

Council Orientation

2018 - 2022

January 8th, 2019



Orientation Session Schedule

January 8, 2019	Orientation Session will focus on policies, procedures, organizational structure, services provided and the Council/Staff relationship
TBD	Tour of Water & Wastewater Facilities in advance of Rate Budget
January 21, 2019	Orientation Session will focus on major ongoing initiatives, expected key decisions for this term of Council, and the process to set Council priorities (see previous Term of Council Priorities on the website)
January/February	Meetings with General Managers for department-specific matters
February 7, 2019	AMO training session “As a Member of Council What You Need to Know” – Toronto
TBD	All Council/Senior Staff Tour of County Facilities in advance of Tax Supported Capital Budget
March 7, 2019	Corporate Priority Setting Session



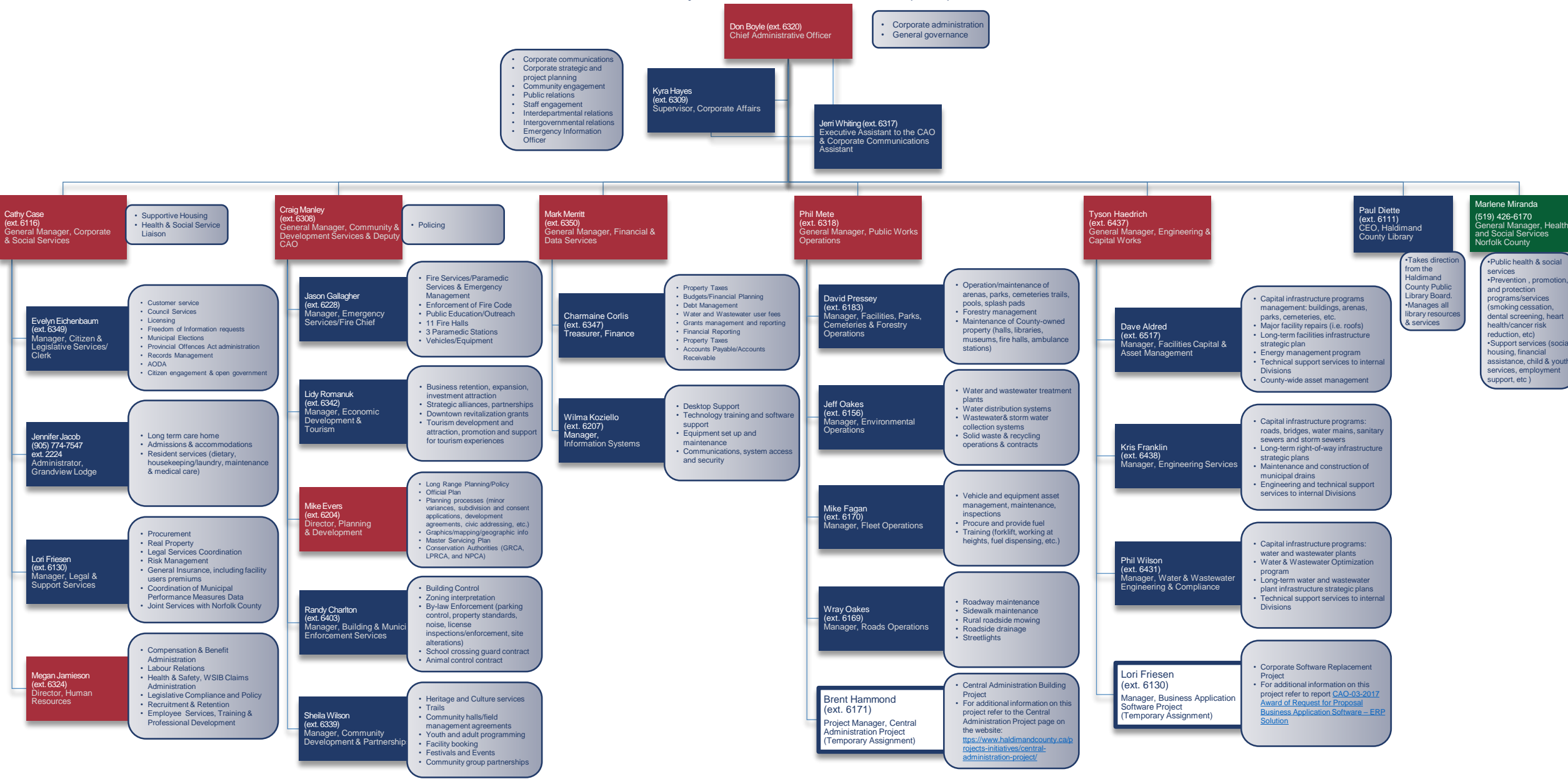
Haldimand County Facts:

