

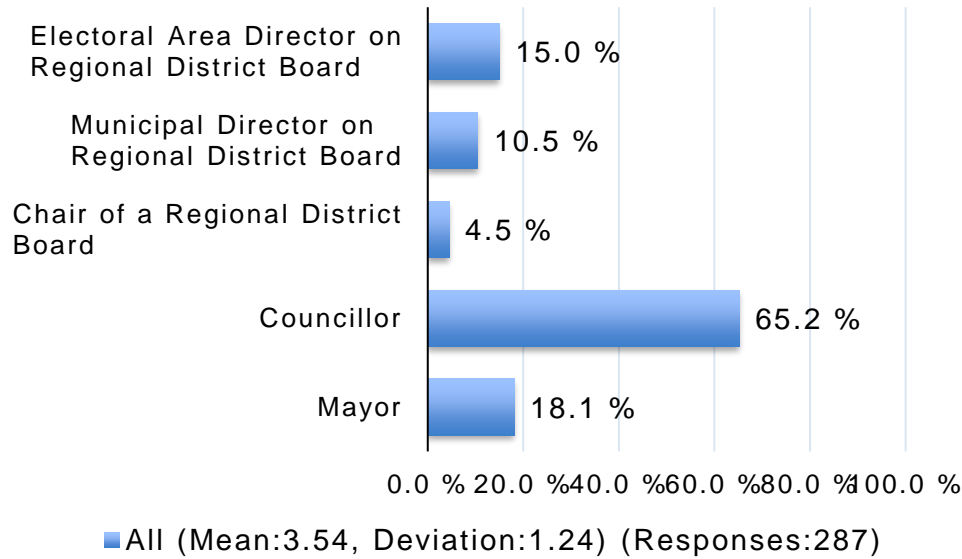
# Appendix 1:

## Responsible Conduct Survey Responses:

### Respondent Information

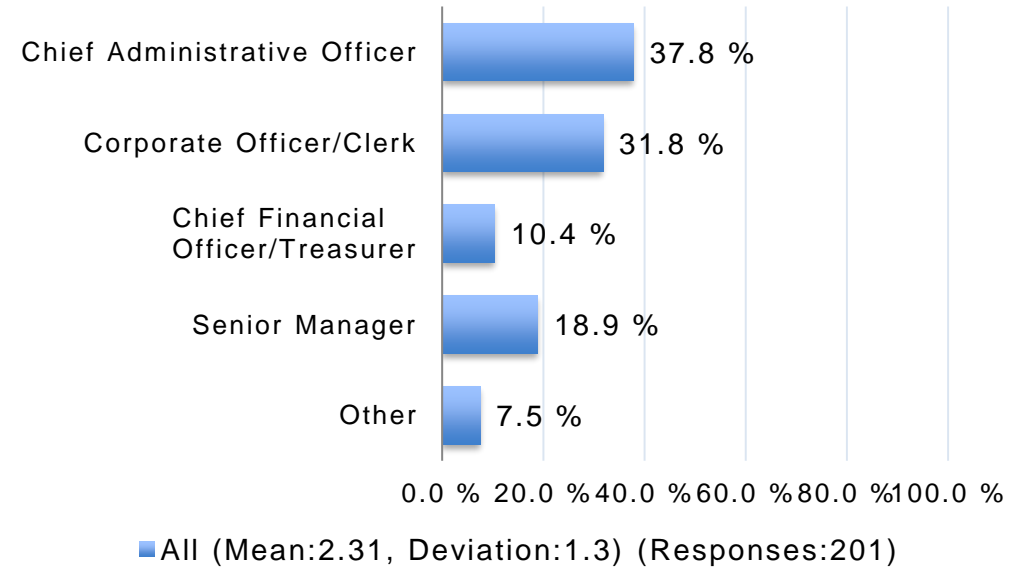
#### UBCM

Please specify the position you hold as a local government elected official.



#### LGMA

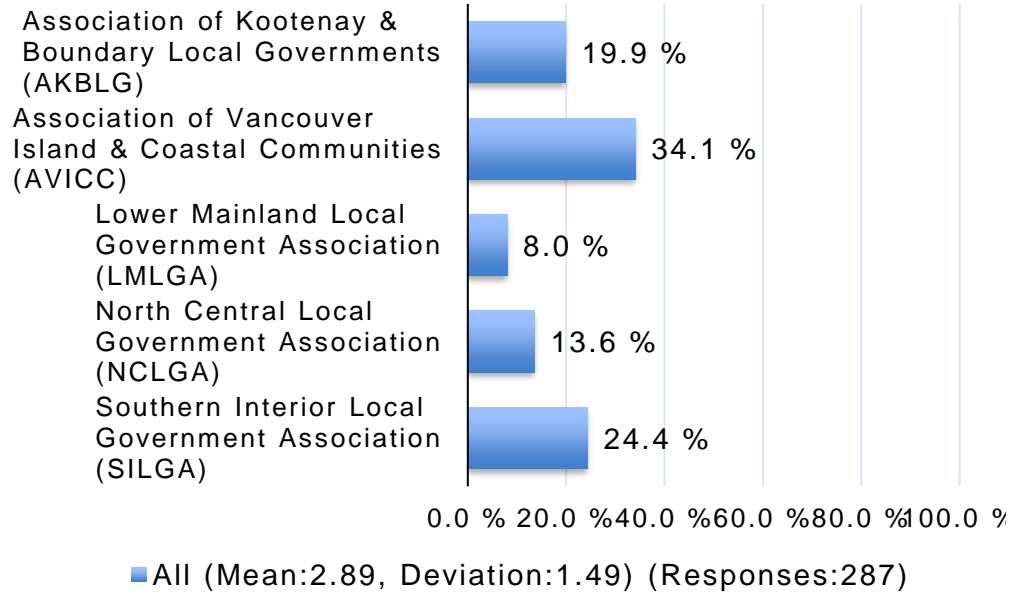
Please specify the position you hold as a local government staff/appointed official.



Please indicate the Area Association in which your local government participates.

