



HCM Election News

THE UNITED TOWNSHIPS OF
HEAD, CLARA & MARIA

THE COUNTDOWN BEGINS!

"This collection of Municipal World articles may be of interest to candidates running for municipal office, and municipalities are encouraged to provide a link on their local campaign websites. Municipal World is pleased to extend permission to Chamber of Commerce newsletters and local community press to reproduce these articles, provided the author's complete biographical information is included along with a credit to Municipal World."

Thank you Municipal World for providing permission to share.

Municipal elections will be held on Monday, October 22, 2018 across the province. Please watch for updates, new rules & regulations and your opportunity to take part in your community. If you feel you have something to offer to positively affect the future of Head, Clara & Maria; please begin to consider your options. Come out to regular meetings to find out what a municipal Council in a small municipality actually does. Often, perception is quite different from reality. If you like or don't like what you see; take a stand to make a difference come October 2018. Not only exercise your right to come out and vote; consider running for a position.

You may be asking why this is an issue now? Because, nominations may be accepted as early as May 1, 2018.

Maybe its time you would like to make a different type of contribution to your community by taking part in municipal politics?

Going about our normal routines, it may not always be visible what Council members do? What responsibilities they have?

In order to ensure that our residents are prepared and understand what is required of a municipal leader, staff have reprinted with permission from *Municipal World*, articles posted prior to previous elections. They explain what is required of a council member, a head of council and an elector. They pose some questions to ask of ourselves prior to running for council or prior to voting.

The municipality has a number of resources available to anyone interested in running for council which may be borrowed from the office. The following titles are just a few that are available.

- ◇ *lors*—George Rust-D'Eye;
- ◇ *Municipal Ethics Regime*—Gregory J. Levine;
- ◇ *Off the Cuff, Volumes 1, 2 & 3*—George Cuff;
- ◇ *Strategic Planning for Municipalities* by Thomas E. Plant;
- ◇ *How to Campaign for Municipal Elected Office*—Smither and Bolton;
- ◇ *Meeting Procedures* by James Lochrie; and
- ◇ *Cuff's Guide for Municipal Leaders volumes 1 & 2*—George Cuff.
- ◇ And many others.

Stop by to sign one out!



- ◇ *Open Local Government 2*—Rick O'Connor;
- ◇ *Handbook for Municipal Council-*

[AMCTO Elections Calendar](#)

[Notice of Penalties](#)

[MAH Candidate's Guide](#)

[Municipal Code of Conduct](#)

[MAH A Guide to Municipal Accountability, Transparency and Confidentiality in Ontario
April 2016](#)

Although our staff is here to answer your questions to the best of our ability, **the responsibility for running your campaign according to legislation remains yours.** We are not in a position to offer legal advice or interpretation of legislation. If there is any uncertainty or question after reading all of the information we have provided; please seek independent legal advice.

Even if you are a returning candidate or council member, we encourage you to attend the training session scheduled and to be provided by our Ministry of Municipal Affairs Municipal Advisor to be held on Wednesday, July 4, 2018 at 7:00 p.m. at the Fire Hall in Chalk River located at the end of Kellett Street off Main, by the Lion's Hall.

Best of Luck

Melinda Reith

Melinda Reith, Dipl. Municipal Management
Municipal Chief Administrative Officer and Clerk
The United Townships of Head, Clara & Maria



SO YOU WANT TO RUN FOR COUNCIL

Nominations for Council will be accepted beginning May 1, 2018 and will end on Nomination Day—July 27, 2018 where nominations may only be accepted from 9 a.m. to 2 p.m.

The Campaign period begins once a candidate has filed a nomination form and ends on December 31, 2018. Expenses may only be incurred after Voting Day under certain circumstances. Know the rules. If required...

VOTING DAY—is Monday October 22, 2018 10:00 a.m. to 8:00 p.m.

ADANCE VOTING —is Saturday, September 22, 2018 11:00 a.m. to 5:00 p.m.

**WANTED—CANDIDATES FOR THE OFFICES
of
Mayor—1
Councillor—4**

NOTICE OF NOMINATION FOR OFFICE

Municipal Elections Act, 1996 (s. 32)

NOTICE is hereby given to the electors of the municipality of the United Townships of Head, Clara & Maria that nominations for the offices of Mayor (1 to be elected at large) and Councillors (4 to be elected at large) may be made by completing nominations on the prescribed form and filing same in the office of the Clerk, accompanied by the prescribed filing fee of \$200 for the Head of Council and \$100 for all other offices. The filing fee is payable by cash, certified cheque or money order made payable to the municipality.

A nomination must be signed by the candidate and filed in person or by an agent during regular business hours between May 1, 2018 and July 26, 2018 and between 9 a.m. and 2 p.m. on Friday, July 27, 2018 (Nomination Day).

In the event that there are an insufficient number of certified candidates to fill all positions available, nominations will be reopened for the vacant positions only on Wednesday, August 1, 2018 between the hours of 9 a.m. and 2 p.m. and such additional nominations, if required, shall be filed in the office of the Clerk.