- **Total area:** 1,251 sq. kms, including 83 kms of shoreline along Lake Erie
- **Total roads/sidewalks/parking lots:** Roads Operations division maintains and preserves approximately 1,500 kms of roads, 120 kms of sidewalks and 8 municipal parking lots.
- **Population:** Just over 45,000
- **Demographics:** 0-14 (14.9%) / 15-64 (65.4%) / 65+ (19.7%)
- **Median age of County resident:** 44 years (42 is the provincial median)
- **Key economic sectors:** Tourism, Manufacturing & Agri-Food Processing
- **Public recreation facilities/spaces:** 4 indoor arenas, 3 pools, 3 museums, 6 libraries, 2 splash pads, 1 wading pool, 100+ sports fields, 250+ hectares of green space/sport fields, 5 skate parks, 14 tennis courts across 4 communities, 12+ trails and walkways, 17 Community Halls & more
- **Staffing:** 4 unions, 4 distinct non-union groups
- 330 FT employees (69% unionized), 331 PT/Temporary employees (74% unionized) & 278 Volunteer Firefighters (non-union)
- **\$165M annual budget** (Capital, Operating & Rate Supported) (<https://www.haldimandcounty.ca/financials/budgets/#1541170797074-3e85e362-7e94>)
- 2018 property tax levy of \$63.7M
- \$14M spent annually on roads & bridges
- expect to invest \$12M in new buildings over the next three years
- \$13M spent annually on water and wastewater rate funded projects annually
- \$192M in financial assets, and \$452.7M in tangible capital assets
- 84 municipal drains maintained
- 128 long-term care beds at Grandview Lodge



Haldimand County Departmental Organizational Structure

Haldimand County Administration Offices: (905) 318-5932



Corporate Pillars

Growing our Local Economy by Creating Economic Opportunity

Making expenditures and taking action to support the strengthening of the economic base of the County. Examples of this are new infrastructure investment to allow growth; urban re-development which will generate assessment growth, programs to retain and/or expand existing business and industry, tourism enhancement.

Community Vibrancy & Healthy Community

Investing in high quality, sustainable services that promote the well being of communities and contribute to the betterment of the quality of our natural environment or the health of residents.

Corporate Image & Efficient Government

Making change and investments that will result in visible, positive image for the County by providing more accessible, efficient or more cost-effective local government for our residents.

Way of Work Commitments

Growing our Local
Economy by Creating
Economic Opportunity

Customer Service

Making the relationship
with our citizens our
priority and emphasis

- We will make our citizens/customers a priority.
- We will genuinely listen to concerns and issues and respond.

Proactive Communication

Anticipating the needs of
our customers and
providing timely and
accurate information

- We will establish a protocol for internal and external communication to ensure consistent corporate messaging.
- We will ensure two-way communication is a priority through person to person and telephone interactions.
- We will ensure meetings are run efficiently.
- We will strive to understand corporate business functions beyond our own area of expertise.

Community Vibrancy &
Healthy Community

Truth, Respect, Integrity & Humanity

*Treating people fairly and
equally and celebrating
achievement*

- We will break down barriers and silo's within our organization at all levels.
- We will have open and honest communications at all levels.
- We will respect diversity.
- We will treat people how we wish to be treated.

Teamwork/ Collaboration

*Internal interactions that
are oriented toward
common goals, shared
interests and helping each
other succeed*

- We will be inclusive and seek input from across functions.
- We will convey the 'big picture' and create awareness.
- We will flow information to the rest of the organization.
- We will ensure staff and citizens know who does what.