**UBCM**

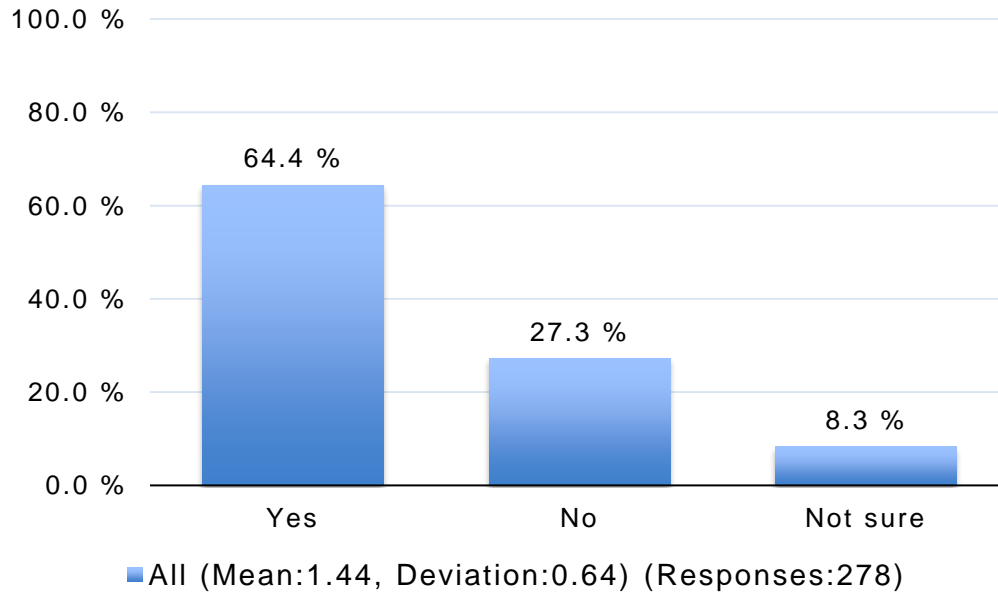
**No corresponding LGMA survey question**



## Responsible Conduct Generally

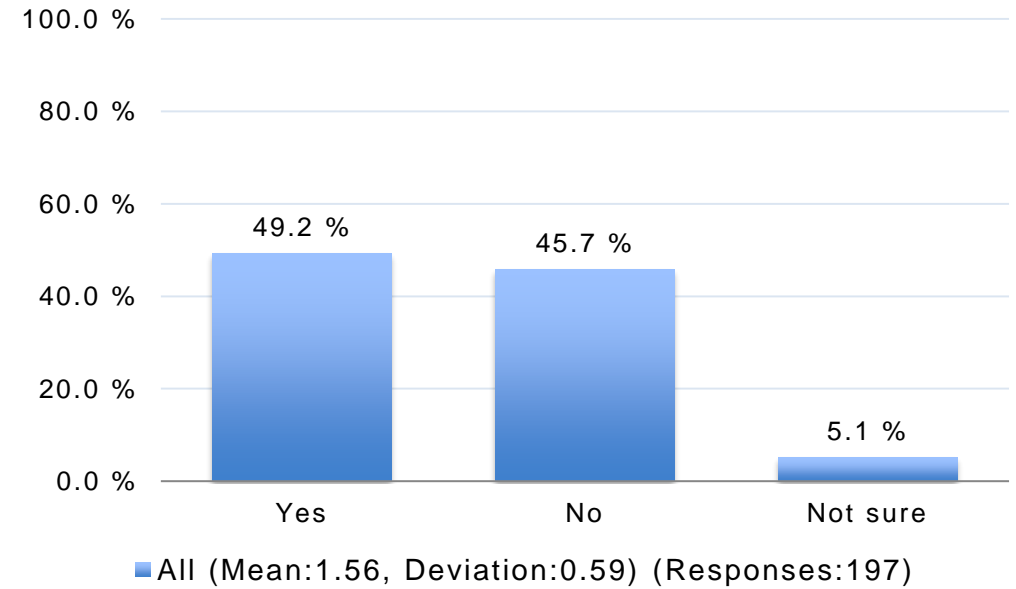
### UBCM

Do you feel there is a shared understanding around your Board or Council table about what is responsible conduct?



### LGMA

Do you feel there is a shared understanding around your Board or Council table about what is responsible conduct?



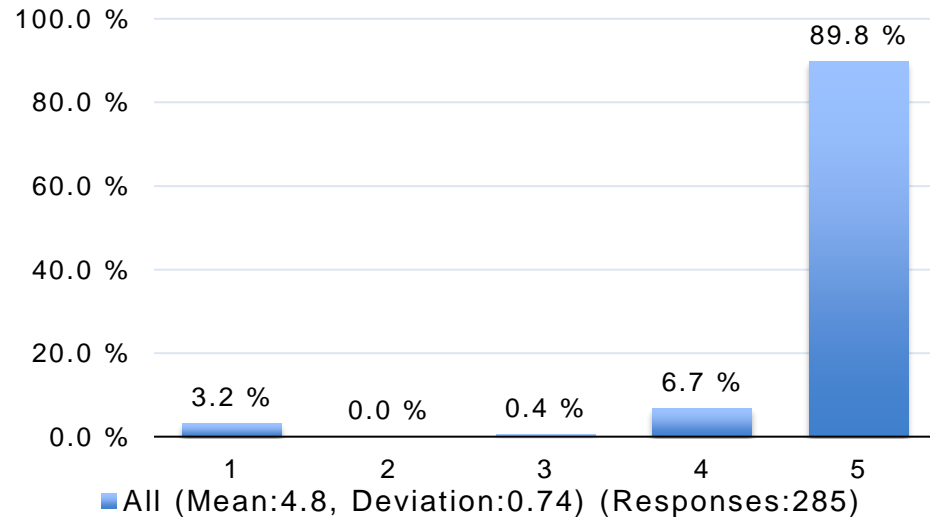
## Foundations of Responsible Conduct

Please indicate the extent of your agreement with each of these statements.

### UBCM

Conduct of local government elected officials should be grounded in principles of integrity and honesty.

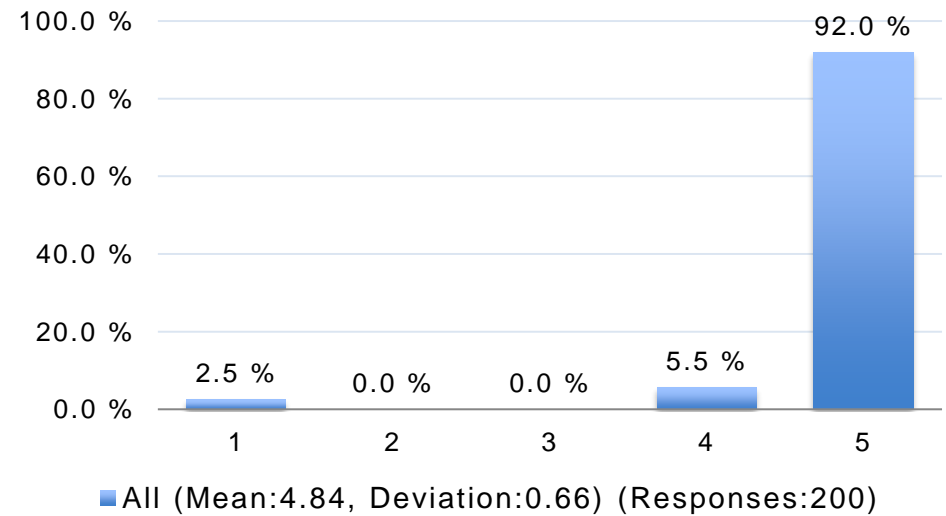
(1 = Strongly disagree, 5 = Strongly agree)



### LGMA

Conduct of local government elected officials should be grounded in principles of integrity and honesty.

