AGENDA
A meeting of the Council of the Corporation
of the Town of Northeastern Manitoulin and the Islands
to be held on Tuesday, November 17, 2026
at 7:00pm

1. **Call to Order by Clerk**

   Swearing in of New Council Members

2. **Approval of Agenda**

3. **Disclosure of Pecuniary Interest & General Nature Thereof**

4. **Minutes of Previous Meeting**
   i. Confirming By-law 2026-42

5. **New Business**
   i. Procedural By-law
   ii. Code of Conduct
   iii. Role of a Councillor
   iv. 2027 Conferences
   v. Motion of Support - Landfill
   vi. Donation Request – Food Bank

6. **Minutes and Correspondence**
   i. Congratulations – Bill Rosenberg

7. **Adjournment**

THE CORPORATION OF THE TOWN OF
NORTHEASTERN MANITOULIN AND THE ISLANDS

BY-LAW NO. 2026-43

Being a by-law of the Corporation of the Town of Northeastern Manitoulin and the Islands to adopt the minutes of Council for the term commencing November 15, 2026 and authorizing the taking of any action authorized therein and thereby.

WHEREAS the Municipal Act, S.O. 2001, c. 25. s. 5 (3) requires a Municipal Council to exercise its powers by by-law, except where otherwise provided;

AND WHEREAS in many cases, action which is taken or authorized to be taken by a Council or a Committee of Council does not lend itself to an individual by-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF NORTHEASTERN MANITOULIN AND THE ISLANDS ENACTS AS FOLLOWS:

1. THAT the minutes of the meetings of the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands for the term commencing November 15, 2026

November 3, 2026
November 5, 2026

are hereby adopted.

2. THAT the taking of any action authorized in or by the minutes mentioned in Section 1 hereof and the exercise of any powers by the Council or Committees by the said minutes are hereby ratified, authorized and confirmed.

3. THAT, where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the minutes mentioned in Section 1 hereof or with respect to the exercise of any powers by the Council or Committees in the above-mentioned minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing the taking of any action authorized therein or thereby or required for the exercise of any power therein by the Council or Committees.

4. THAT the Mayor and proper Officers of the Corporation of the Town of Northeastern Manitoulin and the Islands are hereby authorized and directed to do all things necessary to give effect to the recommendations, motions, resolutions, reports, action and other decisions of the Council or Committees as evidenced by the above-mentioned minutes in Section 1 and the Mayor and Clerk are hereby authorized and directed to execute all necessary documents in the name of the Corporation of the Town of Northeastern Manitoulin and the Islands and to affix the seal of the Corporation thereto.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 17rd day of November, 2026

Al MacNevin Mayor

Pam Myers Clerk

The Corporation of the Town of Northeastern Manitoulin and the Islands
Minutes of a meeting of Council held Thursday, November 5 2026
at 7:00p.m.

PRESENT: Mayor Al MacNevin, Councillors: Patti Aelick, Al Boyd, Mike Erskine, George Williamson, Dawn Orr, Bruce Wood. Laurie Cook

ABSENT: Councillor William Koehler

STAFF PRESENT: David Williamson, CAO
Pam Myers, Clerk
Sheryl Wilkin, Treasurer

Mayor MacNevin called the meeting to order at 7:00 p.m.

Resolution No. 219-11-2026
Moved by: A. Boyd
Seconded by: G. Williamson
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands approves the agenda as amended.

Carried

Resolution No. 220-11-2026
Moved by: W. Koehler
Seconded by: D. Orr
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands accepts the financial reports a presented.

Carried

Resolution No. 221-11-2026
Moved by: D. Orr
Seconded by: L. Cook
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands does now adjourn at 7:23 pm.

Carried

Al MacNevin Mayor Pam Myers Clerk

The Corporation of the Town of Northeastern Manitoulin and the Islands
Minutes of a meeting of Council held Tuesday, November 3, 2026
at 7:00p.m.

PRESENT: Mayor Al MacNevin, Councillors: Patti Aelick, Al Boyd, Mike Erskine, George Williamson, Dawn Orr, William Koehler, Bruce Wood. Laurie Cook

STAFF PRESENT: David Williamson, CAO
Pam Myers, Clerk

Mayor MacNevin called the meeting to order at 7:00 p.m.

Resolution No. 215-11-2026
Moved by: P. Aelick
Seconded by: G. Williamson
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands approves the agenda.

Carried

Resolution No. 216-11-2026
Moved by: W. Koehler
Seconded by: D. Orr
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands now reads a first, second and third time and finally passes By-law 2026-41, being a by-lay to adopt the minutes of council for the term commencing November 15, 2022 and authorizing the takin g of action therein and thereby.

Carried

Resolution No. 217-11-2026
Moved by: M. Erskine
Seconded by: B. Wood
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands now reads a first, second and third time and finally passes By-law 2026-42, being a by-lay to authorize the Mayor and CAO to enter into an agreement with the Ministry of Municipal Affairs and Housing for a grant in the amount of $27 369.51 as a payment in lieu of taxes for the identified properties.

Carried

Resolution No. 218-11-2026
Moved by: A. Boyd
Seconded by: B. Wood
RESOLVED THAT the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands does now adjourn at 7:18 pm.

Carried

Al MacNevin Mayor Pam Myers Clerk

THE CORPORATION OF THE TOWN OF
NORTHEASTERN MANITOULIN AND THE ISLANDS
BY-LAW NO. 99-36, as amended
December 4, 2007 and February 16, 2010,
February 18, 2014
April 1, 2014
February 19, 2019
March 31, 2020
May 17th , 2022

BEING A BY-LAW TO GOVERN THE PROCEEDINGS OF COUNCIL, THE CONDUCT OF ITS MEMBERS AND THE CALLING OF MEETINGS.

WHEREAS, pursuant to Section 55 of the Municipal Act, R.S.O. 1990, c. M.45, as amended by the Planning and Municipal Statute Law Amendment Act, 1994, every Council and Local Board shall adopt a procedural by-law to govern the calling, place and proceedings of meetings,

AND WHEREAS, pursuant to Section 102 of the Municipal Act, R.S.O, 1990, c. M.45, every Council may pass by-laws to govern the conduct of its members,

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF NORTHEASTERN MANITOULIN AND THE ISLANDS HEREBY ENACTS AS FOLLOWS:

The rules and regulations contained in this by-law shall be observed in all proceedings of the Council and shall be the rules and regulations for the dispatch of business by Council and its Committees.

COUNCIL AND COMMITTEE MEETINGS

1. Regular meetings of Council shall be held at 14 Water Street on the first Tuesday and Thursday and the third Tuesday and Thursday, of each month, at 7:00 p.m.

2. In the case of Provincial Emergency orders or the decision of Council the schedule of Council meetings may change with notice to the general public.

3. Electronic meetings, in person meetings and hybrid meetings may be held any member participating will be considered part of quorum .

4. The inaugural meeting of Council, after a regular election, shall be held on or as soon after to November 15th as the meeting schedule allows.

5. Council may, by resolution, alter the date and/or time of a regular meeting provided that adequate notice of the change is posted and published in local newspapers.

6. Members of Council may attend Council meetings through electronic methods, in person or a hybrid method

7. A member of Council that is participating electronically can participate in a closed meeting.

8. In the case of a declared emergency by the Premier, the Cabinet or the Municipal Head of Council under the Emergency Management and Civil Protection Act member of Councils, Committees and local boards who participate in open and closed meeting electronically can to be counted for the purposes of quorum.