Electors are hereby given notice that if a greater number of candidates are certified than are required to fill said offices, voting places will be opened on Monday, October 22, 2018 between 10:00 a.m. and 8:00 p.m. for the purpose of voting. Advance voting will also be held before October 22, 2018 on a date or dates to be announced.

IF YOU DON'T

VOTE

YOU LOSE

THE RIGHT TO

COMPLAIN

ELECTIONS INFORMATION

The Website of the Ministry of Municipal Affairs—Ontario provides a wealth of information for candidates, voters or those simply interested in the areas of responsibilities of municipalities. If you are viewing an electronic copy of this Newsletter—click on the links below. You can also search the following or go to the municipal website and connect links from there. For those of you who do not have internet access and wish a copy of any of these documents, and are interested in running for Council, we will provide copies at the office.

[MMA Voter's Guide](#)

[MMA Candidate's Guide](#)

[The Municipal Elections Act, 1996 - election law in Ontario—E-LAWS](#)

[Guide for Third Party Advertisers](#)

[MMA's Municipal Councillor's Guide - to see what a Councillor does](#)



The following includes excerpts from a Municipal World book entitled "[*An Evaluation Toolkit for LOCAL Governments...Measuring Up*](#)" by Charles K. Bens. The questions posed are important when deciding whether or not you wish to run for Council and/or whom you wish to vote for.



COUNCIL SKILLS

Once elected, a local councillor must develop skills that will allow him or her to function effectively as part of the council team. Cooperation with one's elected peers is imperative if new policies and programs are going to be developed to meet the changing needs of the community. An incumbent must understand the rules of procedure, how the various departments function, and what laws are already on the books. He or she must continually arrange their schedules in order to be in regular attendance at council and committee meetings. More importantly, they must be active in those sessions by making good general comments, as well as specific points related to the needs of the constituents. It is critical that council members are able to earn and maintain the respect of other council members, and be seen as positive contributors, rather than liabilities or totally negative influences. Some council members have been known to relish their role of devil's advocate or council conscience, but this should not be the only role played. Ideally, there should be a balance struck that clearly shows the incumbent's ability to make constructive contributions, as well as prodding the council to take action in a certain area.

QUESTIONS TO ASK

1. The council member should take his or her responsibility seriously, and participate fully in committee and council meetings as follows:
 - Attendance at meetings is important, with at least an 80% attendance record at council meetings and committee meetings the councillor belongs to;
 - The councillor should not just be present, but should be attentive and active; and
 - The councillor should make a meaningful contribution, including concerns of his or her constituents, and minimize grandstanding.

Based on media accounts, first-hand knowledge or observations of others, how would you rate the

tions?

How would you rate the incumbent's performance in helping to ensure that issues are dealt with in a logical and professional way?

3. After issues are properly identified and strategies developed for dealing with them, only one thing remains—resolving them. Going through the motions is meaningless unless viable solutions are actually developed and implemented. Councillors have been known to “pass the buck” and blame nagging problems on senior governments, unions and even international economic trends, just to name a few. The truth is, most issues can be resolved if council works hard and intelligently. It may take time to get a totally acceptable solution, and in some cases everyone cannot be satisfied. However, the public is getting better each year at identifying good issue-resolution efforts, and incumbents need to be rated on the basis of how many important issues seem to be resolved each year, versus those that are not resolved. Key questions might be:

- Do the same problems seem to be around month after month?
- Does there seem to be a prevalence of buck passing?
- If there are studies with recommendations, does council act on them?



How would you rate the incumbent's ability to help council ensure that key issues are resolved as fairly and quickly as possible?

PROMISES, PROMISES

While political promises have become a way of life for politicians at every level of government, we have seen some changes in recent years. In the 50s, 60s and 70s, promises were all too often forgotten immediately after the election, since everyone knew they weren't really a serious part of any campaign. Every politician merely made as many promises as he or she could, in the hope of appealing to every conceivable voting group, and then did whatever they pleased once elected. Obviously, it wasn't always that bad, but some people certainly came away with that impression on a consistent basis.

Something seemed to happen in the 80s that has placed political promises under sharper scrutiny. The media, the opposition parties and many special interest groups have begun to carefully watch government's actual performance regarding promises made during an election. At least, this seems to have happened at the state/provincial and federal levels of government. The municipal level is more difficult to monitor because there are no opposition parties, and there are certainly fewer organized special interest groups. Once again, that leaves the media stuck with the responsibility of watchdogging the promises made and the actual performance of those elected.

The job of watch-dogging promises is very difficult at the municipal level because each councillor is elected independently of the others, and therefore represents only one vote on council. Promises tend to be very broad, such as trying to keep taxes down or expressed in a vague way in recognition of the obvious lack of political power possessed by any one councillor. Therefore, it becomes necessary to consider municipal election promises in the context of pre-election individual statements and post-election collective statements.

PROMISE QUESTIONS—BEFORE

When considering the promises offered during the campaign, each citizen should ask themselves the following three questions:

1. Are the candidate's promises the right promises? How closely do they match the things that should be addressed at this time?
2. Can the candidate deliver on these promises, in other words, are these promises feasible in terms of municipal authority, funds available and likely support from other council members?
3. Are these promises measurable? If the candidate is elected, will it be possible to determine if desired changes have taken place, and whether the actions of the council were in any way responsible for these changes?