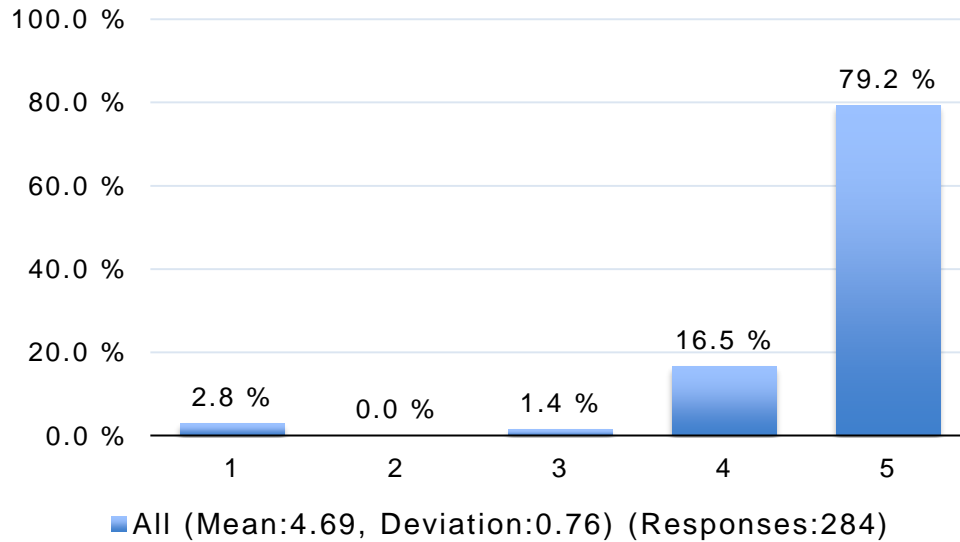
(1 = Strongly disagree, 5 = Strongly agree)



## UBCM

When conducting oneself as a local government elected official, the public (or collective) interest should be more important than personal interest.

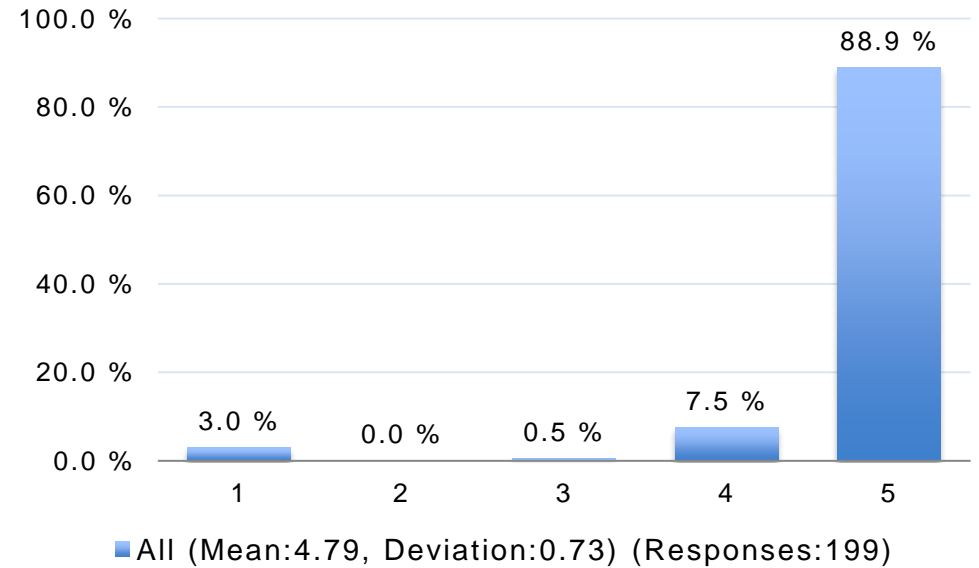
(1 = Strongly disagree, 5 = Strongly agree)



## LGMA

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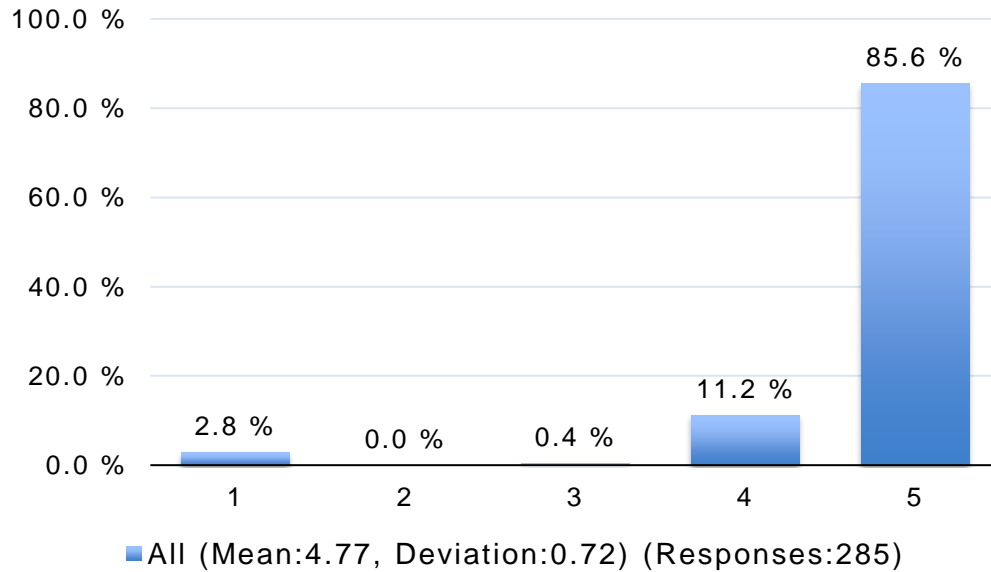
(1 = Strongly disagree, 5 = Strongly agree)



## UBCM

Council and Board discourse, public discussions and other aspects of the democratic process should be carried out respectfully.

