law. This is an important document for any municipality as it advises everyone how Council will function. A Procedural By-law sets out the rules by which meetings are conducted. It specifically contains the definition of a meeting, provisions for calling meetings, public meetings, conduct of Council, staff and members of the public at meetings, reporting, the order of business, how to become a delegation and how minutes are taken and posted. Most procedural by-laws follow Parliamentary Procedure/Robert's Rules of Order. This makes them extremely formal. A municipality's procedural by-law should be a reflection of how it functions and conversely, Council should function as dictated by its Procedural By-law

- Accountability and Transparency by-law – The *Municipal Act* requires municipalities to adopt and maintain polices with respect to the manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public. It is important for Council to understand what is meant by "Transparency" per your policy. It does not mean that confidential information or in-camera information is disseminated to the public. Rather it means that the decision-making process is open to scrutiny and understanding. It means that decisions are discussed and debated in proper meetings and that confidential meetings are advertised and held in accordance with the requirements of s.239 of the *Municipal Act, 2001*.

- Education on all of the above for Council, Staff and public
    o Both documentary and in person

Some of these documents are already in place. Our plan is that they be reviewed, updated and amended as required then that Council, staff and the public are provided training on what they contain, what they do and how to use them.

4. IMPROVE DECISION-MAKING PROCESSES – EXAMINE ALL THE ANGLES

Individuals who sit on council, and staff who work for a municipality, typically do so because they want to make their community a better place to live, work and play. They achieve this by acting within their roles and by making informed decisions.

It is a fact of government that not all decisions will be popular, nor will they please all ratepayers.

The role of council is to set policy and establish levels of service. To make these decisions, they rely on information that they have available to them. This information often comes from staff reports, public meetings/letters/petitions and the debate process at a council meeting. From time to time, members of council also do their own research by speaking with constituents. Each Council member should have access to the same information that every other Councillor has. In other words, it is important that information be shared and considered at Council meetings equally.

The role of staff is to carry out the direction of Council.   When Council direction is not clear and decisive, staff have to make decisions on how to interpret Council's wishes. Sometimes, staff do nothing because they do not believe that they have been given direction from Council. Often this leads to Council feeling like staff are not doing their job properly.

A significant decision-making challenge, primarily in small municipalities, is that they don't have accountants, engineers, land use planners or lawyers on staff. Advice from these professionals is often costly and many small municipalities are unwilling to pay these costs, so they rely on staff to provide them with the 'legal interpretation', 'land use planning advice' etc. and what we have seen is that these communities are saving themselves into crisis. By this we mean that rather than spend a thousand dollars today on professional advice they end up paying tens of thousands tomorrow to correct problems that have been created by not getting the proper advice in the first place. This is not the fault of staff. They are doing the best they can with the resources, skills, knowledge and experience they have.

It is also important for Council to make and then support decisions, and not revisit or discuss past decisions except in accordance with Procedural by-law. Failure to do so results in poor relationships between and among Council, staff and the public. It also strongly undermines Council's reputation and integrity in the Community.

Tools to help Improve the Decision-making Process......
- Standardize an approach to decision making – Not everyone thinks the same way, nor do they approach decision-making the same way. This is actually a significant benefit to the Council type of government. Decision-making is a process that can be clearly defined.   It is useful to establish a clear process on how Council will make decisions. This assists staff in preparing reports and ensuring Council has the appropriate information for the type of decision that they are making. It will also help to streamline the work of Council as well as improve accountability to the public.
- Policy on the use of petitions in decision making – it is important for Council to determine rules around the use of petitions in their decision-making process. A clear

policy will allow the public to put forward appropriate petitions and decrease the potential animosity that arises when one petition is considered and another is not. While worthy of consideration, Council should not believe they are bound by petitions.

- Policy on community engagement – A strategic plan is an excellent guide to help Council make decisions for the large majority of topics. From time to time issues arise that may not have been contemplated when the strategic plan was developed. In some of these circumstances Council would benefit from public input. A policy outlining the strategy that will be used to engage the community will provide guidance to Council members and staff on when, and it what manner they are to approach the public for input/feedback on issues/matters being decided upon.

