

BYLAW C-7768-2018

OFFICE CONSOLIDATION

A Bylaw of Rocky View County, in the Province of Alberta, to establish a Code of Conduct for Councillors.

WHEREAS, pursuant to section 146.1(1) of the *Municipal Government Act*, Council must, by bylaw, establish a Code of Conduct governing the conduct of Councillors;

AND WHEREAS, pursuant to section 153 of the *Municipal Government Act*, Councillors have a duty to adhere to the Code of Conduct established by Council;

AND WHEREAS the public is entitled to expect the highest standards of conduct from the elected officials of Rocky View County;

AND WHEREAS the establishment of a Code of Conduct for Councillors is consistent with the principles of transparent and accountable government;

AND WHEREAS a Code of Conduct ensures that Councillors share a common understanding of acceptable conduct extending beyond the legislative provisions governing the conduct of Councillors;

NOW THEREFORE the Council of Rocky View County, in the Province of Alberta, duly assembled, enacts as follows:

Title

1 This Bylaw shall be known as the “*Council Code of Conduct Bylaw*.”

Definitions

2 In this Bylaw, words have the same meaning as those set out in the *Municipal Government Act*, except as follows:

- (a) “**Act**” means the *Municipal Government Act*, RSA 2000, c M-26, and associated regulations, as amended;
- (b) “**Administration**” means the administrative and operational arm of Rocky View County, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the County Manager;
- (c) “**County Manager**” means the Chief Administrative Officer of Rocky View County, or their delegate;

- (d) **“FOIP”** means the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c F-25, any associated regulations, and any amendments or successor legislation;
- (e) **“Investigator”** means the person or persons appointed by Council to investigate and report on complaints made pursuant to this Bylaw.

Purpose and Application

- 3 The purpose of this Bylaw is to establish standards for the ethical conduct of Rocky View County Councillors relating to their roles and obligations as elected officials, as well as a procedure for the investigation and enforcement of those standards.

Representing Rocky View County

- 4 Councillors shall:
 - (a) act honestly and, in good faith, serve the welfare and interests of Rocky View County as a whole;
 - (b) perform their functions and duties in a conscientious and diligent manner with integrity, accountability, and transparency;
 - (c) conduct themselves in a professional manner with dignity and make every effort to participate diligently in the meetings of Council, Committees of Council, and other bodies to which they are appointed by Council; and
 - (d) arrange their private affairs and conduct themselves in a manner that promotes public confidence and will bear close public scrutiny.

Communicating on Behalf of Rocky View County

- 5 A Councillor must not claim to speak on behalf of Council unless authorized to do so.
- 6 Unless Council directs otherwise, the Reeve is the official spokesperson of Council, and in the absence of the Reeve it is the Deputy Reeve. Inquiries from the media regarding the official position of Council on an issue shall be referred to the official spokesperson of Council. Where a matter relates to a particular division, then the Councillor of that division may act as the official spokesperson for that matter.
- 7 The Reeve, Deputy Reeve and any Councillor who is authorized to act as the official spokesperson of Council must ensure that their comments accurately reflect the official position and will of Council as a whole, even if that Councillor personally disagrees with the position of Council.
- 8 No Councillor shall make a statement when they know that statement is false.
- 9 No Councillor shall make a statement with the intent to mislead Council or members of the public.

- 10 Communications concerning matters of a political nature are to be directed through the Reeve. Communications concerning matters of an administrative/operational nature are to be directed through the County Manager.

Use of Social Media

- 11 Personal use of social media should be kept separate from a Councillor's professional use.
- 12 Councillors are discouraged from opening up their personal social networks for official business.
- 13 When responding to comments from residents posted on social media sites, a Councillor should consider whether the comment is a service request, a compliment or a complaint, and should address the comment as follows:
 - (a) For service requests, the Councillor should direct the person to the appropriate department for the matter to be addressed;
 - (b) For compliments, the Councillor should thank the person and pass along the compliment to the appropriate people (i.e. fellow Councillors or Administration) as appropriate;
 - (c) For complaints, the Councillor should thank the person for taking the time to write and state that the complaint will be taken under advisement. Engaging in debates on social media is discouraged.