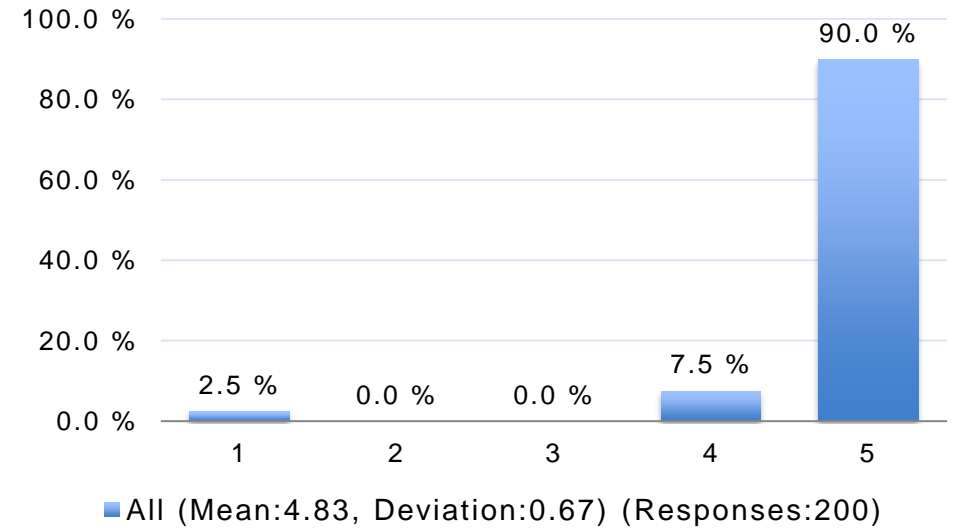
(1 = Strongly disagree, 5 = Strongly agree)



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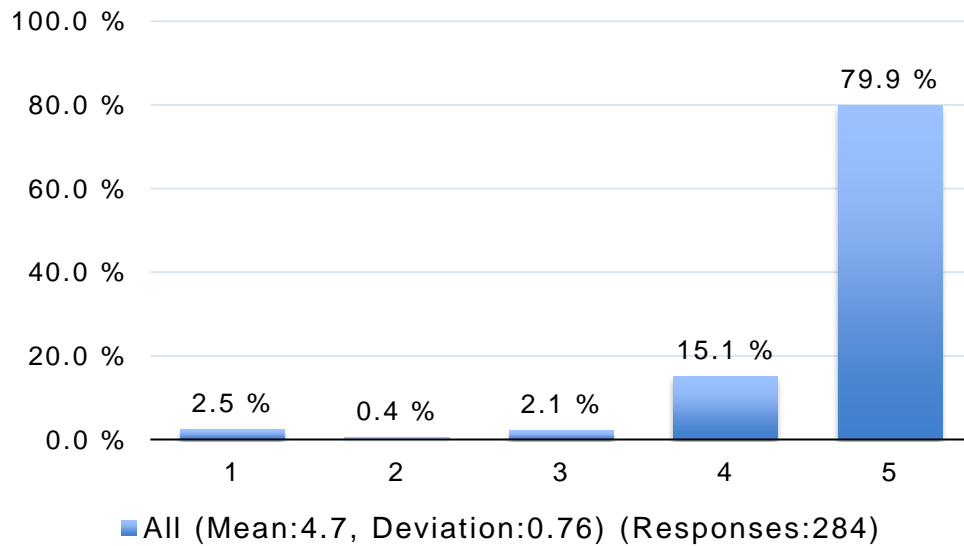
(1 = Strongly disagree, 5 = Strongly agree)



## UBCM

Local government elected officials should take into account the implications of options and various perspectives when making decisions for communities.

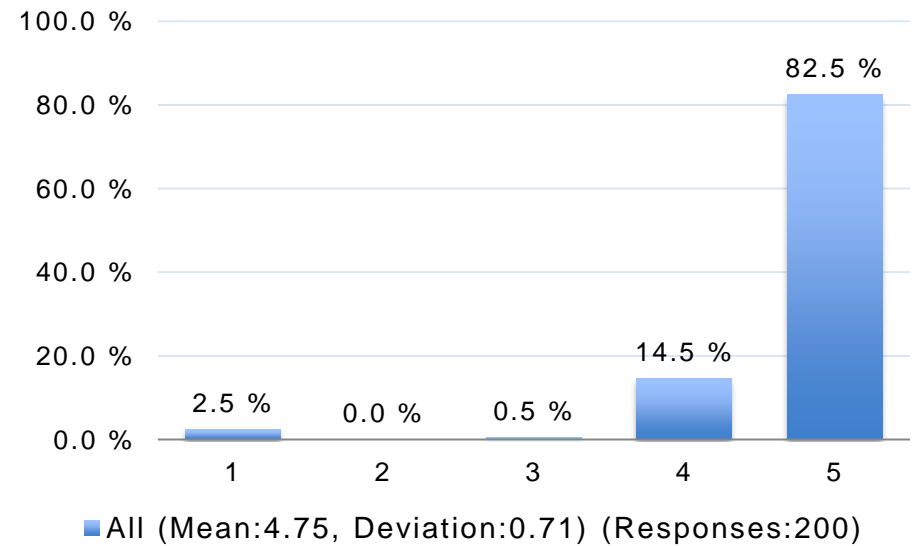
(1 = Strongly disagree, 5 = Strongly agree)



## LGMA

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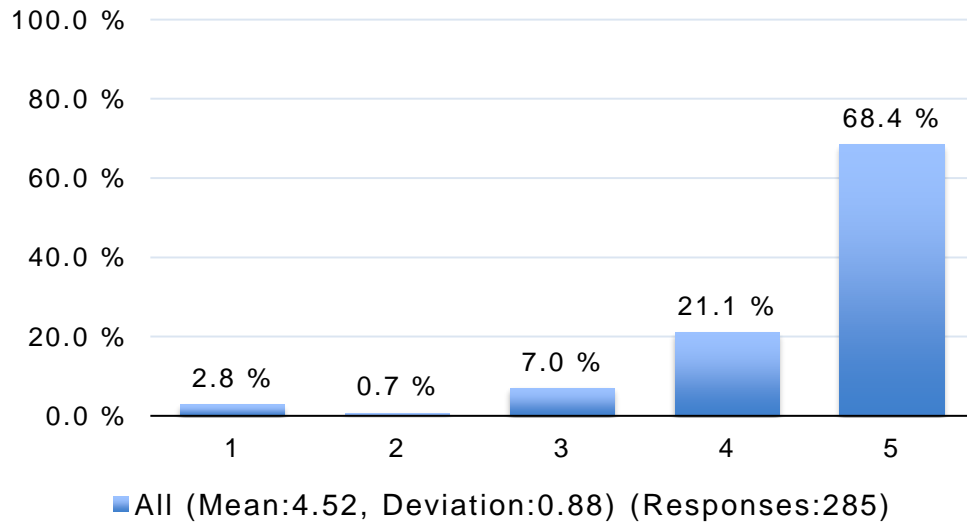
(1 = Strongly disagree, 5 = Strongly agree)



## UBCM

It is important that all voices are heard on a *matter or in a meeting*.