- Standardized Staff reports – the content of staff reports should be in keeping with the decision-making standard. At a minimum staff reports should contain
  - Consistent format
  - References to applicable legislation
  - References to applicable municipal by-laws/policies/previous resolutions
  - Options to consider
  - Staff recommendation(s)

5. STRENGTHEN LEADERSHIP

Leadership is multi-layered in the municipal context.
- Council as a whole provides leadership to the community
- The head of council provides leadership to Council
- The CAO provides leadership to staff, provides advice to Council and is a liaison with the public. (Prof Seigel, Brock University)

This is one area that is often forgotten. Leadership is not a skill that everyone innately has. It is a critical skill that councils should consciously develop. Strong leadership is necessary to function effectively and efficiently within the geographical borders of the Municipality as well as to navigate the political tides of the Province. Leadership is different than management. Leadership in this context is largely based on what is known as political acuity. Political acuity can be summarized as follows:

a) Understanding the formal process by which decisions are made:
Each organization/municipality will make decisions differently based on the formal policies and procedures that have been adopted by Council. These formal processes drive the interactions between Council, staff and the public. It is important for leaders to know and follow these processes. This includes how decisions are made at the County and Provincial levels as decisions made by both bodies can have a direct impact on the municipality/municipal organization. This involves:
- Knowing who the key players are
- Legislative framework - formal sources of power
- Policies and procedures
- Organizational structure/chain of command

b) Understanding the informal process that impact decision-making
   Informal processes:
   The informal process is driven by people with influence rather than necessarily positions of "power". These can be individuals, groups of individuals, organizations and/or businesses. Informal networks or alliances are important to understand. Capitalizing on these resources within and external to the Municipality will enable Council to make informed decisions by understanding the originating perspectives and motives from which the influence comes.

c) Understanding the environmental factors that are at play (political climate/community culture):
   Every organization has a political culture. Every community has its own culture. Without knowing this about your organization or community it will be a challenge for decision-makers to find middle ground and achieve win-win outcomes. In essence, understanding your political culture is necessary to determine what is indeed in the best interest of the municipality as a whole.

d) Understanding how personalities, as well as organizational/community politics and how the dynamic nature of both, can negatively or positively play a role in relationships:
   Recognizing and respecting that each individual has a unique personality, skill-set and experiences and capitalizing on these to assist making decisions, mobilizing community participation, and minimizing conflict is a skill of good leaders. By this we do not mean manipulating people, we mean understanding what strong suits people have and using these skill resources appropriately. This is especially critical for the head of council, the CAO as well as committee and board chairs. It is not in the best interest of the Municipality to set people up to fail. This is often done by placing individuals in a position that they are not capable of. This not only does a disservice to the individual it also impacts the effectiveness and perception of the Municipality by the public and outside agencies. Taking advantage of personnel strengths, rather than focusing on weaknesses leads to individual effectiveness and therefore a more productive team player and thereafter, team.

e) Understanding the difference between internal and external forces and their impacts:
   There are many forces that impact Municipalities. It is important for leaders to know what is going on within the community and outside of the community, to recognize/analyze the trends and determine how they will impact the Municipality. These are consistent and non-static. It is important to always be aware and forward thinking. Many Municipalities find difficulty when they do things "because we have always done them that way". Often, this fact is precisely the trigger to look at a particular task, practice or policy to determine whether it is effective or whether organizational improvement can be achieved.

Leaders that have political acuity are able to mobilize people, build capacity and direct energies/resources on the most important activities to achieve an outcome proactively – not wait until something becomes a crisis before they act. This could include lobbying neighbouring communities, the County, Provincial or Federal governments.

Tools to Strengthen Leadership.......
   ▪ Community Engagement best practices
   ▪ Conflict Resolution training
   ▪ Community Directories

- Council and Staff team building exercises and "strength inventories".

6. DEVELOP THE "TEAM"

In order to develop the "Team", it is important that the team members start on the same page. To do this, each member needs to understand his or her role as well as how each role participates in the municipal process. The team works best when each member acts within their role and follows the appropriate rules. It is important that Council members and new staff receive proper orientation, so they understand what their role is and what is expected of them.

Also, it is important that all team members recognize that knowledge and information is meant to be shared within the team and not used as a weapon against one another. Disparity in knowledge can lead to misunderstanding and friction. Any information given to a single member of council should be shared with all members of council. It is cliché, but there is no "I" in team. The municipal "team" is a group made up of staff, council(lors) and the public, all with vital, yet distinct roles. It is inappropriate for staff to treat some Councillors differently than they treat others. This is extremely important when there are prior personal connections with a member of Council. In small municipalities this is a common occurrence where family members or friends are on Council. A perception of favouritism can weaken the relationship between and among team members. While often inevitable, this perception can be combatted by ensuring an open and equal sharing of information and strictly restricting discussion of municipal business to Council /Committee meetings

Information sharing should also be done, as appropriate, with the public. This leads to a transparent organization. Confidential information should never be shared. The integrity of the closed session should never be breached by members of Council or staff. In fact, to legally release confidential Council information, a formal decision of Council is required. This decision cannot be made by any one individual, either staff or Council. Failure to maintain confidentiality is a significant breach of trust and can lead to disciplinary action or civil litigation and liability for the Municipality or individuals.