Respecting the Decision-Making Process

- 14 Decision-making authority lies with Council as a whole and not with individual Councillors. Council may only act by bylaw or resolution passed at a Council meeting held in public at which there is a quorum present.
- 15 No Councillor shall, unless authorized by Council, attempt to bind Rocky View County or give direction to employees in Administration, agents, contractors, consultants, or other service providers or prospective vendors of Rocky View County.
- 16 Councillors shall conduct and convey Council business and all of their duties in an open and transparent manner other than for those matters which by law are authorized to be dealt with in a confidential manner in an in-camera session, and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking certain actions.
- 17 Councillors shall accurately communicate the decisions of Council, even if they disagree with the decisions of Council, such that respect for the decision-making process of Council is fostered.

Adherence to Policies, Procedures, and Bylaws

- 18 Councillors shall uphold the law established by the Parliament of Canada and the Legislature of Alberta and the bylaws, policies, and procedures adopted by Council.

- 19 Councillors shall respect Rocky View County as an institution, its bylaws, policies, and procedures, and shall encourage public respect for Rocky View County and its bylaws, policies, and procedures.
- 20 Councillors must not encourage disobedience of any bylaw, policy, or procedure of Rocky View County in responding to a member of the public, as this undermines public confidence and the rule of law.

Respectful Interactions with Councillors, Staff, the Public, and Others

- 21 Councillors shall act in a manner that demonstrates fairness, respect for individual differences and opinions, and an intention to work together for the common good and in furtherance of the public interest.
- 22 Councillors shall treat one another, the employees of Rocky View County, and members of the public with courtesy, dignity, and respect and without abuse, bullying, or intimidation.
- 23 Councillors shall uphold the spirit and intent of the Council Meeting Norms set out at Schedule "A" of this bylaw.
- 24 No Councillor shall shout at or use indecent, abusive, or insulting words or expressions toward another Councillor, any employee of Rocky View County, or any member of the public.
- 25 No Councillor shall speak in a manner that is discriminatory to any individual based on the person's race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, or sexual orientation.
- 26 Councillors shall respect the fact that the employees in Administration work for Rocky View County as a corporate body and are charged with making recommendations that reflect their professional expertise and a corporate perspective and that employees are required to do so without undue influence from any Councillor or group of Councillors.
- 27 Councillors must not:
 - (a) involve themselves in matters of Administration, which fall within the jurisdiction of the County Manager;
 - (b) use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any employee of Rocky View County with the intent of interfering in the employee's duties; or
 - (c) maliciously or falsely injure the professional or ethical reputation or the prospects or practice of employees of Rocky View County.

Confidential Information

- 28 Councillors must keep in confidence matters discussed in private at a Council or Council Committee meeting until the matter is discussed at a meeting held in public.

- 29 In the course of their duties, Councillors may also become privy to confidential information received outside of an in-camera meeting. Councillors must not:
- (a) disclose or release by any means to any member of the public, including the media, any confidential information acquired by virtue of their office, unless the disclosure is required by law or authorized by Council; or
 - (b) access or attempt to gain access to confidential information in the custody or control of Rocky View County unless it is necessary for the performance of the Councillor's duties and is not otherwise prohibited by Council, and only then if the information is acquired through appropriate channels in accordance with applicable Council bylaws and policies.
- 30 No Councillor shall use confidential information for personal benefit or for the benefit of any other individual organization.
- 31 Confidential information includes information in the possession of, or received in confidence by, Rocky View County that is prohibited from being disclosed pursuant to legislation, court order, or by contract, or is required to refuse to disclose under *FOIP* or any other legislation, or any other information that pertains to the business of Rocky View County, and is generally considered to be of a confidential nature, including but not limited to information concerning:
- (a) the security of the property of Rocky View County;
 - (b) a proposed or pending acquisition or disposition of land or other property;
 - (c) a tender that has or will be issued but has not been awarded;
 - (d) contract negotiations;
 - (e) employment and labour relations;
 - (f) draft documents and legal instruments, including reports, policies, bylaws, and resolutions, that have not been the subject matter of deliberation in a meeting open to the public;
 - (g) law enforcement matters;
 - (h) litigation or potential litigation, including matters before administrative tribunals; and
 - (i) advice that is subject to solicitor-client privilege.
- 32 Councillors will return all confidential documents to Administration at the conclusion of the *in camera* portion of a meeting.
- 33 Incidents where a Councillor may have collected, used or disclosed personal information in contravention of Part 2 of the *FOIP* Act will be proactively reported to the Office of the Information and Privacy Commissioner (OIPC) of Alberta for investigation.