9. (a) The Head of Council may, at any time, summon a special meeting.
(b) The Clerk shall summon a special meeting, upon receipt of a petition of the majority of the Council members, for the purpose and at the time and date mentioned in the petition.
(c) In either case of (a) or (b) above, the special meeting shall be held not sooner than 48 hours following the Head's summons or receipt of the petition, as the case may be, and the Clerk shall provide written notice of the special meeting immediately following receipt of the summons or petition.
(d) Notwithstanding, the notice requirement set out above, in the event of a Boni-fide emergency the meeting may be held as soon as practicable following receipt of the summons or petition, as the case may be, and notice may be given by telephone or personal contact as determined by the Clerk.
(e) Unless otherwise specified in the notice described in paragraph 10(c) above, a special meeting shall be held in the Council Chambers.
(f) The notice of a special meeting shall specify the purpose for the meeting

10. (a) The Mayor shall preside at all meetings of the Council;

(b) When the Mayor is absent or refuses to act, or the office is vacant, the members may appoint another presiding officer from among themselves for the purpose of chairing a particular meeting;

(c) the Mayor or presiding officer may expel, from a meeting, anyone who engages in improper conduct;

11. (a) All Council and Committee meetings shall be open to the public;
(b) Notwithstanding, paragraph 10(a) above, a meeting of Council or a Committee may be closed to the public if the subject matter being considered relates to:

security of the property of the municipality or local board;

personal matters about an identifiable individual, including municipal or local employees;

a proposed or pending disposition or acquisition of land for municipal or local board purposes;

labour relations or employee negotiations;

litigation or potential litigation, including matters before administrative tribunals affecting the municipality or local board;

the receiving of advice that is subject to solicitor/client privilege, including communications necessary for that purpose;

a matter in respect of which a council, board, committee or other body has authorized a meeting to be closed under another Act;

for the purpose of educating or training the members;

the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act;

Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them

A trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.
A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value

position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

direction to employees

12. Before all or part of a meeting is closed to the public, the Council shall state by resolution:

    (a) the fact of the holding of the closed meeting;
    (b) the general nature of the matter considered at the closed meeting.

13. Subject to subsection 12 (b) a meeting shall not be closed to the public during the taking of a vote.

14. Despite subsection 13, a meeting may be closed to the public during a vote if,

    (a) subsection 12(b) permits or requires a meeting to be closed to the public and,

(b) the vote is for a procedural matter or for giving directions or instructions to officers, employees or agents of the Town or persons retained by or under contact with the Town.

15. Meetings or sessions which are closed to the public may be referred to as in camera meetings or sessions.

AGENDA AND SUPPORTING MATERIAL

16. (a) The Clerk shall prepare agenda of Council and Committee meetings as assigned;

(b) Insofar as is practicable, Council agenda, along with supporting material, shall be prepared and made available to members on the Friday afternoon, prior to a regular Tuesday meeting;

All documents submitted will include

a. Name and address of individual
b. Be signed and dated
c. Be legible
d. Provide a topic and brief overview
e. Will no be disrespectful or vulgar in nature

(c) Individuals or groups wishing to appear at a regular meeting of Council shall advise the Clerk, not later than 12:00 noon, on the day one week before the subject meeting and the Clerk may make a determination as to deferral of delegations to a subsequent meeting;

(d) All Correspondence to Council will form part of a public record and will become a public document as it appears in an agenda package posted on our website when it is a matter before Council or Committee – No redaction will occur

(e) No Correspondence will be forwarded to Council or Committee if not signed.

(f) Should an item of business arise after the agenda is prepared and circulated, an amended agenda shall be prepared by the Clerk and distributed provided that the item is not received within 24 hours of the meeting and provided that the Clerk has sufficient time and resources to distribute the amended agenda.

(g) Agenda shall be generally formatted as follows but modifications to the matters to be included or the order of business may be affected without requiring amendment to this By-law:

i) Call to Order
ii) Delegations
iii) Disclosure of Pecuniary Interest
iv) Planning Applications
v) Minutes of previous meetings
vi) Old Business
vii) New Business
viii) Minutes and Reports
ix) Correspondence
x) Adjournment

(h) The business of the Council shall be taken up in the order as listed on the agenda, unless otherwise decided by the Mayor or presiding officer.
(i) Additions to the agenda may be considered at the time of meeting if the item is deemed to be time sensitive or urgent in nature and a majority of Council agrees.
(j) All declarations of Conflict of Interest will be presented in writing to the Clerk

NO QUORUM

17. If no quorum is present one half hour after the time appointed for a Council meeting, the Clerk or Recording Secretary shall record the names of the members present and the meeting shall stand adjourned until the date of the next regular meeting or until rescheduled.

CURFEW

18. Council and Committee meetings shall not exceed the duration of three (3) hours but business may be continued upon a resolution passed by majority vote.

DUTIES OF THE MAYOR

19. It shall be the duty of the Mayor or other presiding officer:

(a) to open the meeting, by taking the chair and calling the members to order;
(b) to announce the business, before Council, in the order in which it is to be acted upon;
(c) to receive and submit, in the proper manner, all motions presented by the members;
(d) to put to a vote all questions which are moved and seconded, or necessarily arise in the course of the proceedings, and to announce the result;
(e) to decline to put to vote motions which infringe upon the rules of

procedure;

(f) to enforce, on all occasions, the observance of order and decorum among the members;

(g) to call, by name, any member persisting in breach of the rules or order of the Council thereby ordering the member to vacate the Council Chambers;

(h) to authenticate, by signature, all by-laws, resolutions and minutes of the Council;

(i) to inform the Council, when necessary or when referred to for the purpose, on a point of order or usage;

(j) to select the members of Council who are to serve on Committees;

(k) to represent and support the Council, declaring its will and implicitly obeying its decision in all things;

(l) to ensure that the decisions of Council are in conformity with the laws and by-laws governing the activities of the municipal corporation;

(m) to adjourn the meeting, without question, in the case of grave disorder arising in the Council Chambers;

(n) to order any individual or group, in attendance at the meeting, to cease and desist any behaviour which disrupts the order and decorum of the meeting and to order the individual or group to vacate the Council Chambers where such behaviour persists.

CONDUCT OF MEMBERS OF COUNCIL AND GUESTS

20. No member shall

(a) use offensive words or unparliamentarily language in or against the Council or against any member, staff or guest;

(b) disturb another, or the Council, staff or guest, by any disorderly conduct disconcerting to the speaker or the assembly;

(c) speak on any subject other than the subject in debate;

(d) resist the rules of Council or disobey the decisions of the Mayor or presiding officer or of Council on questions of order or practice or upon the interpretation of the rules of Council;

(e) leave a meeting without first obtaining permission from the Mayor or presiding officer;

(f) be permitted to retake their seat after being ordered to vacate, having committed a breach of any rule of the Council, until the next meeting and without making an apology to Council;

(g) interrupt the member who has the floor except to raise a point of order.

21. No person shall be allowed to address Council or speak in debate without permission of the Mayor or presiding officer.

MOTIONS/RULES OF DEBATE

22. Any motion may be introduced without notice if Council, without debate, agrees on a majority vote to dispense with notice.

23. A motion must be formally seconded before the question can be put or a motion recorded in the minutes.

24. When a motion is presented in Council in writing, it shall be read, or if it is an oral motion, stated by the Mayor or presiding officer.

(a) A motion to amend shall

(b) be presented in writing;
(c) be dealt with, by Council, before a previous amendment or the main motion;
(d) not be further amended more than once provided that further amendment may be made to the main motion;
(e) be relevant to the main motion;
(f) not propose a direct negative to the main motion.

25. Once read or stated, by the Mayor or presiding officer, a motion may not be withdrawn without the consent of the majority of the members.

26. Immediately prior to voting on a motion, the Mayor or presiding officer shall state the question in the precise form it is to be recorded in the minutes, including any amendments to the question.

27. After the motion as amended is finally put, no member shall speak to the question nor shall any other motion be made until after the vote is taken and the result is declared.

