

Municipalities are required by legislation to have an Integrity Commissioner ("IC") and adopt a Code of Conduct ("Code"). Your municipality has appointed Expertise for Municipalities Non-Profit Association ("E4m") as their IC. The *Municipal Act* outlines our role as IC. E4m serves your municipality as an independent resource, coach and guide. We are focused on enhancing your municipality's ethical culture. We do this by:

Responding to questions from the public about the Code & the Municipal Conflict of Interest Act ("MCI").

Responding to questions from Council about their obligations under the Code & MCI.

Giving recommendations and/or advice to Council on policy related to ethical behavior of members.

Providing education/training for Council, Local Boards and Public on Code, MCI, bylaws, policies and legislation governing ethical behavior

Conducting impartial inquiries in response to allegations that a member has not followed the Code or MCI.

The IC is a statutory officer of the Municipality who reports to Council. Often an IC provides an annual report to Council to provide an overview of the IC's activities during the year. Our report has been created to provide a brief overview of work carried out by E4m as IC for the period of March 1, 2019 to December 31, 2020.

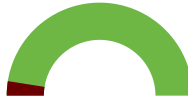
This report that shows you, at a glance, what activities we have undertaken for your municipality. We also show you how your municipality compares to the overall total of each activity for ALL of the municipalities E4m has been appointed IC. In 2019, E4m was appointed by 57 municipalities in Northern and Eastern Ontario, shifting to 51 by December 31, 2020

How you compare

	Your Municipality	All Municipalities
Code of Conduct Complaints	2	58
MCI Complaints	1	22
No Inquiry (matter resolved/dissmissed)	0	30

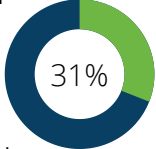
Allegations

Your municipality compared against the combined total of municipalities



E4m Supports the Municipal Sector

E4m strives to enhance the municipal sector by re-investing a minimum of twenty percent of what we bill.




Graph Reference:
Blue: The cost of inquiries.
Green: The amount that E4m has reinvested back into the Sector.

Inquiries Underway	3	13
Allegations	15	320
Findings of Breach	0	93

Findings of Breach

Your municipality compared against the combined total of municipalities



Highlights & Trends

Inquiries:

- Many municipalities had no expenses associated with our Integrity Commissioner service.
- 2 requests for inquiry were received about the behavior of members of Committees or Local Board.
- The majority of allegations were made by members of Council or employees about members of Council.

Matters in Court

- In the case that a contravention of the MCI has occurred, the legislation encourages the IC to make an application to court. Only a judge can determine the penalty for a contravention.
- There are 5 matters that are being taken to court.

We want you to know:

- IC inquiries are costly and many municipalities have not budgeted for these costs. It is our recommendation that money be set aside every year in a reserve fund for the time when it may be needed.
- Getting advice or training both carry a much less significant cost than the that of an inquiry.
- Average cost of advice = \$457.35 ~ Average cost of an inquiry = \$9,551.88
- Please visit the E4m website to explore the types of assistance that we offer.
- Several findings were made that members of Council contravened the Council Staff Relations Policy (and the Code) because they acted outside of their role as a Councillor. (This is why training is such a powerful investment.)
- Sometimes, when a complainant or respondent is not satisfied with the result of the Integrity Commissioner's inquiry, they will attack the inquiry process using social media, making inordinate requests for information or using the ombudsman. This can result in considerable costs to the municipality.



How E4m Helps

- Subsidize Wellness Programs
- Subsidize Policy Drafting Workshops
- Workshops and Webinars
- One-on-one Staff and/or Council Coaching
- Mentoring and Advice
- Subsidize Council Term Plans
- Provides Affordable Support to Municipalities (tailor-made for their needs and circumstances)