Corporate Image &
Efficient Government

Community Engagement/ Partnerships

*Engaging staff and
stakeholders with real
opportunities to be
involved and shaping
decisions that affect them*

- We will ensure that community engagement becomes a fundamental part of policy development and decision-making.

Key Policies Review

Key Policies can be found on the Haldimand County website:

<https://www.haldimandcounty.ca/document-category/general-policies/>



Key Policies Review

Staff Code of Conduct

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Code-of-Conduct-All-Staff-Policy-2001-19.pdf>

- Applies to all staff groups, including volunteer firefighters
- Provides guidance related to how staff serve the public
- Key message: public sector is accountable to the public



Key Policies Review

Code of Conduct and Complaint Protocol for Members of Council

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Code-of-Conduct-and-Complaint-Protocol-for-Members-of-Council-Policy-2008-02.pdf>

- As of March 1, 2019 a Code of Conduct and Integrity Commissioner (IC) are mandatory for all municipalities
- Haldimand County established its Code in 2008 and it is based on the principle that good government is provided in an ethical manner, committed to integrity and impartiality, which inspires public confidence and respects the dignity of individuals
- Complaint protocol is outlined within Code
- Request for Proposal (RFP) process currently underway for IC – report to come forward prior to March 1st deadline



Key Policies Review

Code of Conduct and Complaint Protocol for Members of Council – cont'd

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Code-of-Conduct-and-Complaint-Protocol-for-Members-of-Council-Policy-2008-02.pdf>

Main features of the code:

- Obligation to not divulge confidential information
- Members shall not engage in incompatible activity i.e. use influence of office for any purpose other than official duties; use any information not readily available to the general public; etc.
- Gifts and benefits are not to be accepted other than incidental situations as noted
- Personal behavior: every person - including members of Council, staff and the public - shall be treated with dignity and respect
- No member shall speak on behalf of Council – unless authorized to do so – a member who disagrees with a decision of Council shall make it clear that he/she is expressing a personal opinion



Key Policies Review

Council/Staff Protocol

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Council-Staff-Protocol-Policy-2004-02.pdf>

- Applies to members of Council and Staff
- Legislation delineates the roles of Council, Mayor, Statutory Officers and Staff
- Reproduces parts of the Act for easy reference to roles and responsibilities
- Key message:
 - Council represents the public, develops and evaluates policy and service levels;
 - Staff implement Council's decision and establish administrative practices and procedures;
 - Imperative that both groups understand roles and expectations, and work together in terms of corporate values, ethics and common goals



Key Policies Review

Council/Staff Protocol

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Council-Staff-Protocol-Policy-2004-02.pdf>

- Staff should not criticize any Councillor or Council decision publicly and Councillors should not criticize staff members publicly – any issues should be raised through the CAO
- Courtesy and respect to govern the relations between Council and Staff at all times
- Council has a right to expect timely, accurate and complete reports but be cognizant of workloads and previously set priorities – Clarification should be sought ahead of deliberation and staff should discuss specific ramifications of reports with the affected Councillor
- Communication is key – heads up wherever possible



Key Policies Review

Expectations of Council Appointees to Corporate Bodies

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Council-Appointees-Expectations-of-Council-Appointees-to-Corporate-Bodies-Policy-2005-02.pdf>

- Council appointees shall act in good faith with a view to the best interests of the board, committee, etc.
- Council appointees to independent bodies are expected to convey Council's position but are not bound by Council's direction and shall exercise the care, diligence and skill of a reasonable prudent person in comparable circumstances
- The Council appointee has a duty to maintain communication between the board/committee and Council



Key Policies Review

Respect in the Workplace & Workplace Violence

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Respect-in-the-Workplace-Policy-2001-18.pdf>

- Applies to all (Council, staff, volunteer firefighters, volunteers, public interaction)
- Bill 168 (protect workers from violence and harassment), outlines employer responsibility, duties and penalties
- “Expect Respect”, no discrimination, pleasant work environment
- Key messages:
 - intent doesn’t matter;
 - requirement to follow-up on issues;
 - staff encouraged to bring issues forward.