28. On an unrecorded vote, the manner of determining the decision, on a motion, shall be at the discretion of the Mayor or presiding officer and may be by voice, show of hands, standing or otherwise.

29. Where a vote is taken for any purpose and a member request, before or after the vote, that the vote be recorded, each member present, except a member disqualified from voting by any Act, shall, vote in alphabetical order and announce their vote openly and any failure to vote by a qualified member shall be deemed to be a negative vote and the Clerk shall record each vote.

30. The Mayor or presiding officer, except where disqualified to vote, may vote on all questions and when so doing shall vote last.

31. Except where expressly provided in Statute, any question on which there is an equality of votes shall be deemed to be defeated.

32. Subject to subsection 30, no vote shall be taken by ballot or any other method of secret voting and every vote so taken is of no effect.

33. When two or more members seek to address Council, the Mayor or presiding officer shall designate the member who may speak first.

34. Any member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a member while speaking.

35. The following matters and motions may be introduced orally, without written notice and without leave, except as otherwise provided by these rules:

(a) a point of order or personal privilege;
(b) presentation of petitions;
(c) to lay on the table (to defer temporarily);
(d) to postpone indefinitely or to a specific day;
(e) to move the previous question (immediate vote on the main motion).

36. The following motions may be introduced without notice and without leave but such motions shall be in writing and signed:

(a) to refer;
(b) to adjourn
(c) to amend;
(d) to suspend the rules of procedure.

37. Except as provided in paragraph 36, all motions shall be in writing

38. The Clerk and other officers may introduce matters to be dealt with, by motion, subject to the notice provisions set out in paragraph 14.

39. Council may, from time to time, employ a confirming resolution immediately prior to adjournment for the purpose of validating decisions or direction given which is minor in nature and not set out in a by-law or resolution.

POINTS OF ORDER AND PRIVILEGE

40. The Mayor or presiding officer shall preserve order and decide questions of order.

41. The Council, if appealed to, shall decide the question without debate and its decision shall be final.

BY-LAWS

42. No by-law shall be presented to Council unless the subject matter has been considered and approved by Council.

43. Every by-law shall be introduced upon motion, by a member, specifying the title of the by-law.

44. Every by-law, when introduced, shall be in typewritten form and shall contain no blanks except as may be required to conform to accepted procedure or to comply with provisions of any Act.

45. Every by-law shall be given three readings prior to passage.

46. By-laws may be given three readings on the same day, except when requested otherwise by motion of the majority of the members present to defer the third and final readings to a subsequent meeting or as otherwise provided by law.

47. Upon passage, by-laws shall be numbered, signed by the Mayor or presiding officer and embossed with the seal of the Corporation.

48. Any proposed by-law may be referred to a Committee, Department Head or other officer for review and comment, including the Solicitor for the Corporation.

49. When the Mayor of Council is absent on a temporary basis, under no circumstances shall the Council take a decision regarding capital spending unless provision for the capital spending is included in the estimates for that given year as approved by by-law or unless the expenditure is required as a result of an emergency.

50. In all matters and under all circumstances, the members shall be guided by and shall have regard to the Municipal Conflict of Interest Act or its successor, Local Government Disclosure of Interest Act 1994, upon Proclamation.

51. Individuals or groups which are listed on an agenda or are otherwise approved to appear before Council shall, subject to paragraph 17, be limited to not more than fifteen (15) minutes except that a delegation consisting of more than five (5) persons shall be limited to two (2) speakers each limited to speaking not more than ten (10) minutes and any issues introduced during a delegation that requires a decision of council should be deferred to committee or the next regularly scheduled meeting of Council, unless they are of an urgent nature.

52. Following a regular or new election, the Clerk shall provide each member of Council with a copy of this By-law, including any amendments thereto.

53. Any procedure under this By-law which is discretionary and not mandatory

under Statute, may be suspended with the consent of a majority of the members present.

54. No amendment or repeal of this By-law or any part thereof shall be considered at any meeting of the Council unless notice of the proposed amendment or repeal is given at a previous regular meeting of the Council and the waiving of notice is prohibited.

Read a first, second and third time and finally passed this 19th day of September 1999.

Amended this 4th day of December, 2007.
Amended this 16th day of February, 2010.
Amended this 1st day of April, 2014
Amended this 19th day of February, 2019
Amended this 31st day of March, 2020
Amended this 17th day of May, 2022

Al MacNevin Mayor

Pam Cress Clerk

THE CORPORATION OF THE TOWN OF NORTHEASTERN MANITOULIN AND THE ISLANDS

BY-LAW NO. 2018-46
Revised January 18, 2022

Being a by-law of the Corporation of the Town of Northeastern Manitoulin and the Islands to establish a Code of Conduct for the Members of Council.

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

AND WHEREAS the Municipal Act, S.O. 2001, c 25. as amended s 223.2 (1) authorizes municipalities to establish a codes of conduct for members of council of the municipality and local boards of the municipality

AND WHEREAS the Council of the Corporation of the Town of Northeastern Manitoulin and the Islands deems it expedient to establish a Code of Conduct for Council, and local boars of the corporation

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF NORTHEASTERN MANITOULIN AND THE ISLANDS ENACTS AS FOLLOWS:

Members of Council have the privilege of attaining elected office, That privilege carries significant responsibilities and obligations with respect to the public trust. In order to strengthen the role of Council and to enhance public trust with respect to the obligation of its Members, this Code is established to govern and regulate the ethical conduct of all Members and also supplements existing superior legislation, municipal by-laws and related corporate policies that govern Member's conduct.

The public expects the highest moral and ethical standards of conduct from Members that it elects. The behavior and action of Members is expected to reflect the principles of accountability, transparency, and public trust.

Purpose and Principles
The Code sets out and identifies the Town's expectation for its Members and establishes roles for appropriate conduct.

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

Definitions
Code – means the Code of Conduct for Council Members as established by Council.

Confidential Information – means any information in the possession of or received in confidence by the Town that the Town is prohibited from disclosing or has decided to refuse to

disclose under the *Municipal* Freedom of Information and Protection of Privacy Act or other legislation.

Gift – Means cash, admission fees, advances, meals, drinks, vouchers, objects of value, services, offers, personal benefits, travel and accommodation or entertainment that are provided to and retained by a Member, that could be seen to be connected directly or indirectly to the performance of the Members duties.

Integrity Commissioner – means a person appointed by Council that is responsible for providing advice, complaint resolution and education

Member – means a member of Council

Social Media – means web-based application and on line forums that allow users to interact, share and publish content such as text, links, photos, audio or video

Role of council

It is the role of council,
(a) to represent the public and to consider the well-being and interests of the municipality;
(b) to develop and evaluate the policies and programs of the municipality;
(c) to determine which services the municipality provides;
(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
(d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
(e) to maintain the financial integrity of the municipality; and
(f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224; 2006, c. 32,

Role of head of council

It is the role of the head of council,
(a) to act as chief executive officer of the municipality;
(b) to preside over council meetings so that its business can be carried out efficiently and effectively;
(c) to provide leadership to the council;
(c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
(d) to represent the municipality at official functions; and
(e) to carry out the duties of the head of council under this or any other Act. 2001, c. 25, s. 225; 2006, c. 32, Sched. A, s. 100.

Head of council as chief executive officer

226.1 As chief executive officer of a municipality, the head of council shall,
(a) uphold and promote the purposes of the municipality;
(b) promote public involvement in the municipality's activities;
(c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
(d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents. 2006, c. 32, Sched. A, s. 101.