The Council members, staff and the public have a responsibility to seek/disseminate the appropriate knowledge/information. By this we mean that perception is not always fact and it is important that facts, not gossip or misinformation, is circulated within and outside of the community. Nothing works against a community more than turmoil and inaccurate information being captured in the media. A strong media relations policy is recommended.

Our approach to build team involves Council training, staff training and public education. By understanding roles, the legislative framework and what is acceptable behaviour strong working/trust relationships can be built between and among Council, staff and the public.

Tools to Develop the Team include.......
- Council orientation
- Public education – conflict of Interest/candidate training/others as the need arises
- Workplace harassment training
- Complaint process/policy
- Communication/media policy

7. ACTION PLAN

Foundation	Tool	Action	Time
Building Trust	Strategic Plan	Prepare a long-term community development strategic plan	January 2019 to September 2019
	Code of Conduct for Council	Review/Adopt Code of Conduct/ Integrity Commissioner Protocols - documents received by CAO after attending drafting workshop put on by WMG and E4m - Council to Review/be trained on -Council to Adopt - shared with public	 July 2018 July/August 2018 September 2018
	Code of Conduct for Staff	Review/update and adopt - add definition of conflict of interest	September 2018
	Workplace Violence and Harassment Policy	Compliant policy provided with WMG membership Review Adopt Train Council/Staff/Public	N/A July/August 2018 September 2018 September 2018
	Procedural By-law	Update for compliance with Bill 68 Amendments to the *Municipal Act* - revise to ensure "user friendliness"	WMG/E4m Drafting/Training Workshop November 2018
	Accountability & Transparency By-law	Review & update as appropriate ensure there is consideration of MFIPPA and closed session confidentiality.	February 2019
Improve Decision Making Processes	Standardized approach to decision making	Develop a process/decision-making model with Council as to how they will make decisions	December/January 2019 Review annually
	Policy on petitions	Draft and adopt a policy on when petitions are acceptable and how they will augment the decision-	February/March 2019

		making process	
	Policy on community engagement	Draft and adopt a policy on when and how the community will be engaged in the decision-making process	March/ April 2019
	Standardized staff reports	Review existing staff report template and revise to address decision-making model	December/January 2019
Strengthen Leadership	Community Engagement best practices	Develop a resource that identifies the Municipality's best practices for engaging the public (surveys, newsletters, public meetings) what works	Spring 2019
	Conflict Resolution Training	Research and find appropriate training, budget and hold training	Spring 2019
	Community directories	Update existing directories Determine other useful directories to have and build	On-going
	Team building exercises and "strength inventories"	Conduct team building with the new Council/ Committees and continue the practice throughout the term of Council	On-going after election
		Create a strength inventory	Start after the election/maintain and update on an on-going basis
Building "Team"	Council orientation	In house and with external providers	After the election
		Build the orientation package	Prior to election day
	Public Education - conflict of interest	Training on what conflict of interest is and is not	Prior to March 1, 2019
	- candidate training	Training on what is involved in being on council	Prior to October 22, 2018
	- others as the need arises	Be aware of other areas requiring public	On-going

		awareness/training, provide as appropriate – develop an annual training schedule	
	Workplace Harassment	Updated, compliant policy obtained with WMG membership	
		- adopt policy	September 2018
		- train staff	September 2018
		- train Council	September 2018
		- educate the public	September 2018
	Complaint process/policy	Review existing policy, update to include code of conduct complaint process as well as to provide a definition of what harassment is and how vexatious complaints become harassment Adopt policy	January 2019
	Communications/Media policy	Review/update or draft as necessary	January 2019

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EMAIL LIST If you would like to be on our community email list please contact the Municipal Office.   It is the intent of staff to keep email addresses secure by using Blind Carbon Copy however; we can not guarantee confidentiality.

INPUT Council and staff are interested in what you have to say. If you have ideas for service changes, comments, concerns, complaints? Please forward to the Municipal Office or any of your members of Council at the contacts provided. Your input is valued. Many positive changes recently implemented have been the result of ratepayer suggestion. Please take every opportunity you can to take part in the future of your government and your community.

From Making a Difference: Cuff's Guide for Municipal Leaders, Volume 2. George B. Cuff, an expert and sought after speaker on Municipal Governance world wide.

What Does **Governance** Require?

♦ An appreciation of people;

♦ A desire to serve others;

♦ A willingness to learn;

♦ A willingness to listen to one's colleagues;

♦ A readiness to compromise on issues;

♦ An understanding of the issues;

♦ Research, reading and checking out the facts;

♦ An understanding of the decision-making process;

♦ An understanding of everyone's roles, including their own; and

♦ Patience.

Ensure that the candidate(s) you wish to elect, exhibit the above traits and are willing to spend the time required to learn, if they do not already abide by these principles.