How would you rate the quality of the incumbent's promises based on the aforementioned criteria?

PROMISE QUESTIONS—AFTER

After a candidate is elected, he or she becomes part of a municipal council that should also be held accountable for its actions. This need to measure the performance of elected officials is made extremely difficult by the lack of a specific collective consensus by the council to accomplish certain things during their term of office. Therefore, voters must often resort to vague recollections of what was promised or media contentions of what should have been accomplished. This should be rectified as soon as possible in order to make the municipal level of government more accountable in the years ahead. The following questions can guide citizens in this important area.

1. Does the council include mission or goal statements in their budget or in separate documents at least once each year?
2. Are these statements specific in terms of actual measurable results, and are these results evaluated to determine if these specific objectives have been met?
3. If the above items are not presently part of the decision-making process, will the candidate endorse this concept and work for its implementation during the next term of office, if elected?

How would you rate the incumbent's commitment to the establishment and use of quantifiable objec-



tives upon which council's performance can be rated?

VISION FOR THE COMMUNITY

Every candidate, incumbent and newly declared office seeker, should have a vision for his or her municipality. The vision should be made clear to the electorate, so they can decide whether they agree that the community should be moving in that direction. Perhaps one candidate wants to make the municipality a big tourist area, while another wants to build it into a college town. Maybe one candidate wants to keep the economy based on the one big industry in town, while another wants diversity. Maybe one candidate wants the community to remain a bedroom community, while another wants to build a self-contained community with its own downtown area and economic base.

The following questions can help in evaluating the incumbent's vision for the community.

- Does the candidate have a clear vision, and does it basically agree with your personal vision for the community...?
- Is the candidate's vision realistic, and does it avoid using the tired platitudes of past political campaigns?
- Does the candidate have specific goals and objectives, as well as a realistic plan to achieve them?
- Is the candidate's vision and plan consistent with existing plans that have been established via consensus of a cross-section of interest groups and individuals?
- Is the candidate's vision affordable, and does it actually help to reduce future costs by preventing problems that are already occurring or could occur in the future?
- Is the candidate's vision consistent with other potential members of council, so there is a reasonable chance it can be pursued collectively?



NEW CANDIDATE EVALUATION

...From these various sources, electors must glean enough information to determine whether the challenger has enough to offer to be rewarded with their votes. Some of the key categories that should be reviewed include: education, employment, political philosophy, personal attributes, general reason for running, position on the issue and political skills.

The text continues to identify issues you should consider before voting for a new candidate. Questions it poses are as follows...Drop by to borrow the volume for your own purposes.

1. How would you rate the new candidate's alignment with your political philosophy?
2. How would you rate the new candidate's reason for wanting to be on the municipal council?

3. How well has the new candidate addressed the issues in his or her written material and prepared speeches?
4. How would you rate the new candidate's depth of understanding on most issues when questioned by the media, voter's or other candidates?
5. How would you rate the new candidate's positions, taking into consideration the community's past experience on these issues, municipal authority and available funding?
6. How would you rate the new candidate's interest in his or her community before the campaign started?
7. How would you rate the new candidate's general knowledge of municipal government?



TO HELP YOU STAY INFORMED

Did you know you could stop by the municipal office and ask to review copies of by-laws, minutes, reports to council, policies and other documents which are public?

Did you know, most of these documents are already available on the internet?

Did you know, that audio recordings of Council meetings have been posted on-line on YouTube so you can review them?

1. Stop by 15 Township Hall Road in Stonecliffe during business hours.
2. Visit our website at <http://www.townshipofheadclaramaria.ca/>
3. Visit our YouTube channel at <https://www.youtube.com/channel/>
4. We are also on Facebook and share posters and notices here on a regular basis. Search for us as Head, Clara & Maria Municipality.
5. Our Elections Webpage is at <http://www.townshipofheadclaramaria.ca/departments/elections/>.

8. How would you rate the new candidate's leadership potential based on past experience in the community?
9. How well has the new candidate met the criteria of a strong and healthy character as revealed through a full and honest disclosure of his or her past?
10. How would you rate the new candidate's level of endorsement by a respected person in the community whose opinions and judgment you trust?

HOW DO WE RATE OURSELVES AS CITIZENS

1. Voting quality.
2. Well-informed.
3. Involvement.
4. Accountability.
5. Family unit or neighbour harmony.
6. Healthy living.
7. Civil behaviour.
8. Environmental concerns.
9. Moral and ethical behaviour.
10. Openness.



ELECTIONS PERSONNEL



Should an election be required, we will advertise for election personnel after the time for all nominations to have been certified. Watch the usual municipal advertising forms—bulletin boards, Newsletters, Facebook and webpage after August 2, 2018 for details on how to apply.

2 APRIL 2003 MUNICIPAL WORLD
 EXCELLENT LEADERS
 WHAT TO LOOK FOR IN MUNICIPAL ELECTED
 OFFICIALS
 BY CAROLYN KEARNS

During the past several years, municipalities have gained increasing attention and importance as a level of government delivering programs and services to citizens. Concerns about limited taxation powers, realignment of services (downloading), aging infrastructure and a lack of autonomy have been well documented.