Key Policies Review

Accountability and Transparency

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Accountability-and-Transparency-Policy-2007-05.pdf>

- Policy required under Municipal Act
- “Accountable” – Haldimand County will be responsible to its constituents for decisions made, policies implemented and its actions or inactions
- “Transparent” – Haldimand County actively encourages and fosters participation and openness in its decision making process and that the process is open and clear to the public
- Generally, all meetings are held in public except for the limited exemptions noted in the Municipal Act. Local Authority Services is the County’s closed meetings investigator
- Ontario Ombudsman is authorized to review any complaint related to municipalities
- Expansion of Open Government and Citizen Engagement initiatives



Key Policies Review

Communications & Public Relations Policies

News Release Protocol <https://www.haldimandcounty.ca/wp-content/uploads/2018/10/News-Release-Protocol-Policy-2003-12.pdf>

- outlines the process for distributing press releases

Corporate Use of Social Media <https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Social-Media-Corporate-Use-Policy-2015-03.pdf>

- outlines for employees, the corporate standards and principles of communicating online when it relates to discussing, sharing or commenting on County business (personal accounts AND corporate social media channels). Council are encouraged to review with respect to commenting on third-party social media sites.

Public Relations & Media Events Policy & Council - Staff Protocol <https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Public-Relations-Media-Events-Policy-2018-02.pdf>

- outlines the protocol and procedures for media promotions of special events and other public-facing activities utilizing Haldimand County property, resources and funds (ie. grand openings, requests for Council member participation at community events, cheque presentation ceremonies)



Key Policies Review

Communications & Public Relations Policies

County Coat Of Arms And Logo Corporate and Non-Corporate Usage Policies

<https://www.haldimandcounty.ca/logo-and-coat-of-arms/>

- governs the corporate and non-corporate usage of the coat of arms and logo



Communications Channels

1. County website (Notices, News, Rotating Banner, Event Calendar)
2. Social media platforms (Twitter, Facebook, YouTube)
3. Newspaper advertisements (The Haldimand Press, The Sachem)
4. Radio advertisements (92.9 The Grand)
5. Press releases & coordinated media events
6. Signage at county offices, libraries, arenas & other community facilities
7. eNewsletters (8)
8. Community meetings



Key Policies Review

Freedom of Information

<https://www.haldimandcounty.ca/freedom-of-information/>

- Municipalities fall under the authority of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) – the act balances competing interests of access and privacy
- The County has a Records and Information Management (RIM) Policy that guides the records and information assets lifecycle
- FOI requests can be submitted for any record the County has within its custody or control
- “Constituent records” generally do not fall within scope of MFIPPA while County business records do
- County is moving towards an open by default approach through Routine Disclosure



Key Policies Review

Information Technology Acceptable Usage Policy

<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Information-Technology-Acceptable-Usage-Policy-2001-08.pdf>

- Applies to all authorized users of Haldimand County's information technology
- Provides guidelines for the safe and respectful use of County owned technology (mobile devices, laptops, computers, network access, etc. including both hardware and software)
- Key message: no assumption of privacy (information is County property and subject to FOI and RITWP inquiries), unacceptable use outlined but not exhaustive – use common sense and be respectful in how IT is used.



Budget Financial Policies

Mark Merritt, General Manager, Financial & Data Services and Chief Financial Officer (CFO) will provide an overview of budget processes as well as the key budget principles at the Rate Supported Budget meeting on January 24th, 2019



Key Policies Review

Public Procurement

- Public Procurement Cycle
- Legal Framework:
 - Statutes & Regulations; Common Law
- Public Confidence & Supplier Confidence
- County Policy:
 - <https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Procurement-Policy-Policy-2013-02.pdf>
 - Methods of Purchasing
 - Risk Management
 - Flexibility/Efficiency through Delegated Authority
- Upcoming Initiatives:
 - Purchase Order System
 - Purchasing Card Program
- Key message: fair, transparent and open process



Key Policies Review

Accessibility for Ontarians with Disabilities Act (AODA)