Municipal administration

It is the role of the officers and employees of the municipality,
(a) to implement Council's decisions and establish administrative practices and procedures to carry out council's decisions;
(b) to undertake research and provide advice to Council on the policies and programs of the municipality; and
(c) to carry out other duties required under this or any Act and other duties assigned by the municipality. 2001, c. 25, s. 227

Integrity Commissioner

Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to any or all of the following:

(a) The application of the code of conduct for members of Council and the code of conduct for members of local boards.
(b) The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of Council and of local boards.
(c) The application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* to members of council and of local boards.
(d) Requests from members of Council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
(e) Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behavior of members.
(f) Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
(g) The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*. 2017, c. 10, Sched. 1, s. 19 (1).

Acceptance of Gifts

Members of Council are expected to represent the public and the interests of the municipality and to do so with both impartiality and objectivity. The acceptance of a gift, benefit or hospitality can imply favoritism, bias or influence on the part of the member. At times, the acceptance of a gift, benefit or hospitality occurs as part of the social protocol or community events linked to the duties of an elected official and their role of representing the municipality.

Members of Council shall not accept gifts that would, to a reasonable member of the public appear to be in gratitude for influence, to induce influence, or otherwise go beyond the necessary and appropriate public function involved.

Use of Town Property

Members of Council may only use corporate property, equipment, supplies or services for activities connected with the discharge of official duties or associated community activities having the sanction of Council or its committees.

Members of Council shall avoid waste, abuse and extravagance in the provision or use of public resources and shall expose fraud and corruption of which the member of Council is aware.

Cell phones provided by the Corporation may be used for personal business but must not be used in a manner that would bring the municipality or member into disrepute.

Access to the internet is to be used strictly for municipal business, under no circumstances should the internet access be used to access or download material that is of a defamatory, obscene, offensive, or sexual nature.

Should you receive an e-mail containing inappropriate material from any source the e-mail should be forwarded to the Clerk and deleted and not forwarded to anyone else inside or outside the organization.

Communications, Social Media

Official information related to decisions and resolutions made by Council will normally be communicated in the first instance to the community and media in an official capacity by the Mayor or designate.

Members of Council will accurately and adequately communicate the attitudes and decision of Council, even if they disagree with a decision of Council however; they may state they did not support a decision.

Conflict of Interest

It is the responsibility of individual Councillors to ensure that they are aware and trained in the application of the Municipal Conflict of Interest Act. The onus is on the Councillor to identify a conflict of interest, to take the appropriate action to identify the existence of a conflict in favour of his/her public duty by verbally declaring a conflict of interest and submitting a written statement of their conflict of interest to the Clerk, or designate:

(a)When present at meeting at which matter considered or

(b)Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, the member,

(c)shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

(d)shall not take part in the discussion of, or vote on any question in respect of the matter; and

(e)shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question. R.S.O. 1990, c. M.50, s. 5 (1).

Where member to leave closed meeting
(a)Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration. R.S.O. 1990, c. M.50, s. 5 (2)

(b)Written statement re disclosure at a meeting at which a member discloses an interest as soon as possible afterwards, the member shall file a written statement of the interest and its general nature with the clerk of the municipality or the secretary of the committee or local board, as the case may be. 2017, c. 10, Sched. 3, s. 4.
Influence

(c)Where a member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter that is being considered by an officer or employee of the municipality or local board, or by a person or body to which the municipality or local board has delegated a power or duty, the member shall not use his or her office in any way to attempt to influence any decision or recommendation that results from consideration of the matter. 2017, c. 10, Sched. 3, s. 4.

Exception
However, if a municipality delegates a power to suspend the remuneration paid to a member under subsection 223.4 (5) of the *Municipal Act, 2001* or subsection 160 (5) of the *City of Toronto Act, 2006* to a person or body, and the person or body is considering exercising that power with respect to a member, subsection (1) of this section does not prevent the member from attempting to influence any decision or recommendation of the person or body that results from consideration of the matter. 2017, c. 10, Sched. 3, s. 4

When absent from meeting at which matter considered:
Where the interest of a member has not been disclosed as required by subsection (1) by reason of the member's absence from the meeting referred to therein, the member shall disclose the interest and otherwise comply with subsection (1) at the first meeting of the council or local board, as the case may be, attended by the member after the meeting referred to in subsection (1). R.S.O. 1990, c. M.50, s. 5 (

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

A member of Council shall always place the interest of the taxpayers first and, in particular, place them before the interest of colleagues on council, staff friends, or family.

Always interpret the phase "Conflict of Interest" in the broadest of terms, if in doubt it is better to disclose a situation.

Confidential Information

By way of their office, Members of Council acquire confidential information from a variety of different sources including confidential personal information related to constituents who have contacted their office.

Confidential information includes information in the possession of, or received in confidence by the Town, that the Town is either prohibited from disclosing, or is required to refuse to disclose under the Municipal Freedom of Information and Protection of Privacy Act.

Members of Council shall not use information that is obtained in his or her capacity as a member and that is not available to the general public to further or seek to further the member's private interest or improperly to further or seek to further another person's private interest.

Where a matter has been discussed in camera, and where the matter remains confidential, disclose the content of the matter or the substance of the deliberation of the in camera meeting; and

Disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law or authorized by Council to do so.

No member shall use confidential information for personal or private gain or benefit or for the personal or private gain or benefit of any other person or body.

Conduct at Council Meetings

The fundamental principles of meetings- such as courtesy and respect, majority rule, minority protection, the right to information, and equality of rights and privileges – shall be adhered to.

All Members of Council shall conduct themselves with decorum at all Town Council, and committee meetings.

No member shall:

use offensive words or unparliamentarily language in or against the Council or against any member, staff or guest;

disturb another, or the Council, staff or guest, by any disorderly conduct disconcerting to the speaker or the assembly;

speak on any subject other than the subject in debate;

resist the rules of Council or disobey the decisions of the Mayor or presiding officer or of Council on questions of order or practice or upon the interpretation of the rules of Council;

leave a meeting without first obtaining permission from the Mayor or presiding officer;

be permitted to retake their seat after being ordered to vacate, having committed a breach of any rule of the Council, until the next meeting and without making an apology to Council;

interrupt the member who has the floor except to raise a point of order.

Staff Relations
Town Council as a whole has the authority to approve budget, develop policy, determine services and ensure the accountability and transparency of the operations of the municipality.

Members of Council do not direct the efforts of municipal staff

Members of Council deal directly with the CAO, for all requests

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

Members of Council will refrain from publicly criticizing staff in any way.

Recommended Complaint Procedure

Informal Complaint Procedure:
Any individual who has identified or witnessed behavior or activity by a Member that appears to be in contravention of the Code within three (3) months of the alleged contravention may address their concerns in the following manner:

a) Advise the Member that their behavior or activity contravenes the Code;

b) Encourage the Member to stop the prohibited behavior 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;

e) If not satisfied with the response received through the informal complaint process, an individual may proceed with a mediated complaint.

Mediated Complaint Procedure:
Any individual who has pursued the informal complaint process and is not satisfied with the result may proceed to the mediated complaint process:

(a)The complainant shall file a formal complaint using the Town's complaint form with the Mayor requesting the initiation of the mediated complaint process

(b)The Mayor shall, within 30 business days convene a meeting with the complainant, if the ~~offending~~ Councillor agrees that mediation may resolve the **alleged** issue,and the CAO to review the facts of the complaint and recommend a reasonable disposition.