However, insufficient attention has been spent on an issue affecting our ability to have strong, well-

“Carolyn Kearns is a partner in the Randolph Group, Toronto, Ontario. She is a general management consultant who has been working for municipal clients of all sizes since 1974. She can be reached by email at ckearns@randolph.on.ca or by telephone at 416-368-7008.”

run municipalities – a lack of high quality, effective municipal elected officials. Examples of excellent municipal political leaders are not as numerous as they should be. However, the good ones exhibit a number of characteristics that are worth noting. Looking for individuals with these qualities will substantially improve municipal operations and allow the level of government closest to the people” to address successfully the many important issues facing municipalities.

Municipalities Increasingly Important

During the past 10 years, many municipalities have experienced a significant increase in their roles and responsibilities for service provision. No longer

defined by volunteer councils meeting monthly to discuss road improvements and to settle neighbourhood disputes, municipalities now represent a significant Corporate presence, often as one of the top 10 employers in the community. Increasingly, elected officials are moving from part-time to full-time positions, and municipal staff require increasing levels of knowledge and experience.

Recent initiatives have strengthened the role and importance of municipalities. In Ontario, for example, the provincial realignment of selected services from the province to the municipality has substantially increased the services planned, provided and paid for by the local level of government.

Ontario’s Municipal Act has also been rewritten to recognize the changing role of municipalities and the need to allow them to be more autonomous. Events like the high profile Walkerton situation additionally have demonstrated the importance of knowledgeable staff and elected officials. Recognition of the importance of municipalities has become a federal issue, as well, with leadership hopefuls from all parties asked about their support for much needed municipal infrastructure programs.

In short, municipalities have “made it” in terms of being a level of government that is recognized as important to delivering the quality of life prized by those living inside and outside of Canada.

The Political Leadership Challenge

The rise in importance of the municipi-

pal level of government has highlighted a lack of leadership by municipal elected officials. Low voter turnouts, candidates being acclaimed and fringe candidates are characteristics of many municipal elections. Once in office, municipal elected officials can be an embarrassment to the electorate. Long on rhetoric and short on action, there is a tendency to lay the blame elsewhere for the problems that municipalities face.

The poor financial situation is reported to be a result of a municipal finance system based on an inelastic property tax; the deteriorating roads and bridges are the result of reduced grants from senior levels of government; and other citizen concerns, like education and health care, are passed off as not within the municipal jurisdiction of responsibility. Televised council meetings record in painful detail, rambling speeches, procedural wrangling and unpleasant name-calling. First-time elected officials are sometimes disappointed with their inability to see meaningful work undertaken, and talk about hidden agendas and the political deal making on council. Citizens refer to the “circus-like” atmosphere of municipal politics and are not interested in running for municipal office.

So, at a time when municipalities have never been more important, municipal elected officials are under the microscope and the results are discouraging. This situation is particularly difficult for the many elected officials who work long hours, are

diligent readers of agendas, have perfect council attendance, and feel that, despite their hard work, there is little positive feeling on the part of the electorate.

Now, more than ever before, we need to think seriously about what defines good municipal leadership and work to ensure that we are electing and supporting the right individuals to oversee our municipal government.

New Approach Needed

There are some excellent municipal councils that are effective and provide examples for others to follow. Some demonstrate strong leadership through the office of the mayor or the reeve. Others have exemplary leadership through individual members on council and their approach to their jobs. Too often, the focus is on the structure of the government – i.e. the size of council, the council/committee structure, the number of meetings, etc. – instead of the qualities and practices of the individuals who hold public office.

In thinking about our municipal elected leaders, we need to ask a few fundamental questions about the incumbents and others who seek elected office. While these questions might apply to all levels of government, they are directed to municipalities.

1. Is the motivation for the job and the experience appropriate? Individuals seeking or holding public office should have a passion about public service. It should not be attractive because of the perceived “power” or ability to garner publicity. Nor should it be a way to right a perceived injustice or to fill up time during retirement. The best municipal politicians are those with a huge sense of civic duty and a feeling of giving back to a community that has been good to them. Their commitment commands respect and loyalty.

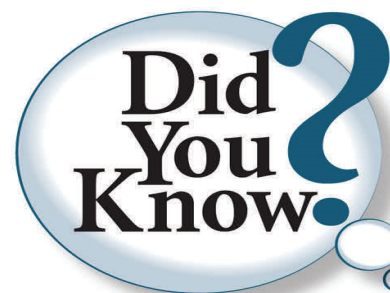
2. Is there a clearly articulated vision and a platform of activities to implement it? Good municipal elected officials tell you what they are going to do and how. They do not “trash talk” the work of previous councils. Zero tax increases and lobbying senior governments for more money do not constitute a proactive, forward-thinking platform. A clearly articulated vision and a set of goals and actions that support that vision are needed. In addition, these individuals support the good initiatives that are underway, regardless of who initiated them, and work to see them completed.