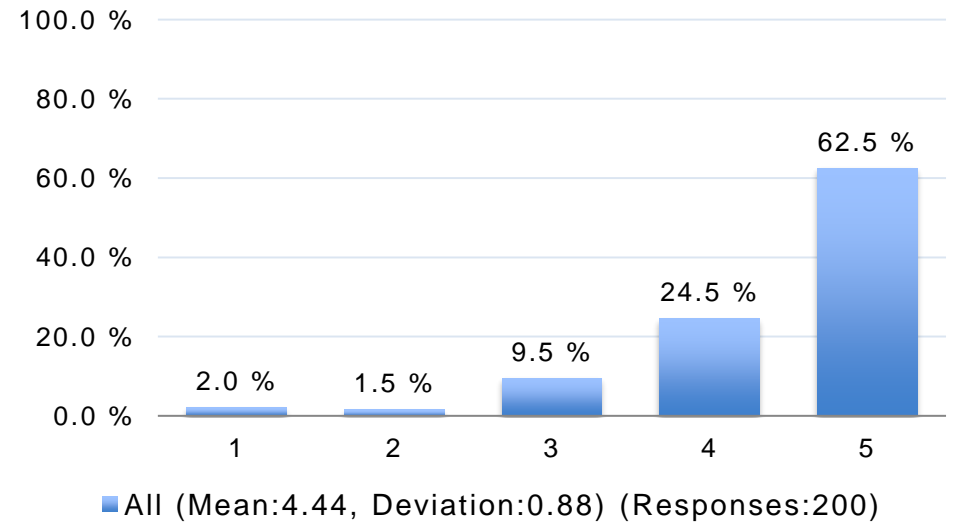
(1 = Strongly disagree, 5 = Strongly agree)



## LGMA

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(1 = Strongly disagree, 5 = Strongly agree)

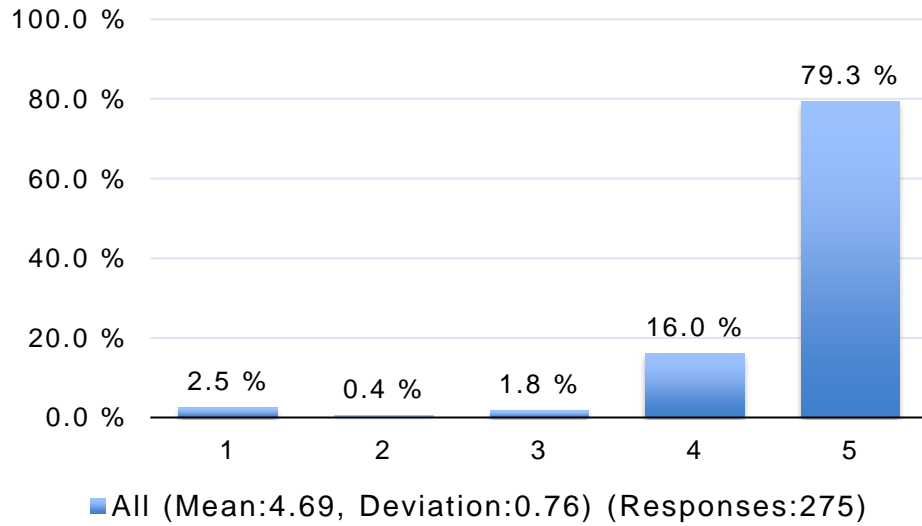




## UBCM

The differing roles and responsibilities of local government elected officials and local government staff should be clearly understood by all participants.

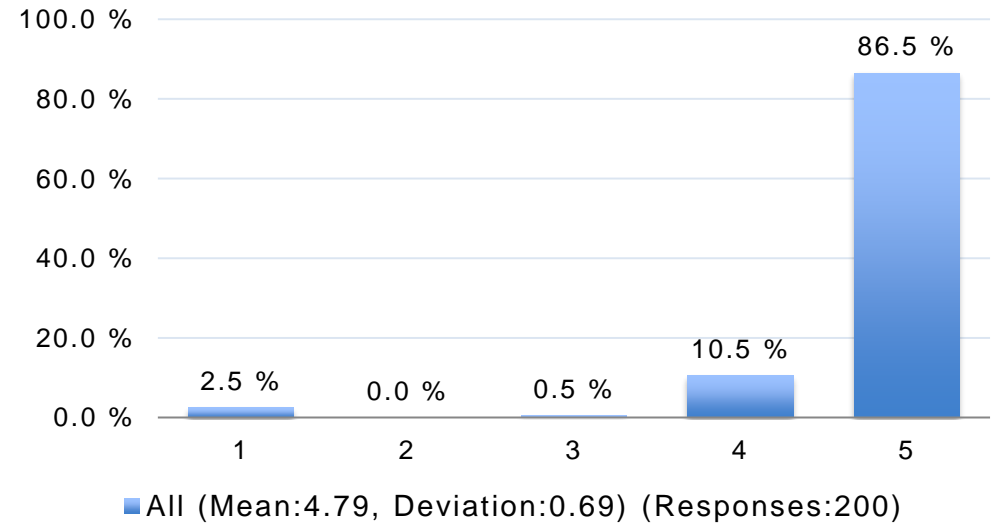
(1 = Strongly disagree, 5 = Strongly agree)



## LGMA

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(1 = Strongly disagree, 5 = Strongly agree)

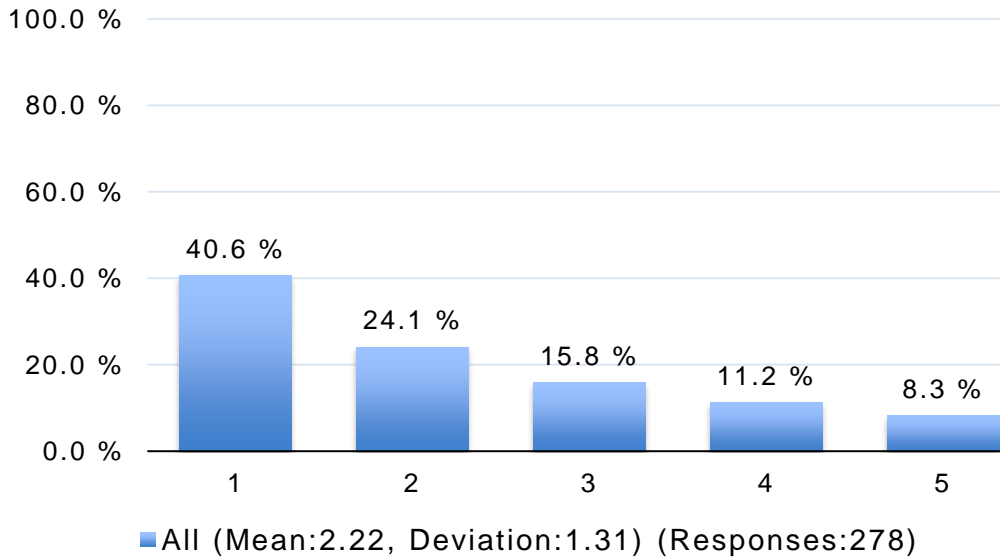


## UBCM

In your experience, how significant are the following views in influencing the conduct of elected officials at your Board or Council meetings?