Conflicts of Interest

- 34 Councillors have a statutory duty to comply with the pecuniary interest provisions set out in Part 5, Division 6 of the *Municipal Government Act* and a corresponding duty to vote unless required or permitted to abstain under the Act or another enactment.
- 35 Councillors are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends, associates, business, or otherwise.
- 36 Councillors shall approach decision-making with an open mind that is capable of persuasion.
- 37 It is the individual responsibility of each Councillor to seek independent legal advice, at the Councillor's sole expense, with respect to any situation that may arise from a pecuniary or other conflict of interest.

Improper Use of Influence

- 38 No Councillor shall use the influence of their office for any purpose other than for the exercise of their official duties.
- 39 No Councillor shall act as a paid agent to advocate on behalf of any individual, organization, or corporate entity before Council, a Council Committee, or any other body established by Council.
- 40 Councillors shall not contact or otherwise attempt to influence members of any adjudicative body regarding any matter before it relating to Rocky View County.
- 41 Councillors shall refrain from using their positions to obtain employment with Rocky View County for themselves, family members, or close associates. Councillors are ineligible to apply or be considered for any position with Rocky View County while they hold their elected position and for one year after leaving office.

Use of Municipal Assets and Services

- 42 Councillors shall use municipal property, equipment, services, supplies and staff resources only for the performance of their duties as a Member, subject to the following limited exceptions:
 - (a) municipal property, equipment, service, supplies, and staff resources that are available to the general public may be used by a Councillor for personal use upon the same terms and conditions as members of the general public, including booking and payment of any applicable fees or charges; and
 - (b) electronic communication devices, including but not limited to desktop computers, laptops, tablets, and smartphones, which are supplied by Rocky View County to a Councillor, may be used for personal use, provided that the use is not offensive, or inappropriate.

Orientation and Other Training Attendance

- 43 Every Councillor must attend the initial orientation training offered by Rocky View County within 90 days after the Councillor takes the oath of office. Additional orientation training may be offered at the discretion of the Reeve.
- 44 Unless excused by Council, every Councillor should attend any other training organized at the direction of Council for the benefit of Councillors throughout the Council term.

Remuneration and Expenses

- 45 Councillors are stewards of public resources and shall avoid waste, abuse, and extravagance in the use of public resources.
- 46 Councillors shall be transparent and accountable with respect to all expenditures and strictly comply with all municipal bylaws, policies, and procedures regarding claims for remuneration and expenses.
- 47 Councillors may be reimbursed for expenses incurred in the following instances and in accordance with Rocky View County policies:
 - (a) Conference fees for the following conferences:
 - (i) Rural Municipalities of Alberta (RMA) Spring and Fall Conference;
 - (ii) Alberta Urban Municipalities Association (AUMA) Annual Conference;
 - (iii) Economic Developers Alberta (EDA) Annual Conference;
 - (iv) Agricultural Service Board (ASB) Conference and Provincial Tour;
 - (v) Federation of Canadian Municipalities (FCM) Conference;
 - (vi) Other conferences;
 - (b) Tickets to community and charitable functions, excluding tickets to any fund-raising events held by a Provincial political party, a constituency association or a candidate;
 - (c) Expenses incurred while hosting third parties, including officials from other heads of government and out-of-town delegations; and
 - (d) Expenses incurred to attend and participate in community parades.

Gifts and Hospitality

- 48 Councillors shall not accept gifts, hospitality, or other benefits that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.

- 49 Councillors may accept hospitality, gifts, or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation, provided that the value of the hospitality, gift, or benefit does not exceed \$500.00.
- 50 Where the approximate value of the ticket is over \$500.00, Councillors may not accept a complimentary ticket or a reduced ticket rate for events such as fundraisers, golf tournaments, concerns, sporting events, etc. except with the permission of the Reeve, or with the permission of the Deputy Reeve in the case of the Reeve, and following the below guidelines:
- (a) The representative of the organization extending the invitation must be in attendance;
 - (b) The value of the food/drink must be reasonable; and
 - (c) The invitations must be infrequent.
- 51 Where a Councillor has received a benefit from a supplier, that Councillor is encouraged to recuse themselves from subsequent decision-making involving that supplier.
- 52 Gifts received by a Councillor on behalf of Rocky View County as a matter of official protocol which have significance or historical value shall be left with Rocky View County when the Councillor ceases to hold office.
- 53 Each Councillor must file an annual disclosure statement no later than October 1st of each year listing the gifts and benefits received beyond \$500.00 during the past calendar year, including an approximation of their monetary value. The annual disclosure statement will be published on the rockyview.ca website.