(c)If a viable solution is not reached the complainant may proceed to the Formal Complaint process.

e) If not satisfied with the response received through the mediated complaint process, an individual may proceed with a formal complaint through the Integrity Commissioner, as outlined in this Code

Formal Complaint Procedure:

Any individual who has identified or witnessed behavior or activity by a Member that appears to be in contravention of the Code may address their concerns through the formal complaint process set out below:

a) All formal complaints must be made using the Town's Complaint Form and shall be dated and signed by the complainant. The complaint must include an explanation as to why the issue raised may be a contravention of the Code and any evidence in support of the allegation must be included with the complaint form;

b) Any witnesses in support of the allegation must be identified on the Complaint Form;

c) The complaint form must include the name of the Member alleged to have breached the Code, the date, time and location of the alleged contravention and any other information as required on the Complaint Form;

d) The Complaint Form shall be filed with the Clerk by mail or in person who shall confirm that the information is complete as to a), b), and c) of this section.

e) The CAO shall advise Council in a confidential report that a formal complaint has been received and will be forwarded to the Integrity Commissioner for review.

f) The Clerk will forward the Complaint Form to the Integrity Commissioner who will determine whether the matter is, on its face, a complaint with respect to non-compliance with the Code and not covered by other legislation or policies; and

g) The Integrity Commissioner may request additional information from the complainant.

Refusal to Conduct an Inquiry

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 sufficient grounds for an inquiry, the Integrity Commissioner will not conduct an inquiry and shall communicate this position in writing to the complainant, the Member identified in the Complaint Form, and Council.

Opportunity for Resolution

If at any time, following the receipt of a formal complaint or during the inquiry process, the Integrity Commissioner believes that an opportunity to resolve the matter may be successfully pursued without a formal inquiry, and both the complainant and the Member agree, efforts may be made to achieve an informal resolution.

Inquiry

If a complaint has been identified as being within the Integrity Commissioner's jurisdiction and not rejected the Commissioner shall investigate.

The CAO shall inform Council of the Integrity Commissioner's decision to investigate.

The Integrity Commissioner will determine what is the most effective means of communication e.g. email, fax, courier when corresponding with the Complainant and the Member whose conduct is in question.

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.

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 14 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 Town 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 inquiry and the Integrity Commissioner will cease the investigation.

Final Report
The Integrity Commissioner shall report to the Complainant and the Member generally no later than 90 days after the accepting of the complaint.

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; removal of the Member from an advisory committee or local board; recommend that the appropriate Committee or local board remove the Member as Chair or a Committee or local board; have the member repay or reimburse monies received; have the Member return the property or item, or reimburse the value; request the Member apologize to Council, the Complainant, or both; 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 a report to Council.

The Council shall consider the report of the Integrity Commissioner within 30 days of it being received by the CAO 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*, as amended, requesting a judicial investigation into the Member's conduct.

Read a first, second and third time and finally passed this 18th day of December, 2018 to come into effect 1st day of March, 2019

Read a first, second and third time and finally passed this 18th day of January, 2022

Al MacNevin, Mayor

Pam Cress, Clerk

1. Role of council, councillor and staff

After a few months in office, you may feel overwhelmed by the variety of matters demanding your attention. You may be challenged by complex issues, faced with controversial policies, or receive questions from constituents. Understanding your role as a municipal councillor, as well as the role of council and staff, will help you address these situations. In general, council and staff work together towards the common goal of serving the needs of those who live in the municipality.

One of the first things you could do, if you have not already done so, is develop a general understanding of the *Municipal Act, 2001* (https://www.ontario.ca/laws/statute/01m25) (referred to throughout this section as the Act), which is the primary piece of legislation applicable to municipalities. The Act is a legislative framework for municipalities that recognizes municipalities as responsible local governments with a broad range of powers. The Act balances increased local autonomy and flexibility with requirements for improved accountability and transparency of municipal operations.

Councillors may also be required to complete mandatory training as set out in other provincial legislation, including the *Accessibility for Ontarians with Disabilities Act, 2005* (https://www.ontario.ca/laws/statute/05a11) and the *Occupational Health and Safety Act* (https://www.ontario.ca/laws/statute/90o01) .

Role of council

In Ontario, a council is required to have a minimum of five members, one of whom is the head of council. The role of council is outlined in section 224 (https://www.ontario.ca/laws/statute/01m25#BK279) :

"**224**. It is the role of council,"

a. to represent the public and to consider the well-being and interests of the municipality;

b. to develop and evaluate the policies and programs of the municipality;

c. to determine which services the municipality provides;

d. to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;

d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;

e. to maintain the financial integrity of the municipality; and

f. to carry out the duties of council under this or any other Act.

In other words, the key responsibilities as a councillor are to support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained.

Municipal councils have a broad range of responsibilities and may choose to organize their work using committee structures. Some municipalities may choose to use a committee of the whole structure, while other councils will often have a number of standing committees consisting of councillors only, or advisory committees made up of a mix of councillors and members of the public. These committees carry out the work of council and then report back to council with

recommendations. Examples of council committees include: planning, parks and recreation, public works, finance, administration, personnel, etc.

A committee of council is often subject to similar legislative requirements as council under the Act, such as having open meetings.

In strong mayor municipalities, the head of council has powers to create, assign functions to and appoint the chairs/vice-chairs of committees of council. Read the strong mayor powers and duties (https://www.ontario.ca/document/ontario-municipal-councillors-guide/10-strong-mayor-powers-and-duties) section of this guide for more information.

Role of head of council

Depending on your municipality, the head of council may be called a warden, chair, reeve, or mayor. Whatever title is preferred, the role of head of council as set out by the Act remains the same, as outlined in section 225 (https://www.ontario.ca/laws/statute/01m25#BK282) :

> "**225**. It is the role of the head of council,"
>
> a) to act as chief executive officer of the municipality;
>
> b) to preside over council meetings so that its business can be carried out efficiently and effectively;
>
> c) to provide leadership to the council;
>
> c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
>
> d) to represent the municipality at official functions; and

e) to carry out the duties of the head of council under this or any other Act.

As chief executive officer of the municipality, the head of council has special responsibilities, which are set out in section 226.1 (https://www.ontario.ca/laws/statute/01m25#BK282) :

"**226.1** As chief executive officer of a municipality, the head of council shall,"

a) uphold and promote the purposes of the municipality;

b) promote public involvement in the municipality's activities;

c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and

d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

The head of council has a prominent and very public profile. Many citizens within your municipality will have high and often varied expectations for the head of council. The head of council must find a way to balance these expectations and special responsibilities.

Municipal decisions, however, are generally made by council as a whole. Each member of council, including the head of council, only has one vote.

In strong mayor municipalities, the head of council has additional powers and

municipal decisions. Read the strong mayor powers and duties (https://www.ontario.ca/document/ontario-municipal-councillors-guide/10-strong-mayor-powers-and-duties) section of this guide for more information.

Role of the councillor

As a councillor, you have three main roles to play in your municipality: a representative, a policy-maker, and a steward. These roles may often overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your municipality that extend beyond your four-year term of office, and should be made in the context of your municipality's plans for the long-term health and welfare of your community.

Representative role

The representative role of council is clearly indicated in section 224 (https://www.ontario.ca/laws/statute/01m25#BK281) of the Act. At first glance, the representative role appears to be fairly simple and straightforward. But what does it involve?

On one hand, you were elected by your constituents to represent their views when dealing with issues that come before council. Your constituents have many views and opinions, and you cannot represent all of them, all of the time.

On the other hand, election to office requires you to have a broader understanding of the issues that impact the municipality as a whole. You will have to consider conflicting interests and make decisions that will not be popular with everyone. Generally, evidence-based decisions are made by taking into account all available information.

Working as a team with the rest of council and staff will contribute to making your time on council a success. Disagreements among council members are common, but it is important to remember that you are working towards a common goal.

There is no single, correct approach to the representative role. On many issues you may find that you fall somewhere between two, sometimes opposing viewpoints. You will quickly develop a caseload of citizen inquiries that will need to be further

background and interests or because of the issues in your particular ward, if your municipality operates with a ward structure.