Elected officials are accountable to those that elected them, not to the community, therefore, elected officials are responsible to those interests first and foremost.

(1 = Very insignificant, 5 = Very significant)

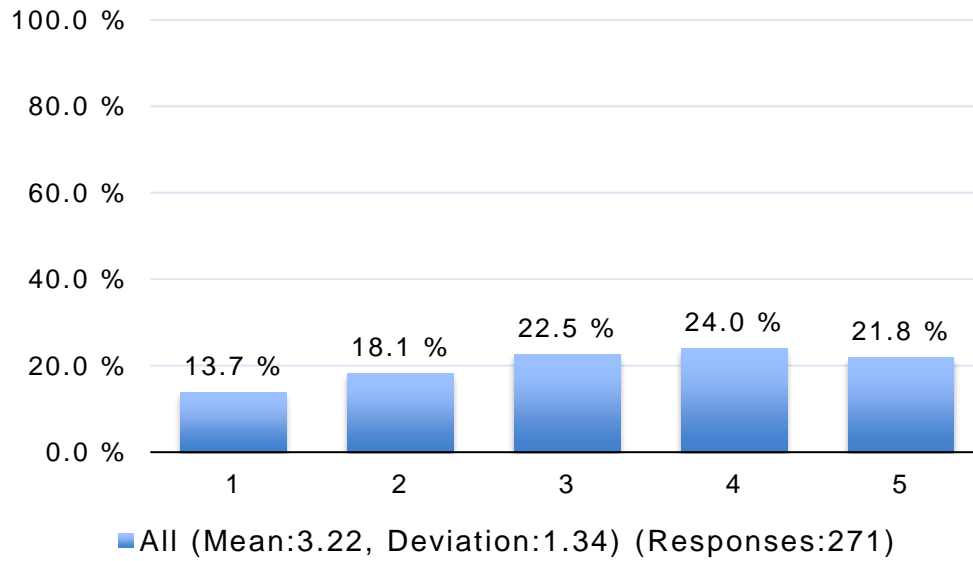


## No corresponding LGMA survey question

## UBCM

Respect needs to be earned, and local government elected officials should respect those who have earned it.

(1 = Very insignificant, 5 = Very significant)

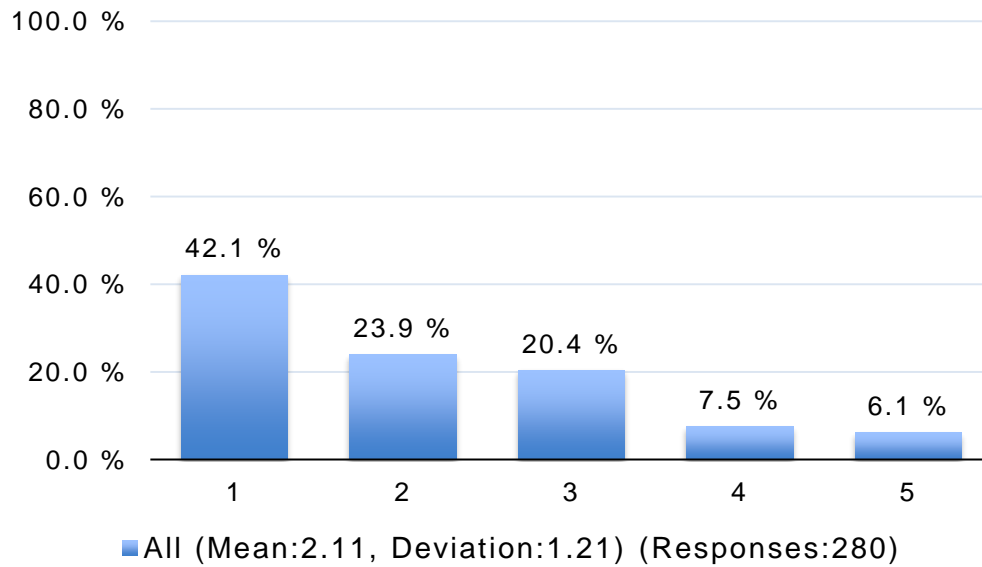


No corresponding LGMA survey question

## UBCM

At Council and Board meetings, it is important to have someone who acts as the 'opposition', just as in provincial and federal politics.

(1 = Very insignificant, 5 = Very significant)

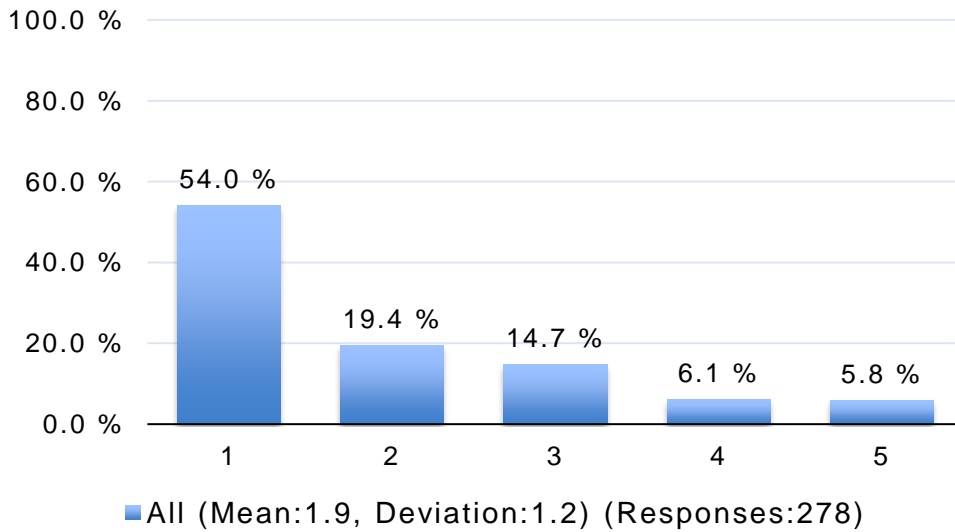


No corresponding LGMA survey question

## UBCM

There are times when it is more important to get your point across than it is to be respectful, especially when you are in the minority.