Election Campaigns

- 54 No Councillor shall use any facilities, equipment, supplies, services, municipal logo, or other resources of Rocky View County for any election campaign or campaign-related activity.

Informal Complaint Process¹

- 55 Any Member of Council who has identified or witnessed conduct by a Councillor that the person reasonably believes, in good faith, is in contravention of this Bylaw may address the prohibited conduct by:
- (a) advising the Councillor that the conduct violates this Bylaw and encouraging the Member to stop; and
 - (b) requesting the Reeve to assist in informal discussion of the alleged complaint with the Councillor in an attempt to resolve the issue. In the event that the Reeve is the subject of, or is implicated in a complaint, the person may request the assistance of the Deputy Reeve.

¹ Various amendments were made to sections 55 and 56 by Bylaw C-8014-2020

- (i) In the event that the Reeve is the subject of, or is implicated in a complaint, the member of council may request the assistance of the Deputy Reeve;
- (ii) In the event that the Deputy Reeve is the subject of, or is implicated in, a complaint, the member of council may request the assistance of the Reeve;
- (iii) In the event that both the Reeve and Deputy Reeve are the subjects of, or are implicated in, a complaint, the member of council may submit the complaint to any other member of Council who must provide it to Council as a whole during a closed session.

56 Members of Council are encouraged to pursue this informal complaint procedure as the first means of remedying conduct that they believe violates this Bylaw. However, Members of Council not required to complete this informal complaint procedure prior to pursuing the formal complaint procedure outlined below.

Formal Complaint Process²

57 Any Member of Council who has identified or witnessed conduct by a Councillor that they reasonably believe, in good faith, is in contravention of this Bylaw may file a formal complaint in accordance with the following procedure:

- (a) All complaints shall be made in writing and shall be dated and signed by an identifiable individual;
- (b) All complaints shall be addressed to Council;
- (c) The complaint must set out reasonable and probable grounds for the allegation that the Councillor has contravened this Bylaw, including a detailed description of the facts, as they are known, giving rise to the allegation;
 - (i) Once a complaint has been received by Council, the complaint will be added as an agenda item to be considered by Council during a closed session at a Council meeting;
 - (ii) After considering the complaint, Council may by resolution:
 - (a) Recommend or direct that an investigation be undertaken by the Investigator;
 - (b) Recommend or direct that no action be taken;
 - (c) Recommend or direct that the Reeve and Deputy Reeve assist in informal discussion of the alleged complaint with the Council member in an attempt to resolve the issue;
 - (d) In the event that the Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that the Deputy

² Various amendments were made to section 57 by Bylaw C-8014-2020

Reeve and another Council member assist in informal discussion of the alleged complaint in an attempt to resolve the issue;

- (e) In the event that the Deputy Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that the Reeve and another Council member assist in informal discussion of the alleged complaint in an attempt to resolve the issue; or
 - (f) In the event that the Reeve and Deputy Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that two Council members assist in informal discussion of the alleged complaint in an attempt to resolve the issue.
- (d) The Investigator may request additional information from the complainant in order to determine whether a contravention of this Bylaw has occurred;
- (e) If the facts, as reported, include the name of one or more Councillors who are alleged to be responsible for the breach of this Bylaw, the Councillor or Councillors concerned shall receive a copy of the complaint submitted to the Investigator;
- (f) Upon receipt of a complaint under this Bylaw, the Investigator shall review the complaint and decide whether to proceed with an investigation into the complaint or not. If the Investigator is of the opinion that
- (iii) a complaint is frivolous or vexatious,
 - (iv) a complaint is not made in good faith,
 - (v) there are no grounds or insufficient grounds for conducting an investigation, or
 - (vi) the complaint is not within the authority of the Investigator to investigate, or, if in the opinion of the Investigator, the complaint should be referred to a different body for investigation,
- the Investigator may choose not to investigate or, if already commenced, may terminate any investigation, or may dispose of the complaint in a summary manner. In that event, the complainant and Council shall be notified of the Investigator's decision;
- (g) If the Investigator decides to investigate the complaint, the Investigator is authorized to take such steps as they may consider appropriate to complete the investigation, which may include seeking legal advice or accessing records held by Rocky View County;
- (h) All proceedings of the Investigator regarding the investigation shall be confidential and shall be protected in accordance with the *FOIP Act*;