Understandably, you will want to try to help your constituents. However, be sure to familiarize yourself with any policies or protocols that your municipality may have for handling public complaints and inquiries, and remember to consult municipal staff.

There may also be circumstances where decisions are made by designated staff who operate at arm's length from the council, and where it could be inappropriate for elected officials to interfere or be seen to be interfering. Examples of this include decisions made by statutory officers such as the clerk, treasurer, fire chief, chief building official or medical officer of health. These individuals may also be acting in accordance with accountability provisions under other pieces of legislation, which may impact their advice to council.

A councillor who has made promises that they cannot keep may lose credibility with the public and strain their working relationship with staff. If your municipality does not have a policy for handling public inquiries, complaints, and frequently asked questions, you may want to consider working with council and staff to develop such a policy. The Ontario Ombudsman encourages the development of local complaints processes, and you may wish to consult the Ontario Ombudsman's tip sheet (https://www.ombudsman.on.ca/Files/sitemedia/Documents/Resources/Local-complaint-Processes-EN-accessible.pdf) for developing a local process.

Policy-making role

Council's role in policy-making is important to providing direction for municipal operations. Policy-making is another key council responsibility identified in section 224 (https://www.ontario.ca/laws/statute/01m25#BK281) of the Act.

Many council decisions are routine, dealing with the ongoing administration of the municipality, but others establish the principles and direction that may determine the municipality's future actions. These are often considered to be policy decisions. Some policies can be specific, such as a by-law requiring dogs to be kept on leashes in public areas, and others can be broader and more general, such as approval of an official plan.

Policy-making may involve a number of steps and requires council to:

- identify an issue that needs to be dealt with

- reach agreement on the facts of the issue, making sure the objectives are met
- give direction to staff to research the issue, identify the available options and report back to council with recommendations
- engage members of the public on the issue and consider their feedback
- consider the information provided by staff, taking into account demands on time, funding and other issues
- make a decision based on the best course of action available and adopt a policy
- direct staff to implement the policy
- work with staff to evaluate the policy and to update or amend it as required

In many cases, council refers a policy issue to a committee of council to take advantage of the committee's expertise in a particular area or to reduce council's workload. A committee of council may follow the same steps outlined above in making policy or making recommendations back to council.

In practice, however, policy-making is sometimes less orderly because of:

- a rapidly changing environment, the complexity of issues facing local government, and the difficulty in singling out problems that require more immediate attention
- differing and sometimes strongly held views by stakeholders and members of the public
- the lack of time to identify all possible alternatives and to conduct detailed research and analysis
- the legal and financial limits on what council may do
- the complexity of implementing policies and developing ways to monitor and evaluate them

Council is the municipality's primary policy-making body. Staff can provide information and advice to help inform council's policy decisions.

Municipal staff are responsible for implementing policies approved by council. As a result, your council may wish to develop appropriate reporting mechanisms so that council can follow implementation progress.

In strong mayor municipalities, the head of council has the power to direct staff in certain circumstances. Read the strong mayor powers and duties (https://www.ontario.ca/document/ontario-municipal-councillors-guide/10-strong-mayor-powers-and-duties) section of this guide for more information.

Stewardship role

Council's objectives are to ensure that the municipality's financial and administrative resources are being used as efficiently as possible.

There is a fine line between council's overall stewardship of the municipality and the administration's management of day-to-day activities. Generally, council monitors the implementation of its approved policies and programs, but the practical aspects of its implementation and administration are a staff responsibility.

The chief administrative officer is a discretionary position whose responsibilities are set out in section 229 (https://www.ontario.ca/laws/statute/01m25#BK287) of the Act.

> "**229**. A municipality may appoint a chief administrative officer who shall be responsible for,"
>
> a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
>
> b) performing such other duties as are assigned by the municipality.

This approach, if chosen, can help separate policy making from policy implementation, with council concentrating on policy making and the chief administrative officer and others implementing the policy.

In strong mayor municipalities, the head of council has the power to appoint a chief administrative officer instead of council. Read the strong mayor powers and duties (https://www.ontario.ca/document/ontario-municipal-councillors-guide/10-strong-mayor-powers-and-duties) section of this guide for more information.

Before council can monitor and measure the municipality's administrative effectiveness and efficiency, it may wish to become familiar with policies currently in place. With input from municipal staff, council can determine whether the policies are functioning well or if changes are necessary.

As part of this process, council may wish to:

- define corporate objectives and set goals and priorities
- establish clear administrative practices
- provide specific guidelines and directions to staff on the applications of those policies
- delegate appropriate responsibilities to staff (to the extent permitted under municipal legislation)
- establish a personnel management policy that emphasizes the recruitment, hiring, evaluation, training and development of staff
- ensure that policies with respect to most operations of the municipality are in place, with special note to mandatory policies required by the Act
- develop protocols for the flow of information between council and staff; and
- consider establishing a protocol for sharing approaches with other local governments and indigenous communities that share a common interest in community health, culture and economy

To be effective in this stewardship role, council may wish to have processes in place to help ensure that:

- policies adopted by council are being implemented
- staff are administering services and programs as council intended
- rules and regulations are being applied correctly and consistently
- funds are being spent only as authorized, and the municipality's resources (financial and otherwise) are being used appropriately and as efficiently as possible

Establishing and following such policies and guidelines helps council leave the day-to-day details for staff to manage. Council is freer to deal with exceptional situations, ensure that policies are current and listen to issues raised by the public to represent the broader community interest.

Role of staff

A key feature of effective and efficient councils is an understanding of council-staff relations and the role of each. Just as section 224 of the Act outlines the role of council, section 227 (https://www.ontario.ca/laws/statute/01m25#BK283) sets out the role of staff:

> "**227**. It is the role of the officers and employees of the municipality:"
>
> a) to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;
>
> b) to undertake research and provide advice to council on the policies and programs of the municipality; and
>
> c) to carry out other duties required under this or any Act and other duties assigned by the municipality.

There are some specific legislative provisions that set out the duties of some officers of the municipality, such as the clerk, treasurer, and the chief administrative officer.

To help staff in meeting council's expectations, council could:

- have a policy requiring comprehensive job descriptions for all staff that specify individual duties and responsibilities
- provide clear policy decisions and directions
- develop policies in an open and consistent manner
- adopt policies that complement and reinforce staff efforts to improve administrative operations
- consult with staff before deciding on policies and programs

- make orientation mandatory for new staff
- establish a staff training and development policy

As a councillor, you can also help staff by:

- making yourself aware of the full range of duties and responsibilities of staff
- treating staff respectfully and considerately
- directing inquiries through the appropriate processes established by the municipality
- providing clear direction to staff
- preparing for council meetings (reviewing the agenda, talking to staff about the history and background of issues, and knowing your constituents' situations and concerns)

Staff, in turn, could:

- provide well-organized agendas, with supporting materials
- provide sufficient, timely information and analysis to make council's decision-making easier
- notify council of changes to legislation and programs
- provide advice on policy (including options and recommended actions),identifying the costs and benefits for the community in human and financial terms
- notify council immediately of any unintended or unexpected impacts of policy decisions
- implement council decisions as effectively and professionally as possible

In strong mayor municipalities, the head of council has the power to direct staff in certain circumstances. Read the strong mayor powers and duties (https://www.ontario.ca/document/ontario-municipal-councillors-guide/10-strong-mayor-powers-and-duties) section of this guide for more information.

Council-staff relationship and roles

All municipalities should recognize the importance of council-staff relations. Some

policies and procedures. Programs like this recognize the experience and expertise of staff and encourage communication between management staff and council.

Councils and their administration have different roles within the municipality, but their roles have common goals and purposes.

The relationship between council and staff is a vital component of an effective municipal government. Staff and council rely on one another to move the municipality forward. Both staff and council provide leadership; council provides political leadership, while staff provide leadership in implementing council decisions.