(1 = *Very insignificant*, 5 = *Very significant*)



No corresponding LGMA survey question

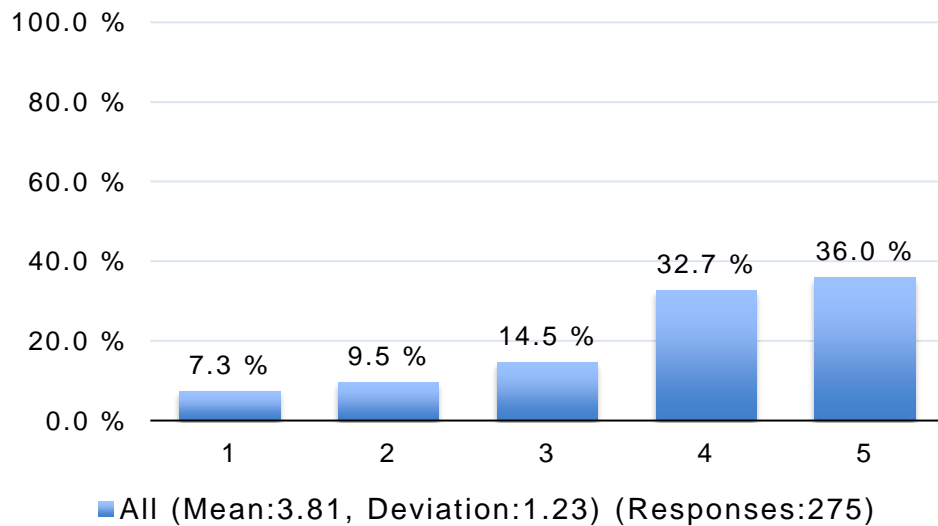
## Pressures on the Responsible Conduct Foundation

How significant is the influence of the following factors upon responsible conduct?

### UBCM

The way people behave when using social media is different than the way people behave in face to face meetings, which can affect relationships amongst elected officials, staff and the public, and influence conduct in meetings

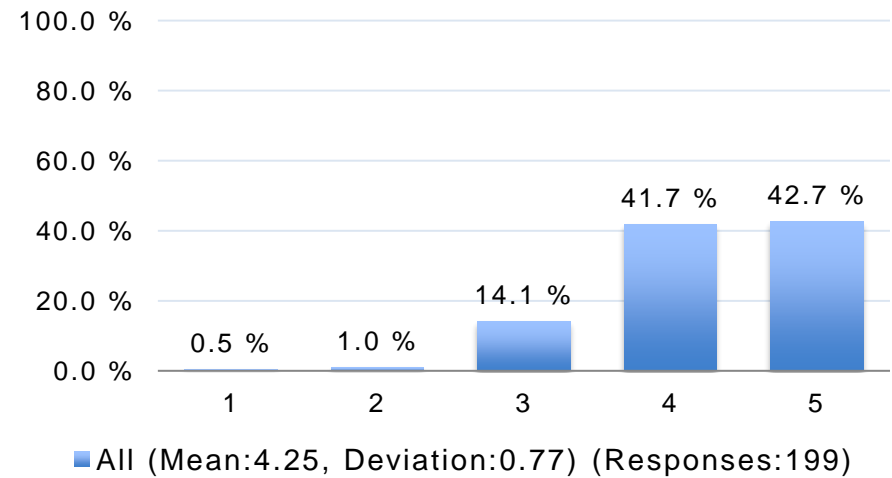
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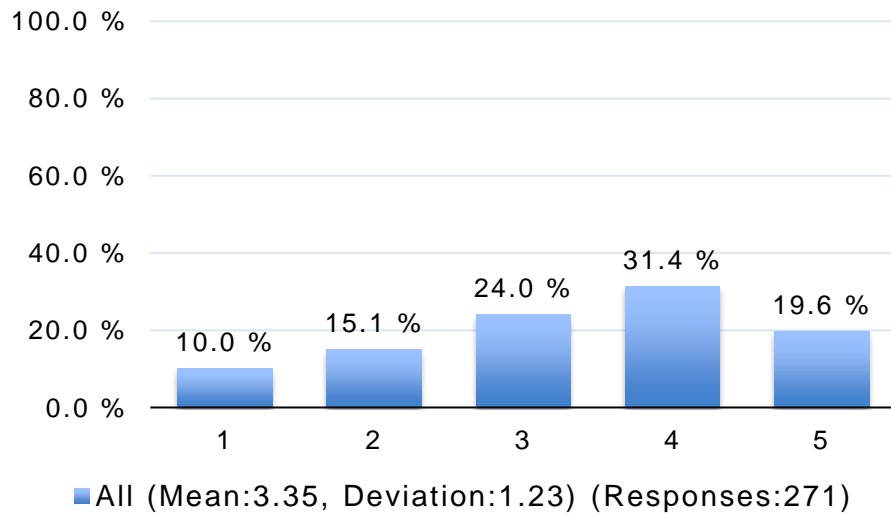
(1 = Very insignificant, 5 = Very significant)



## UBCM

Objective facts are becoming less important than they used to be (post-truth era), making it harder for Boards and Councils to find common ground based on research and data.

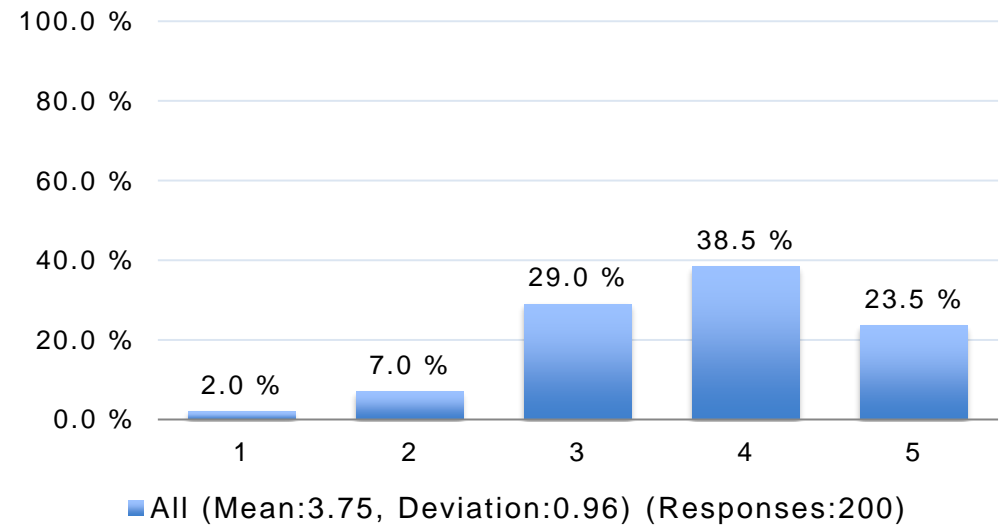
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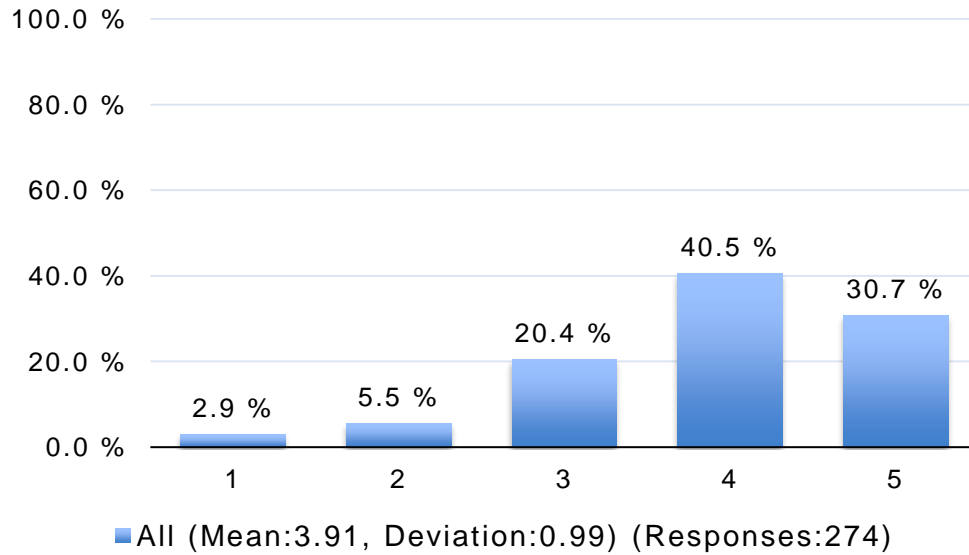
(1 = Very insignificant, 5 = Very significant)