- (i) The Investigator shall, upon conclusion of the investigation, provide Council and the Councillor who is the subject of the complaint with the results of the investigation;
- (j) The results of an investigation by the Investigator shall remain confidential and shall be considered by Council in an *in camera* session. The results of an investigation shall be made available to the public only after Council considers the matter and in accordance with the provisions of the *FOIP Act*;
- (k) A Councillor who is the subject of an investigation shall be afforded procedural fairness, including an opportunity to respond to the allegations before Council deliberates and makes any decision or imposes any sanctions; and
- (l) A Councillor who is the subject of an investigation is entitled to be represented by legal counsel at the Councillor's sole expense. Where the action results in no sanction for the Councillor, Council may consider reimbursing the Councillor for their legal expenses.

Public Complaints³

57.1 Members of the public who have identified or witnessed conduct by a Member of Council that they reasonably believe, in good faith, is in contravention of this Bylaw may address their concerns by:

- (a) Providing a written complaint that must:
 - (i) be dated and signed by an identifiable individual;
 - (ii) set out a detailed descriptor of the facts, as they are known, giving rise to the concern;
 - (iii) be delivered to the Reeve or Deputy Reeve;
- (b) Failure to provide the information as noted in section 57(a) deem the complaint as refused.
- (c) Upon receipt of a complaint from a member of the public, the Reeve or Deputy Reeve shall:
 - (i) inform Council of the complaint during a closed session;

57.2 Upon being advised and after reviewing a complaint from a member of the public, Council may by resolution:

- (a) Recommend or direct that an investigation be undertaken by the investigator;
- (b) Recommend or direct that no action be taken;

³ Sections 57.1 and 57.2 were added by Bylaw C-8014-2020

- (c) Recommend or direct that the Reeve and Deputy Reeve assist in informal discussion of the alleged complaint with the Council member in an attempt to resolve the issue;
- (d) In the event that the Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that the Deputy Reeve and another Council member assist in informal discussion of the alleged complaint in an attempt to resolve the issue;
- (e) In the event that the Deputy Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that the Reeve and another Council member assist in informal discussion of the alleged complaint in an attempt to resolve the issue;
- (f) In the event that the Reeve and Deputy Reeve is the subject of the alleged complaint, or is implicated in a complaint, recommend or direct that two Council members assist in informal discussion of the alleged complaint in an attempt to resolve the issue.

Compliance, Enforcement, and Sanctions

- 58 Councillors shall uphold the letter, the spirit, and the intent of this Bylaw.
- 59 Councillors are expected to cooperate in every way possible in securing compliance with the application and enforcement of this Bylaw.
- 60 No Councillor shall:
- (a) undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to Council, the Investigator, or to any other person;
 - (b) obstruct Council, the Investigator, or any other person in carrying out the objectives or requirements of this Bylaw.
- 61 Sanctions may be imposed on a Councillor, by a resolution of Council passed at a meeting held in public at which there is a quorum present, upon a finding that a Councillor has breached this Bylaw. The sanctions imposed on a Councillor may include any one, or combination of, the following:
- (a) a letter of reprimand addressed to the Councillor;
 - (b) requesting that the Councillor issue a letter of apology;
 - (c) requesting that the Councillor attend training;
 - (d) requesting that the Councillor return or reimburse the value of property, equipment, gifts, benefits, or other items, or reimburse the value of services rendered;
 - (e) restrictions on the travel and representation of the Councillor on behalf of the Municipality;

- (f) restrictions on how documents are provided to the Councillor (e.g. no electronic copies of documents or only watermarked copies for tracking purposes);
- (g) publication of a letter of reprimand or request for apology and the Councillor's response;
- (h) suspension or removal of the appointment of a Councillor as the Chief Elected Official (Reeve) under section 150(2) of the Act;
- (i) suspension or removal of the appointment of a Councillor as the Deputy Chief Elected Official (Deputy Reeve) or acting chief elected official under section 152 of the Act;
- (j) suspension or removal of the Chief Elected Official's presiding duties under section 154 of the Act;
- (k) suspension or removal from some or all Council Committees and bodies to which Council has the right to appoint members;
- (l) suspension or removal as the Chair or Vice Chair of a Council Committee or body to which Council has the right to appoint members;
- (m) reduction or suspension of remuneration as defined in section 275.1 of the Act corresponding to a reduction in duties, excluding allowances for attendance at Council meetings; or
- (n) any other sanction that Council deems reasonable and appropriate in the circumstances provided that the sanction does not prevent a Councillor from fulfilling their legislated duties and that the sanction is not contrary to the Act.