3. Is there understanding and support for the role of the administration and for teamwork? Good members of council are not those who try to act smarter than the staff. They direct staff and recognize that their role as members of council is not to second-guess or embarrass staff or do their work for them. Rather, they ensure a well-run municipality following the overall vision and strategic direction described earlier. Increasingly, effective municipal leaders are those who build on the collective strengths of the community. They involve other organizations to join in achieving the collective wishes of the community. Partnerships and working with others are fast becoming mandatory requirements for effective municipal leadership.

4. Is there a track record for informed decision-making? There is a tendency for municipal councils to fence sit and to avoid controversial decisions. They look for others to blame, or defer the decisions based on an excuse that more information is needed or more input required. Or, just as bad, decisions are made late at night without sufficient information and input. Elected officials must be accessible, and they must really listen to a broad range of views. However, at the end of the discussion, responsi-

ble elected officials make tough but fair decisions and stand by them.

5. Is there a commitment to do the right things, instead of just doing things right? Finally, the overall observation of strong municipal leaders is the commitment to doing the right things for the municipality. It is not about being able to interpret procedural by-laws or show how due process was followed for decisions or to document the volume of correspondence received or to articulate how many ways information is communicated prior to decision-making. These are useful inputs to show that municipal elected leaders are performing their fiduciary responsibilities. Real municipal leaders are seen



to be making positive changes in the communities they represent, based on the vision and direction established earlier.

This year, the residents of many municipalities across Canada will be invited to elect their new municipal leaders. The municipal elections provide an opportunity to select the team that will lead municipalities for the next number of years. In thinking about those who run for office, or deciding whether to stand for re-election, or throw your hat in the ring, ask yourself these five questions. They provide the framework for a new approach to political leadership that will lead to stronger, more effective municipalities. MW

LANDMINES OF BEING A MAYOR PART 1 GEORGE CUFF

I have previously offered some thoughts as to what responsibilities and obligations accompany the role of the mayor. Hopefully, some of those musings resonated with those holding this important position (or at least those who actually read the materials!) and will be of some benefit to their councils and communi-

ties. Unfortunately, there are other instances where the role of mayor has become diluted by a misapprehension of the role.



“George B. Cuff, CMC is a Management Consultant with 25 years of involvement in various local government roles.”

Achieving role clarity by elected officials is often a struggle. This is due in part to the misconceptions of those accepting political office, and in part to the lack of concrete direction and/or advice pertaining to how such roles are expected to be performed.

This month’s column, then, is not focussed so much on what a mayor is expected to do, but rather a description of the pitfalls that many council leaders so readily experience. The following list is not intended to be exclusive nor all-encompassing – experience teaches that new pitfalls are being added regularly!

Becoming the CAO

It should be evident that the mayor is not elected to manage the municipality. This is not a position that one takes on

because of vast experience in local government or in senior positions in industry or the public sector. A mayor, quite simply, is elected to lead. There are substantive differences. Any mayor who assumes the functions and prerogatives of a chief administrative officer is not only guilty of undermining the most important administrative linkage a council has to its staff, but also lessens the potential positive impact that a political leader can impart to the community. It is not possible to do well at both positions concurrently. One or both will inevitably suffer, and in most instances, it will be both.

Thus, and for example, while various mayors have felt and operated otherwise, a mayor should not expect to attend meetings of management or, even worse, chair such meetings. Further, a mayor should not be directing the dismissal of department heads. A mayor should not take it upon himself or herself to carry out “field inspections” or site visits. A mayor should not be recommending the purchase of this or that tractor, grader or computer system based upon their inspection of such products at municipal trade shows. The foregoing examples (drawn from real-life) are – or at least should be – the prerogative of management.

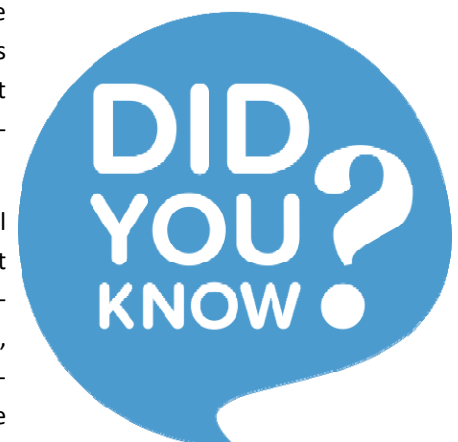
If the relationship is based on mutual trust, and where a mayor feels that the CAO should be addressing administrative issues somewhat differently, such advice or insights can be appropriately offered, on the basis of “here is what I see from my perspective. You

may want to think about this.” This leaves the CAO with an additional perspective and, while it should be heeded, it need not be acted upon.

A healthy municipality reflects coherent role appreciation and understanding.

Advocate For Own Agenda Only

By exercising the role of community leader, a mayor has the potential for tremendous influence on the direction of a community. Citizens expect the mayor, as chief spokesperson for council, and the one whose own agenda may indeed resonate the most clearly with a majority of the residents, to place those ideas before council for its reaction. If the mayor is an effective leader, he or she may be capable of seeing the broader agenda more quickly and more clearly than others. The election may have been the focus of debates relative to the vision set out by the mayor. If elected, the mayor has not only the right, but also the obligation, to articulate his or her vision of the future community.