The relationship between staff and council is intertwined and it is important for council members and staff to respect one another's roles so that they can serve the public in an effective and efficient manner.

Council-staff relationship policies

Municipalities are required to adopt a policy on the relationship between members of council and municipal staff. Municipalities have the flexibility to determine the content of these policies.

Sample considerations: council-staff relationships and roles

Municipalities may wish to consider the following, as they develop a council-staff relationship policy:

- the appropriate roles of council, the head of council and other senior municipal officials – some roles are set out in legislation while others may be specific to the municipality, depending on local needs
- job descriptions for all staff, which outline individual duties and responsibilities
- appropriate processes for directing inquiries
- complaint mechanisms
- guidelines for respectful working relationships
- ethical standards
- establishing an ethics executive to promote an ethical and impartial public service

- the reporting relationships between staff members and members of council

Municipalities may wish to consider how their policy on the relationship between council and municipal staff can complement their local accountability framework for council members.

Strategic planning

Strategic planning is a process by which an organization defines its strategy or direction, and makes decisions about allocating its resources – both financial and staff resources needed to pursue this strategy. Through the strategic planning process, a municipal council can develop strategies, goals, objectives and action plans to achieve the future it desires. Once a strategic plan is adopted, a municipality may wish to measure its success over time and review the plan periodically to ensure that it still aligns with current issues, challenges and realities.

There are many strategic plan models that have been adopted by municipal councils. In some municipalities, strategic plans are supported by other service or subject-specific plans that are more detailed. Examples might include: a recreation and culture plan, a transportation plan, a communications plan, or an economic development plan. These may all help to support council towards reaching its end goal and may help to link in policies, financial allocations, project planning and staffing needs.

A strategic plan is forward-thinking and proactive. Once adopted by council, it can be a guide to decision making, project planning and budgeting. If a municipality doesn't know where it is going, how can it make sure that both council and staff are all going in the same direction?

A first step to developing a strategic plan is to identify the current state of your community. This can be accomplished with what is commonly known as a "Strength, Weaknesses, Opportunities and Threats (SWOT) analysis". A successful SWOT analysis should engage the entire community, including municipal leaders, council, senior management, support staff, stakeholders, residents, local boards, the business community, and rural and urban interests.

Components of a strategic plan

A strategic plan could:

- contain a strategic vision developed with community-wide public input, including input from municipal staff
- align and prioritize strategic goals and initiatives with that vision
- align municipal department business plans with the strategic plan
- develop operational and project plans
- ensure that the vision and goals are taken into consideration during budget decisions
- implement operational and project plans, plans, monitor success, measure and report on the results

Once strategic goals have been set, they can be aligned with specific, measurable, assignable, realistic and time-related (SMART) performance measures. These results can be a powerful tool to communicate and operationalize the strategic plan while also providing a way to monitor and evaluate success.

Decisions, both popular and unpopular, are more easily made when considered in the context of your municipality's broader, long-term strategy. A strategic plan is a framework that encourages consistency in municipal decision-making among both councillors and staff. When developed with public input, a strategic plan represents a shared view of the municipality's future and encourages public commitment and support towards achieving it.

Becoming familiar with your municipality's strategic plan is an effective way of understanding both the organization and the broader environment in your community. Your municipality's administrative, financial and planning decisions should reflect and support the strategic plan.

Succession planning

Succession planning is becoming increasingly important as we see baby boomers age and move into retirement. Succession planning is the process of identifying an organization's current and long-term staffing needs and developing internal talent to help meet those needs. For municipalities, succession planning can be carried

out to help ensure that when key personnel leave, the municipality can continue to deliver programs and services with minimal disruption.

The succession planning process allows a municipality to predict where critical staffing requirements will be in the organization and provides the time to adjust programs, training, and recruitment to meet these requirements as efficiently and effectively as possible. Succession planning programs can offer challenging and rewarding career possibilities and empower current employees by helping them to develop the skills and qualifications they might need to move into more senior positions.

Succession planning should be linked to the municipality's strategic plan. Without understanding the municipality's strategic vision, it is difficult to develop an effective succession plan that is consistent with organizational objectives.

Sample considerations: succession planning

Councils may wish to consider the following suggestions as they develop a succession plan:

- the scope of the succession planning program (designing a plan that works for your municipality)
- growth expectations for the municipality
- staff/human resource assessment (upcoming retirements, staff interested in skills development and workplace advancement)
- key positions that are integral to the smooth operation of the municipality (chief administrative officer, clerk, treasurer, etc.)
- recruitment and training strategies
- resources to support succession planning

The responsibility for undertaking a succession planning program and preparing a succession plan is generally that of the chief administrative officer/administrator and management staff, under the guidance of council. The responsibility for implementing a succession plan including staff development initiatives rests with council, the chief administrative officer/administrator, management and the employees. It is important to note that a succession plan is not a static document and a municipality may wish to evaluate and revise it regularly.

Helpful considerations: section 1

- Familiarize yourself with what policies or protocols are in place in your municipality for handling issues such as public inquiries and complaints, and the reporting relationship between staff members and members of council. You can consult your municipal policy manual, code of conduct for council and local board members, and municipal staff
- Familiarize yourself with your responsibilities for matters relating to personal privacy and other confidentiality issues, as well as with the relevant legislation and policies
- Remember that the relationship between staff and council is intertwined and it is important for council members and staff to respect one another's roles so that they can serve the public in an effective and efficient manner
- A municipal strategic plan can be an important part of municipal governance and municipalities are encouraged to create them. If your municipality already has a strategic plan, familiarize yourself with it
- All municipalities, if they have not already done so, are encouraged to create an employee succession plan that is aligned with their strategic plan. This can help your municipality proactively identify and plan for staffing, training, and knowledge needs

Previous **(https://www.ontario.ca/document/ontario-municipal-councillors-guide)**

Next **(https://www.ontario.ca/document/ontario-municipal-councillors-guide/2-accountability-and-transparency)**

Updated: July 07, 2023
Published: November 19, 2018

NORTHEASTERN MANITOULIN & THE ISLANDS

Name: _____

2027 Municipal Conferences

Conference	Dates	Location	Ranking
ROMA	January 24 to 26	Toronto	
Good Roads	April 4 to 7	Toronto	
FONOM	May 10 to 12	Parry Sound	
AMO	Aug 22 to 25	Ottawa	

Rankings

Conference	Aelick	Boyd	Case	Cook	Croft	Erskine	May	Smith
ROMA								
GOOD ROADS								
FONOM								
AMO								

If you are wanting to attend the above conference(s) please prioritize your ranking of 1 to 4. We will try to do our best to get you to the conference(s) of your choice.

The Mayor and three Councillors are authorized to attend any conference.

Outlook

Ontario Government Legislation to remove municipal approval rights - take away from recent meetings

From Michael Graves <michael.graves@ingersoll.ca>
Date Thu 2026-11-12 11:06 AM

3 attachments (4 MB)
Ontario wobbles on ending municipalities' veto - Globe and Mail Nov 12 2026 (1).pdf; Landfill media summary 20261110 Partners.docx; Bill 140 - Briefing for Municipalities Landfill Approval Authority v3.pdf;

Good day fellow COAs joining us in the fight against Bill 140's attack on municipal approval rights. We've had great participation in our COA briefings with close to 100 CAOs and mayors attending.

I have attached three documents to this email; a copy of the presentation, another with links to some of the media coverage on the issue (lots happening here), and a copy of today's Globe and Mail article with the headline "Ontario Wobbles on Ending Municipalities' Veto". I wouldn't put too much faith that Minister McCarthy will make substantial changes to the bill – but cracks are showing. We need to deliver as much public and media pressure as we can. Having your mayor contact your MPP is especially important in the next few days (by Nov. 17 at the latest).