- Accessibility for Ontarians with Disabilities Act (AODA) applies to all levels of government, nonprofit organizations and private sector businesses in Ontario
- Includes 5 standards that are now in effect :
 - Customer Service Standard
<https://www.haldimandcounty.ca/wp-content/uploads/2018/10/Accessibility-Standards-for-Customer-Service-Policy-2009-02.pdf>
 - Information and Communication Standard
 - Employment Standard
 - Transportation Standard
 - Design of Public Spaces Standard
- The County has an Accessibility Committee to advise on conformity with the legislation
- New Central Administration Building is being designed to incorporate accessibility for the public and staff
- County's 2017 – 2022 Accessibility Plan available on website
<https://www.haldimandcounty.ca/wp-content/uploads/2018/05/Haldimand-County-Five-Year-Accessibility-Plan-2017-to-2022.pdf>



Council and Staff Relationship



Council / Staff Relations

- A well functioning local government requires a cohesive Council and a Council/Staff relationship based on trust and respect.
- Council/Staff Protocol (Policy 2004-02) in place to guide Council/Staff interaction.
- Key points:
 - Council decides...Staff implements
 - Treat each other with courtesy and respect
 - All Council to be treated as equals
 - Recognize different roles and chain of command
 - Praise in public and criticize in private

Resource: The Ontario Municipal Councillor's Guide 2018

<https://www.ontario.ca/document/ontario-municipal-councillors-guide-2018>



Council / Staff Common Desires

- Serving the public interest to better the community
- Wanting to leave a legacy and make a difference
- Satisfaction from working for people



Roles

Council

Council as a whole:

- Representing the public
- Developing and evaluating policies, service levels and programs
- Maintaining fiscal integrity
- Ensure accountability and transparency
- Decision-making body where each Councillor and Mayor has equal vote

Head of Council (Mayor)

In addition to the Councillor role:

- Preside over Council meetings
- Provide leadership to Council
- Represent municipality at functions
- Acts as the Chief Executive Officer
- Provide information & recommendations to Council

Councillor

- Safeguard the interests of the public and the municipality as a whole – a steward
- Accountable to public
- No management powers
- Attend Council meetings & participate in the decision-making process
- Avoid conflict of interest situations
- Maintain confidentiality
- Fiduciary duty
- Discharge duties required in specific committees of Council

CAO (Chief Administrative Officer)

- Only staff directly hired by Council
- Ensures municipal policies and programs are implemented
- Advises and informs Council on the operations of the municipality
- Ensures appropriate staff is in place
- Other duties as assigned

Staff

- Report to CAO
- Offer objective, professional advice and recommendations
- Implement Council's decisions
- Establish sound administrative practices and programs
- Maintain operations of the municipality

How Municipal Political Leaders and Administrative Staff Differ

Characteristic	Political Leadership	Administrative Management
Timeframe:	<ul style="list-style-type: none"> • Short Term 	<ul style="list-style-type: none"> • Medium or Long Term
Focus:	<ul style="list-style-type: none"> • Outcome based 	<ul style="list-style-type: none"> • Process Based
Risk Tolerance	<ul style="list-style-type: none"> • More risk tolerant 	<ul style="list-style-type: none"> • Less risk tolerant
Orientation:	<ul style="list-style-type: none"> • Change oriented • Problem Solving/Solution Oriented • Competitive / Individual 	<ul style="list-style-type: none"> • Orderly incremental change • Traditional processes and procedures • Consensus / The Group
Perspective:	<ul style="list-style-type: none"> • External perspective – constituents / public image – ‘the eyes and ears of the organization’ • Wide community networks 	<ul style="list-style-type: none"> • Internal perspective – the organization, Department etc • Professional networks
Primary Motivations:	<ul style="list-style-type: none"> • Effectively dealing with constituent matters – issues, capital projects • Being seen as ‘driving the ship’ • Demonstrating fiscal responsibility • Positive public acknowledgement of Councillor position and effectiveness • Specific Councillor ‘hot button’ concerns 	<ul style="list-style-type: none"> • Delivering programs, services or initiatives consistently and efficiently • Staff morale • Organizational stability
Decision-making Approach:	<ul style="list-style-type: none"> • Trade offs to reach decisions – negotiation and compromise • Incorporates values, relationships and common sense 	<ul style="list-style-type: none"> • Best recommendation – professional independent objective judgement



What Council Should Expect from Staff:

Consistently provide ***advice/information*** on issues and policies that is:

- Objective, candid and complete
- Transparent, traceable and accountable
- Diverse of perspectives

Clearly summarized information and options – ***the full picture***

- Staff need to understand the political context
- Provide options to solve problems
- Preferred approach and alternatives - ***recommendations***



What Council Should Expect from Staff:

Advance ***notice of emerging issues***— no surprises

- Community expects Council to be in the know
- Before the press or public
- Heads up on issues – particularly Ward issues

Good and ***timely follow-up*** and communication to Council members respecting issues raised by them.