This right does not, however, negate the fact that all others on council may have a somewhat different view of the world; nor does it mean that the mayor's view should prevail. Rather, the mayor has the implied obligation to seek the views of his or her council colleagues and, through some process of discussion and compromise to ensure that a community vision emerges. While the forcefulness of some mayors may appear at odds with this observation, the delicate counter-balance that a council as a whole brings to the notion of a "one man show" is extremely important and valuable.

Believing Every Issue Needs Unanimity

Democracy is not well served by the search for unanimity on a council. Some of the most successful councils have very heated debates on the key issues and resolve such matters by a 5-4 vote. While the mayor may view the matter as very significant, there is nothing to suggest that the issue should result in everyone seeing the issue the same way.

If, after the council has heard all the evidence and still decides the matter by a narrow margin, it may well be that the community as a whole would, if exposed to the same arguments vote in a similar fashion. It is my view that the best councils, like hockey games, are unpredictable in nature, given the propensity of most leaders to see the world somewhat differently.

The key to successful mayoral leadership is the recognition that the key issues were fully debated, the public view was heard, and the majority decided the result. Those matters that do receive the support of all members of council are often quite straight forward or are of a housekeeping nature. It is seldom that a council resolves contentious matters by a unanimous vote. The mayor should not be perturbed by the failure of council to agree unanimously to any matter but, rather, maintain focus on the course ahead.

Falling Prey to Pettiness

Leaders rise above the temptation to engage in pettiness, whether in a council meeting, committee meeting or public forum. While tempted, they recognize that resorting to gutter behaviour does not bode well for the future of any community.

The position of mayor should be held in high regard. The person holding the position should not do anything that contributes to a dilution of that honour. Regardless of how tempting, or how justifiable given the antics of others, a mayor begins to squander his or her leadership quotient whenever civility succumbs to pettiness and vindictiveness.

Where members of council try to use the forum of a council meeting to ridicule others on council (or in the administration), the mayor ought not to engage in such immaturity; rather, he or she should use the prestige of the mayor's office to silence personal attacks or other petty behaviour. It would be gratifying to think that anyone elected would bring to bear a certain class to the table, but human nature (as proven by the stories emanating across Canada) proves otherwise. The key to avoiding the mud lies in an unwillingness to throw it.

Using Power as a Battering Ram

While Canadian municipalities operate within the limitations of what is commonly referred to as the "weak mayor" system, the truth of the matter is that some communities are led by mayors who act as though they were anointed rather than elected. Thus, in a number of centres across Canada, by virtue of a combination of a powerful personality, bullying tactics and a compliant council and/or administration, the power of the mayor may have grown at the expense of the council as a whole.

Mayors are and should be respected by virtue of their positions. The community as a whole tends to hold the mayor in a



position of esteem that may be above that of the rest of council. On the other hand, such a perception can lead to an abuse of power if appropriate checks and balances are not followed. The legislation across Canada is virtually unanimous in requiring the mayor to submit to the will of council. It is the Canadian view that a mayor can and should lead, but not at the expense of the council as a whole, and not by personal dictate.

Placing Entire Focus on Town Hall

During the course of seminars on this topic, I have often referenced the example of the early Ralph Klein, a former television reporter who decided to tackle **(continued on page 18)** the then mayor

CONSIDER MUNICIPAL POLITICS

BRIAN H. CLARKE

Municipal governance matters far more in our daily lives than most people imagine. While it is federal and provincial politics that receives the most ink in our printed media and the most air time in our radio and television communications, we are impacted by decisions made at the municipal level almost everywhere we turn.

The stores where we shop, the neighborhoods where we live, the streets we use to get from place to place, the parks we play in, and the many services we use without even thinking about them are often controlled, in some way, by municipal government.

It's a shame that more people don't seriously consider involvement in municipal politics, and that participation at this level of government is so often overlooked.

Easy to Get Involved

In many ways, it is easier to get involved in municipal politics than it is in other levels of government. Provincial and federal politics often requires years of participation in party politics in order to gain enough support to win a nomination. Beyond that you are competing against other political parties for the final goal of MP or MPP for your riding.

In municipal government, you compete only against other candidates for your ward or the municipality at large, and there are seldom party affiliations. Once elected, you are part of a governing body that has tremendous authority to make decisions within its area of jurisdiction. As a councillor, you have

an opportunity to develop and implement your council's vision for the community. It can be very exciting, and your actions can have an impact on the



community for many years to come.

People become candidates for a variety of reasons. Among the best of reasons is a deep desire to serve the community. Self interest or short-term, single issue candidates not only do a disservice to themselves by running, but to their community as well. It is also important for candidates to understand that, while elected to represent their constituencies, they are making decisions on behalf of the entire community that they serve. An ability to balance the interests of their constituents against those of the broader community is vital.



While there are many reasons why you may decide to get involved in municipal politics, it is important to have a clear idea of what it involves before diving into the process. Although the position itself does not require any particular expertise or training, there are other characteristics that are requisite if you are to be successful.

A politician – whether federal, provincial or municipal – needs to be able to work with people both individually and as part of a team. As a councillor, you will be responding to numerous inquiries from individuals as well as community groups. As a member of council, you will need to work as part of a team to be able to accomplish your goals. Being a good listener, as well as a good problem solver, is necessary to be able to deal with the many issues that will come before the council. It will also help you to respond effectively to the many calls you will receive from members of the public.