Please ensure your elected officials see these. Social media exposure would be of tremendous help – so please share some of the media stories to your social media channels if you can.

We've just a few days until the Bill gets to its final stage of passing. We need to do everything we can to ensure the Province understands this municipal right-stripping bill should not pass.

Many people have asked for assistance drafting correspondence so to assist with this below are two emails: one is for the MPPs that you may email; the second is a joint email that can be sent to Premier Ford and Minister McCarthy (one email, two recipients).

For any additional questions and assistance feel free to contact me!

Michael Graves

1. Email to MPPs:

Subject: Bill 140: Protect Municipal Approval of Landfills

[To find your MPP, visit this link and use your postal code: https://www.ola.org/en/members/current]

Dear MPP [**BLANK**]:

As the recently elected [**Mayor / Councillor of XYZ**], I am writing to express my serious concern and that of the residents of [**Municipality**] regarding our strong opposition to Schedule 7 of Bill 140, the Building Ontario Faster Act, specifically repealing municipal approval authority over new landfill projects.

In 2020, your government recognized the importance of local decision-making by passing legislation requiring municipal support for new landfill developments. That law has worked as intended. It has not banned the development of new landfills, but ensures that the communities that will live with these facilities for generations have a seat at the table, and that their decisions are ultimately respected. This authority has been proven to work for gaming, renewable energy projects, and even nuclear waste storage - and it certainly will work for new landfill developments, despite what the waste industry may be telling you behind closed doors.

We understand the pressure created by the U.S. tariff on waste exports and the need for more disposal capacity in Ontario. However, removing municipal approval will not build capacity faster. It will lead to more conflict, more legal challenges, and less public trust in government. Furthermore, with the Bill being introduced the day after municipal elections, many newly elected councils had not even been sworn in yet to respond. We are left to believe that this was purposeful.

Municipalities should not be excluded from decisions that directly affect their communities.

We respectfully ask that you:

1. Urge Premier Ford and Minister McCarthy to remove Schedule 7 from Bill 140 and keep section 17.5 of the Environmental Assessment Act as is; and
2. Work with municipalities on a willing-host approach to new landfill capacity, with clear community benefits and stronger waste diversion.

Protecting local decision-making was a promise your government made and kept. Please don't break this promise.

Sincerely,
[Your Name]

2. Email to Premier Ford / Minister McCarthy

Subject: Bill 140: Protect Municipal Approval of Landfills

Via emails:

premier@ontario.ca; minister.mecp@ontario.ca; todd.mccarthy@ontario.ca

Dear Premier Ford and Minister McCarthy:

As the recently elected [**Mayor / Councillor of XYZ**], I am writing to express my serious concern and that of the residents of [**Municipality**] regarding our strong opposition to Schedule 7 of Bill 140, the Building Ontario Faster Act, specifically repealing municipal approval authority over new landfill projects.

In 2020, your government recognized the importance of local decision-making by passing legislation requiring municipal support for new landfill developments. That law has worked as intended, and it is NOT nimbyism. It has not banned the development of new landfills, but ensures that the communities that will live with these facilities for generations have a seat at the table, and that their decisions are ultimately respected. This authority has been proven to work for gaming, renewable energy projects, and even nuclear waste storage - and it certainly will work for new landfill developments, despite what the waste industry may be telling you behind closed doors.

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Protecting local decision-making was a promise your government made and kept. Please don't break this promise.

Sincerely,
[Your Name]

Outlook

Fwd: MANITOULIN FAMILY RESOURCES CHRISTMAS HAMPER CAMPAIGN

From Mayor Al MacNevin <amacnevin@townofnemi.on.ca>
Date Sat 2026-11-07 7:30 PM
To Dave Williamson <DWilliamson@townofnemi.on.ca>
Cc Pam Myers <pmyers@townofnemi.on.ca>

For donation request from Council

Al

Begin forwarded message:

From: Lynne Dee Sproule <ldsproule@mfresources.net>
Date: November 7, 2026 at 7:18:55 PM EST
To: Mayor Al MacNevin <amacnevin@townofnemi.on.ca>
Subject: MANITOULIN FAMILY RESOURCES CHRISTMAS HAMPER CAMPAIGN

Dear Mayor MacNevin and Council,

As Christmas approaches, Manitoulin Family Resources' Help Centre and fifty volunteers are preparing baskets for hundreds of Manitoulin families and individuals. Last year, thanks to generous individuals, businesses, and organizations like you, we raised $100,000 and delivered 750 Christmas baskets of festive food and children's gifts to local families.

With demand and costs rising, our goal this year is to raise **$120,000** so everyone can experience a brighter Christmas. Every donation, no matter the size, makes a difference.
Please consider helping:

- **By e-transfer:** finance@mfresources.net, with "Christmas" in the message
- **Online:** Visit www.mfresources.net, click "Donate Now," and choose "Christmas Food Hamper Drive" from the fund menu.
- **By mail:** Make cheques payable to *Manitoulin Family Resources* and write "Christmas Basket Campaign 2026" on the memo line.
- **Donations of gifts for families:** Call 705-368-3400, ext. 1, to arrange a drop-off.

Your generosity brings nourishment, comfort, and hope to our neighbours this holiday season.

On behalf of the Board, and Louis Simard, Director of Food Security programs and his team of staff and volunteers at Manitoulin Family Resources, thank you for your continued support.

With sincere gratitude,

Lynne Dee

Lynne Dee Sproule
Interim Executive Director
Manitoulin Family Resources
Mobile telephone: 613-402-2334
ldsproule@mfresources.net
www.mfresources.net

24 HOURS CRISIS LINE 705-968-0499

With gratitude and respect we acknowledge that Manitoulin Family Resources is located on the Robinson-Huron and Manitoulin Island Treaty Territory and that the land on which we operate is in the traditional territory of the Anishinabek Nation, specifically Odawa, Ojibway and Pottawatomi known as the Three Fires Confederacy.

My working day may not be your working day. Please do not feel obligated to reply to this email outside of your typical working hours.

BILL ROSENBERG
MPP - Algoma Manitoulin

Constituency Office
169 Main St., PO Box 429, Thessalon, ON P0R 1L0
bill.rosenberg@pc.ola.org 705-842-2945
705-842-6556 • 705-842-5757 • 1-844-681-0888

October 28, 2026

Mayor MacNevin
Town of Northeastern Manitoulin and the Islands, Ontario

Subject: Congratulations on Your Election to Town of Northeastern Manitoulin and the Islands Council

Dear Mayor MacNevin and Members of Council,

On behalf of myself MPP Rosenberg and the residents of your community, I would like to extend my sincere congratulations to the Mayor and Members of Council of the Town of Northeastern Manitoulin and the Islands for your recent election for the next 4-year term.

As a former Councillor and Mayor for 11 years I know how important your election to public office is a significant responsibility and an opportunity to serve the people of your community with dedication, integrity, and a shared commitment to the community's future.

The Town of Northeastern Manitoulin and the Islands has a proud history and a strong community spirit. As you begin this new term, I wish you every success as you work together to address local priorities, support residents and businesses, strengthen essential services, and promote opportunities for economic development and community well-being.

As Member of Provincial Parliament, I look forward to working collaboratively with the Mayor and Council on matters of shared importance to the Town of Northeastern Manitoulin and the Islands and its residents. Cooperation among municipal, provincial, and community partners is essential to building a strong, vibrant, and sustainable future for our region.

Once again, congratulations on your election and on taking on this important role in public service. I wish you a productive and successful term as you work to represent the interests and aspirations of the people of the Town of Northeastern Manitoulin and the Islands.

Yours sincerely,

MPP Bill Rosenberg
Algoma Manitoulin