Investigator

62 Council shall appoint a person or persons to act as the Investigator.

63 The following persons are not eligible to act as the Investigator:

- (a) a Councillor of Rocky View County, or a family member, friend, or close associate of a Councillor of Rocky View County; or
- (b) an employee of Rocky View County.

64 The records in the custody and control of the Investigator are considered property of Rocky View County and are subject to the *FOIP Act* and municipal information governance policies.

Review

65 This Bylaw shall be brought forward for review at the beginning of each term of Council, when relevant legislation is amended, and at any other time that Council considers appropriate to ensure that it remains current and continues to accurately reflect the standards of ethical conduct expected of Councillors.

Severability

66 Each provision of this Bylaw is independent of all other provisions. If any such provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

Transitional

67 Bylaw C-7768-2018 is passed when it receives third reading and is signed by the Reeve/Deputy Reeve and the Chief Administrative Officer or Designate.

READ A FIRST TIME IN COUNCIL this 26th day of June, 2018

READ A SECOND TIME IN COUNCIL this 26th day of June, 2018

UNANIMOUS PERMISSION FOR THIRD READING this 26th day of June, 2018

READ A THIRD TIME IN COUNCIL this 26th day of June, 2018

“Greg Boehlke”

Reeve

“Charlotte Satink”

CAO or Designate

June 26, 2018

Date Bylaw Signed

Schedule "A"

Rocky View County Council Meeting Norms

RVC Council Meeting Norms are:

- *Designed to be used by Council in all of their interactions;*
- *Behaviours Council wants to live by in their meetings; and*
- *Used to make progress on Council member relationships, not to make them perfect.*

#1 We will listen actively to each other

When we are listening *actively*, we are remembering that we have been given two ears and one mouth for a reason. When we are listening actively, we will:

- Be present in the room and focus on the conversation we are having;
- Verify that we understand what someone is saying by summarizing what we heard and checking if our understanding is accurate;
- Seek to understand what the person speaking is saying rather than try to "win";
- Have open body language, such as leaning in and making eye contact;
- Say, "tell me more" so we can better understand the speaker's position; and
- Slow down and not interrupt each other.

#2 We will respect our fellow Councillors

Respect is the bedrock of healthy human interaction. When we are respecting each other, we will observe:

- No personal attacks being made;
- The issues, not the individuals, being challenged;
- Council members feeling safe to share ideas and feelings;
- People being allowed to finish what they are saying;
- People talking directly to the person with whom they are having an issue rather than "triangulating" by gossiping about a third person in order to or form camps; and
- People apologizing when old behaviours surface.

#3 We will show humility

Humility is not a sign of weakness, but a sign of strength in leaders. When we are showing humility, we will observe ourselves:

- Letting go of being right or perfect;
- Accepting outcomes that may be different from what we wanted and being able to move on by knowing that our goal is not about winning;

- Concentrating on what is best for the County rather than what is best for one Councillor; and
- Accepting that we might be wrong, that we might not know everything about an issue, and that there is more for us to learn.

#4 We will take each other face value

When taking our fellow councillors at face-value we are:

- Believing that their intentions are good;
- Open-minded to their perspective; and
- Not making assumptions about what they are saying or why they are saying it. Instead, if we are unsure about their intentions, we ask them, with respect, to clarify or elaborate on their intentions and motivations so we can understand their position more clearly.

#5 We will be curious

When we are curious, we are:

- Asking questions of each other, not just stating our position or telling someone what we think they should know;
- Asking others to challenge our perspective and to share their experiences that might be different from our own; and
- Arguing less and acknowledging that the other person's idea may be possible and valid before stating our own.

Logistics

- We will respect each other's time by starting on time and finishing on time as often as possible;
- We will limit our use of devices for taking notes or reading digital documents relevant to the task at hand;
- We will turn our device notifications off and limit usage to breaks; and
- We will make sure that we are taking care of ourselves during meetings.