- Community expectations are Council will solve problems
- Lack of response affects political credibility— escalating anger, frustration, negative image of County
- Need to know loop has been closed



What Council Should Expect from Staff:

A **commitment to 'public service' and customer service** through responsiveness

- Addressing issues and problem-solving
 - Creative solutions that focus on the end result
 - Being able to explain why rules or procedures exist and how they improve decisions
 - A focus on customer service as it affects image of the County.
-
- An **'under-promise and over deliver philosophy':**
 - Strategic planning with Council – focus on what is critical and what advances the County
 - Avoid over-extension of resources



What Council Should Expect from Staff:

Status reports on longer term initiatives and budget matters

- Public expects Council to demonstrate control over municipal business and finances
- Status updates critical to this
- Explanations for deviations from program expectations

Consistency of long term capital programs

- Having a realistic, principled and deliverable capital program
- Delivering on programs when expected
- Providing early advance notice if deviations expected



Summary: What Council Should Expect from Staff:

Good rapport with Staff and a sense of a common team

- Be on the same page
- Generally try to avoid controversy
- Council Members to be treated equally by Staff
- Staff to be sensitive to Ward issues
- No public criticism of Council
- Acknowledge and support Council



Communication Practices Between Council and Staff



Creating Good Relations is about Communication

- Trust and respect occur over time through regular interaction
- Good two-way communication practices are essential



Formal Council Communication Approaches

- Reports & presentations, at Committee and Council
- Workshops with Council to Address Complicated Issues/Matters
- Annual Departmental reports



Informal Proactive Council Communication

- Senior Managers and Managers regularly engage Council members directly
 - Council is encouraged to contact
 - Proactive outreach by Staff
 - Briefings in advance of CIC
- Ensure Council is in the loop on key issues
- Respond to Council requests quickly and close the loop on inquiries or constituent issues– cc Mayor
- Councillor involvement in community engagement



Specific Council Process Matters:



How Do I...

Request Action (Notice of Motion)

Any matter that involves a commitment of County resources (staff time or other) must be confirmed through a motion. The Notice of Motion is a mechanism that allows for notice to the public, to members of Council, and to staff.

Process

- Coordinate informally (e-mail, phone call) with the Mayor on proposed motion and draft wording of motion ahead of time with the applicable GM/Director and other staff as required.
- When the Notice is introduced at Council, there is no seconder, and no debate as it is only providing notice – debate on the motion will occur at the subsequent CIC meeting.
- Examples: Report back on the installation of traffic control mechanisms, speed reductions, potential amendments to a zoning or regulatory by-law

Any time-sensitive or urgent motion can be considered at a meeting by waiving of the notice provisions of the Procedural By-law.



What do I do if I disagree with a Council decision?

- There is no expectation that individual Council members will always agree with all decisions
- Council members may show opposition by voting against a matter at Committee, speaking to the matter at Committee or Council, requesting a recommendation to be voted upon separately at Council, or requesting a recorded vote at Council
- Council decisions are a decision of the governing body – whether they are unanimous or not
- Once a decision is made, if any member of Council disagrees with it, they must be clear that they are expressing a personal opinion
- Generally it is the Mayor who speaks on behalf of Council, unless authorization has been provided to another member (i.e. Deputy Mayor)



How Do I...