Politicians should have a clear vision of what it is they want to accomplish. Simply reacting to issues (or “management by crisis” as it is sometimes called) will result in merely a caretaker council. It is much more desirable to have politicians who have goals that they want to see accomplished. If you have little you want to accomplish you will no doubt succeed in accomplishing just that.

Governance Process

Municipal politics is a rewarding endeavour. As a councillor, you will have a wonderful opportunity to make your mark in the community. Becoming a municipal (continued on page 18) politician is, of

(from page 17—Clarke) course, a serious commitment that requires serious deliberation. But this should not dissuade good candidates from considering the position.

A decision to run for council is, in many cases, a three* year commitment. For some, it may be a natural progression of their long term community involvement. For others, it may be a desire for change, or to have a say in what goes on. Whatever the reasons, once you decide to become a candidate, you step into a new world of existence.

You will soon discover that you are no longer a private figure, as public life begins to place new demands upon you. In a short time, the public and the media will begin to call on you for your opinions, and you will develop a broader interest and understanding of what it means to be a politician and represent your community.

When you first enter office, you will discover that there is a learning curve to round as you begin to work with the process of governance. Becoming familiar with the intricacies of conducting meetings and learning to be an effective representative will take time. Additionally, being a municipal politician necessitates a significant personal time commitment. There are meetings and committees galore. Above and beyond that, there are reports to read, functions to attend, and many other time-consuming activities.

Municipal governance is a vital and valuable part of the political spectrum. Those interested in municipal politics realize that it plays an important role in every Canadian community, and it is a worthwhile vocation and contribution to society.

If you are serious about making a real difference in your community, consider getting involved in local government. The next time you step out, take a look around; you will see that municipal government plays a part in almost everything around you – where it matters most.

For information on local elections in your community, contact your municipal office. MW

Brian H. Clarke is the author of the book Run & Win: A guide to succeeding in municipal elections, published by Municipal World < www.municipalworld.com >

***Note:** Since the time of printing the term of municipal Council in Ontario has changed to (4) four years. (MR)

(from page 16—Cuff) for the incumbent's position (and would, of course, later go on to become Premier of Alberta) of Calgary. While the incumbent mayor was an accountant, it was Ralph who figured that there were more votes to be had out on the streets of Calgary than there were in city hall. His subsequent re-election, too, was based on his ability to connect with the voters, as opposed to spending the majority of his time in the municipal offices. Further, his success on the provincial stage since then is also regularly accorded to his "street smart" recognition that, while the business of the people might be conducted inside the legislature, the audience he needs to connect with is found in local community halls, on the street or in places of commerce.

It can be a heady experience for a mayor to become important in the local community and have his or her own office inside the town or city hall. Much of the business of the community is in fact conducted there. Often, however, the people of the community may not be comfortable in that environment and are far more likely to be in the market Saturday morning or out at the ball field or in a hockey rink. A mayor who is held in high esteem by the community is often someone who has placed connecting with the public in a prominent place in her or his daily schedule. It is too easy to be surrounded by those whose futures or careers are linked to the success of the mayor and who may see it as being in their best interests to convince the mayor that the world outside city hall sees life as those inside the often sterile facility.

Summary Understanding the challenges of being a mayor is likely to raise the standard of performance. The foregoing (as well as Part Two) seeks to shed additional light on these challenges, which – if left undisclosed – may reach up and inflict more damage than necessary. While to "err is human," being blissfully and willfully unaware is far more avoidable! MW

From the May 2005 issue of Municipal World—Check out George's bio on the Municipal World website.



2018 MUNICIPAL ELECTION TIMETABLE



THE UNITED TOWNSHIPS OF HEAD, CLARA & MARIA

2018

MAY

<p>May 1, Tuesday</p>	<ul style="list-style-type: none"> • Nomination forms may be filed by candidates prior to Nomination Day, at any time when the Clerk's office is open (Monday to Wednesday and Friday, 8:30 – 4:00). Office Closed Thursdays. • Nomination period commences s.33. • On day candidate files, give candidate preliminary maximum campaign expense limit, s.33.01: • Provide candidate notice of penalties related to campaign finances, s.33.1. • First day Notice of Registration as Third-Party Advertiser can be filed, s.88.6(7).
	<ul style="list-style-type: none"> • The Campaign period begins once a candidate has filed a nomination form and ends on December 31, 2018. Alternate time periods are in effect if the candidate withdraws the nomination, the Clerk rejects the nomination, or the candidate extends his/her campaign and is continuing to campaign to erase a deficit.

