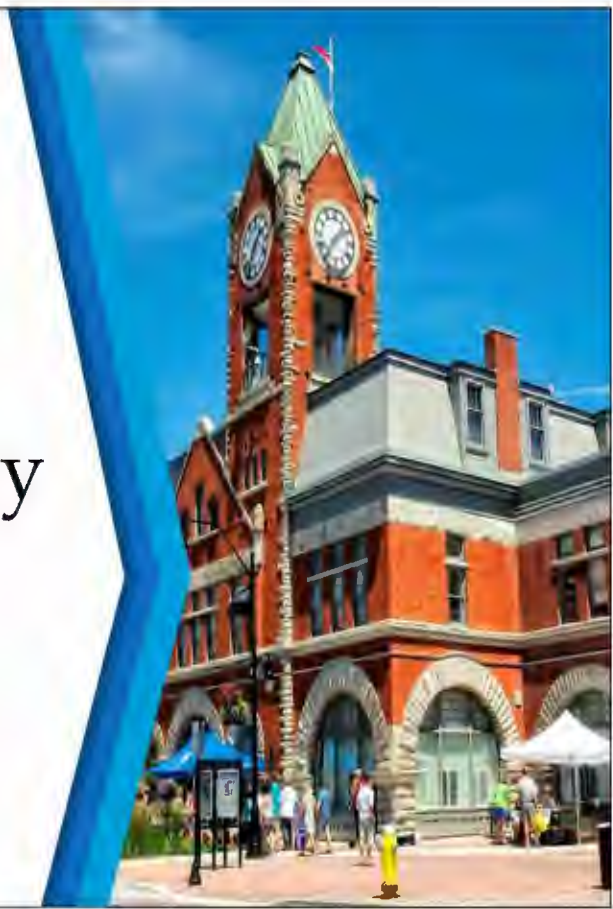
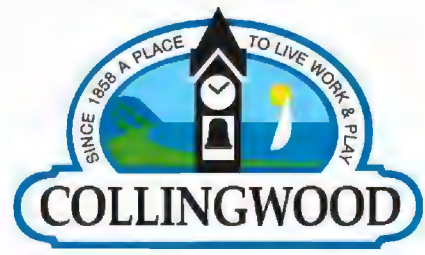


# CAO's Presentation Town of Collingwood Judicial Inquiry

December 2019



# Observations on JI

- Comprehensive nature of the Inquiry
- Significant investment by the Corporation
  - Financial
  - Staff
- Clarity of process and procedures
- Staffs inability/reluctance to “speak truth to power”
- Parallel and perhaps, inappropriate decision-making process
  - Political
  - Administrative
- Ethics and integrity provisions
- Lack of a comprehensive Code of Conduct for staff
- Minimal protection for staff - vulnerability.

## Work in progress...

- Strengthen organizational culture - back to basics: independent, non-partisan public service founded on ethics and integrity
- Organizational Realignment focused on
  - Enterprise-wide solutions
  - Core business
  - Transparency and Accountability
  - Customer Service
  - Enforcement and Investigations
- Procurement Officer
- Staff-Council Relations
- In Camera Meetings
- Correspondence between Councillors and Staff
- Councillors input/advice prior to meetings

## Recommendations

- Amendments to statutory framework
- Comprehensive Code of Conduct for senior staff
- Enhanced (mandatory) training for new members of Council and staff
- Whistle blower protection
- Greater provincial support/oversight
- Address perceived vulnerability of CAO/City Manager
- Resource sharing across municipalities