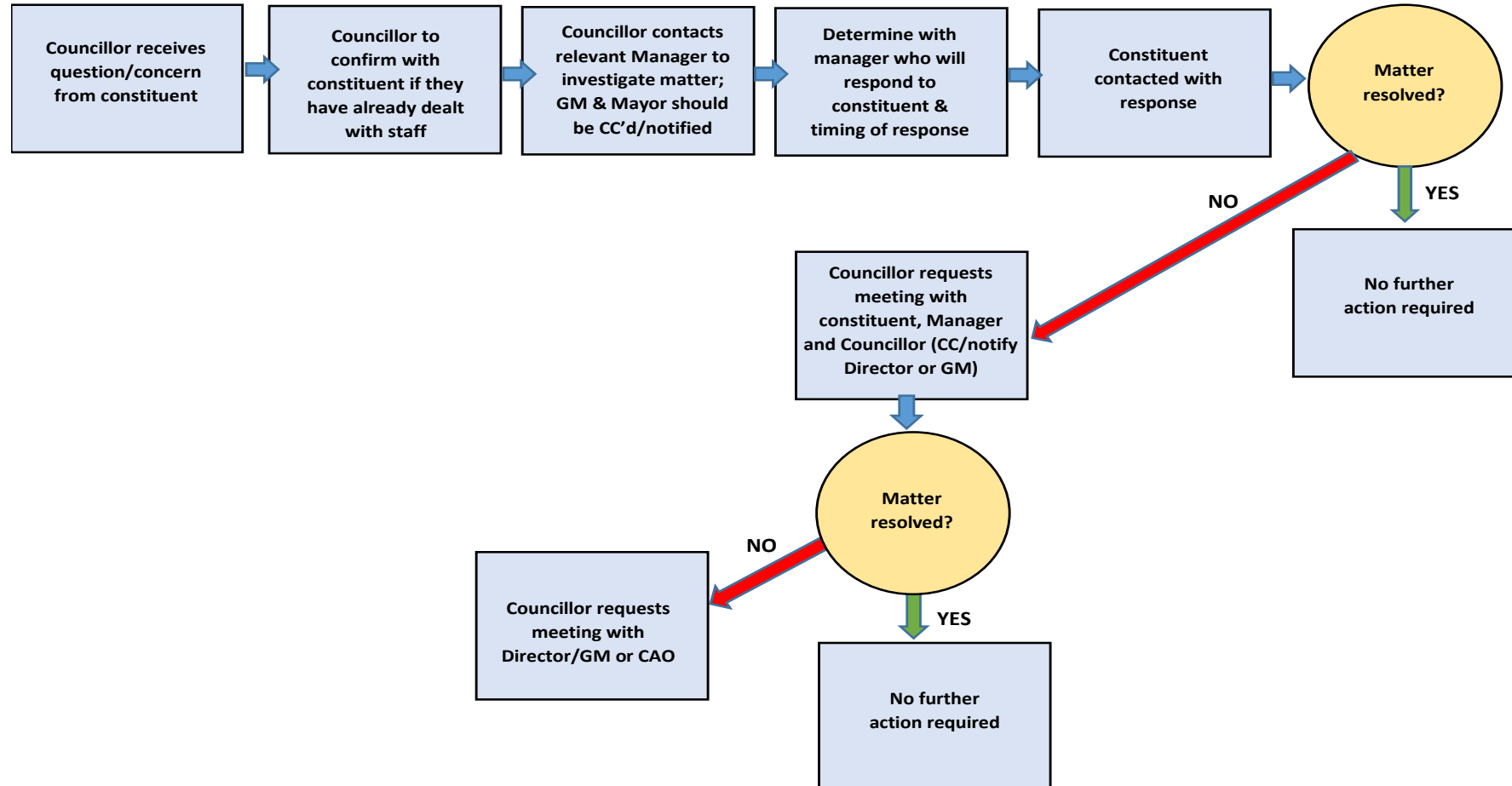
Bring Forward Constituent Concerns/Questions?

Process

- Confirm whether the constituent has already dealt with staff
- Contact relevant Manager (refer to org chart) to look into the matter
- Copy Director/General Manager on email communications to Managers
- Copy Mayor on Ward issues for awareness
- Agree with Manager who will respond to constituent and timing of response
- In some cases it is appropriate to request meeting with constituent, Manager and Councillor – advise Director/General Manager
- If not resolved to Councillors satisfaction escalate through Director/GM
- If still not resolved, Councillor can discuss with CAO



Bringing Forward Constituent Concerns/Questions Process Map



What's next?

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