JUNE

<p>June 4, Monday</p>	<ul style="list-style-type: none"> • Municipal enumeration forms to be returned to MPAC to ensure inclusion of electors on preliminary list of electors (PLE).
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JULY

<p>July 16, Monday</p>	<p>Ad – Notice of Nomination Period (optional second ad).</p>
<p>July 27, Friday</p>	<ul style="list-style-type: none"> • Nomination Day - (9 a.m. to 2 p.m.) ss.31 and 33(4) • Withdrawal of nominations before 2 p.m., s.36(a). • Accept filings for registration for third-party advertising,

	<p>s.88.6(7):</p> <ul style="list-style-type: none"> • Accepted up until the Friday before voting day.
July 30, Monday	<ul style="list-style-type: none"> • Certification of nomination papers before 4 p.m., s.35(1). • Acclamations after 4 p.m., s.37(1). • Commence issue of proxy vote certificates after 4 p.m. (unless additional nominations are required). • Proxy applications may be filed during normal hours of Clerk's office or other designated location, between July 30 and Oct. 22. • On advance vote days, offices/designated locations shall be open between noon and 5 p.m. for proxy purposes, s.44(6).
July 31 – September 1	<ul style="list-style-type: none"> • Receipt of PLE from MPAC on a date between July 31 and Sept. 1 of an election year as agreed upon by the Clerk and MPAC. • (Note: Past practice suggests mid-July to mid-August 2018 dates TBD), s.19(1.1).
August - September	<ul style="list-style-type: none"> • Ad – Is your name on the voters' list? (optional). • Ad – Notice of Nomination Period (for additional nominations).
AUGUST	
August 1, Wednesday	<ul style="list-style-type: none"> • If necessary, additional nominations will be received 9 a.m. to 2 p.m., s.33(5). • Withdrawal of additional nominations before 2 p.m., s.36(b).
August 2, Thursday	<ul style="list-style-type: none"> • Certification of nomination papers before 4 p.m., s.35(1)2. • Acclamation(s) after 4 p.m., s.37(2).
August 31, Friday	<ul style="list-style-type: none"> • Complete corrections to PLE and reproduce it as the voters' list, s.23(2).
SEPTEMBER	
September 4, Tuesday	<ul style="list-style-type: none"> • Determine time and place for receipt of applications for revisions, s.23(2). • Period for addition/correction of own name on voters' list (Sept. 4 – Oct. 22), s.24. • Period of removal of deceased persons from the voters' list (Sept. 4 – Oct. 22), s.25. • Deliver copies of voters' list to persons entitled, s.23(3-5).

September 15 - 25	<ul style="list-style-type: none"> • Prepare and distribute interim list of changes to voters' list, s.27(1).
September 21, Friday	<ul style="list-style-type: none"> • Issue Notice of Election, how/where to vote and proxy instructions, if all offices not filled by acclamation, s.40. • (Note: No specific date in Act)
September 22, Saturday	<ul style="list-style-type: none"> • Advance Vote – If Required. Stonecliffe Community Centre. 11:00 a.m. to 5:00 p.m. • Earliest date for mandatory advance voting day, s.43(3).
September 25, Tuesday	<ul style="list-style-type: none"> • Issue Certificate of Maximum Campaign Spending Limits to candidates and third-party advertising registrants. • Note: This "final" campaign spending limit is based on the higher of: <ul style="list-style-type: none"> ○ The number of electors as of nomination date in the 2014 elections; or ○ The number of electors as of Sept. 15 in the 2018 elections (the number used to calculate the preliminary amount given to candidates at the time they filed their nomination papers).
September 28, Friday	<ul style="list-style-type: none"> • Deadline for bylaw to establish a compliance audit committee (CAC) to process applications for audit of financial statements, s.88.37(1). • CAC shall be composed of three to seven members and its term shall match that of council. • The Clerk shall establish administrative practices and procedures for the compliance audit committee, s.88.37(6). • (Note: Clerk should alert the secretary(ies) of school board(s) of similar requirements to establish a CAC and administrative procedures).
OCTOBER	
October 19, Friday	<ul style="list-style-type: none"> • Last day to prepare a plan (i.e., identifications, removal and prevention of barriers), s.12.1(2). Suggestion is to have this prepared ahead of advance voting for the public. • Last day for third-party advertisers to register is the Friday before voting day at a time when the Clerk's office is open, s.88.6(7). • Before Voting Day - Give each candidate notice regarding

MORE IN NEXT NEWSLETTER...STAY TUNED. FOR A FULL COPY OF THE ELECTIONS CALENDAR, VISIT US ON THE WEB OR DROP BY THE MUNICIPAL OFFICE.



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**THE UNITED
TOWNSHIPS OF HEAD,
CLARA & MARIA**

15 Township Road
Stonecliffe, Ontario
K0J 2K0

Melinda, Noella, Bill, Wilfred (Terry), Crystal, Mel
Phone: 613-586-2526 Fax: 613-586-2596

hcmclerkmreith@gmail.com (Melinda)
hcmtreasurerslebreton@gmail.com (Noella)
hcminfocischer@gmail.com (Crystal)
hcmrecmtheil@gmail.com (Mel)
hcmcbo@gmail.com (Bob - not checked daily)
Bob—CBO/Community Fire Safety Officer
613-586-2526 or 613-401-6955

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



C O U N C I L C O N T A C T I N F O

Mayor Robert Reid

home—613-586-9384
robbie1_400@hotmail.com

Calvin Chartrand

home—613-639-3106
chartrandc@hotmail.com

Cathy McKay

home—613-584-9673
hcmcmckay@gmail.com

Ernie Villeneuve

home—613-602-2814
hcmvilleneuve@gmail.com