## UBCM

Turn over after an election impacts the composition of Councils and Boards and the experience that elected officials bring to it.

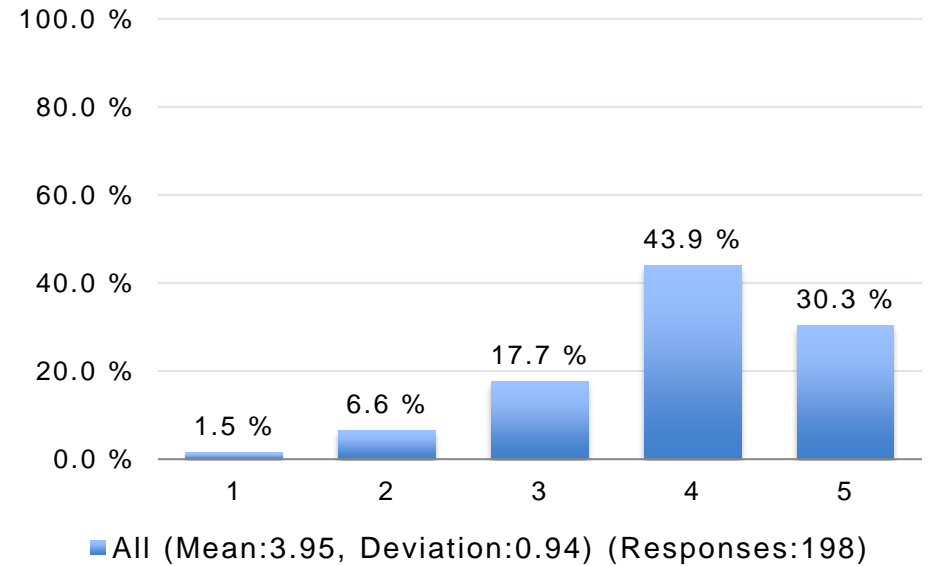
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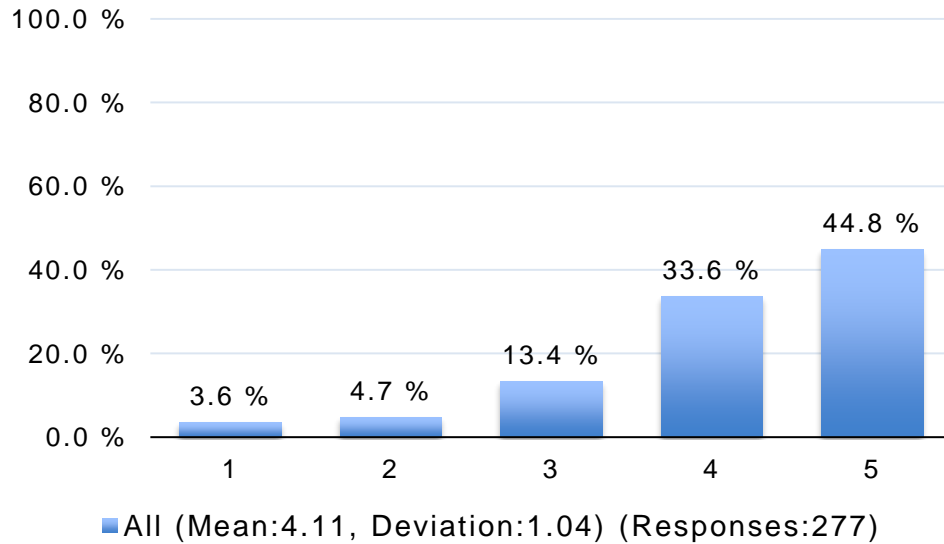




## UBCM

Frequent senior staff turn over results in a loss of institutional memory, experience and expertise.

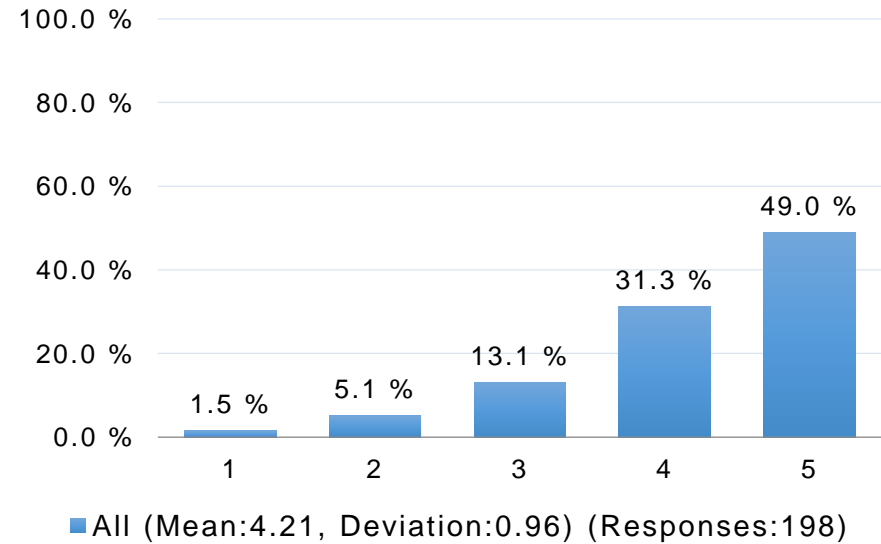
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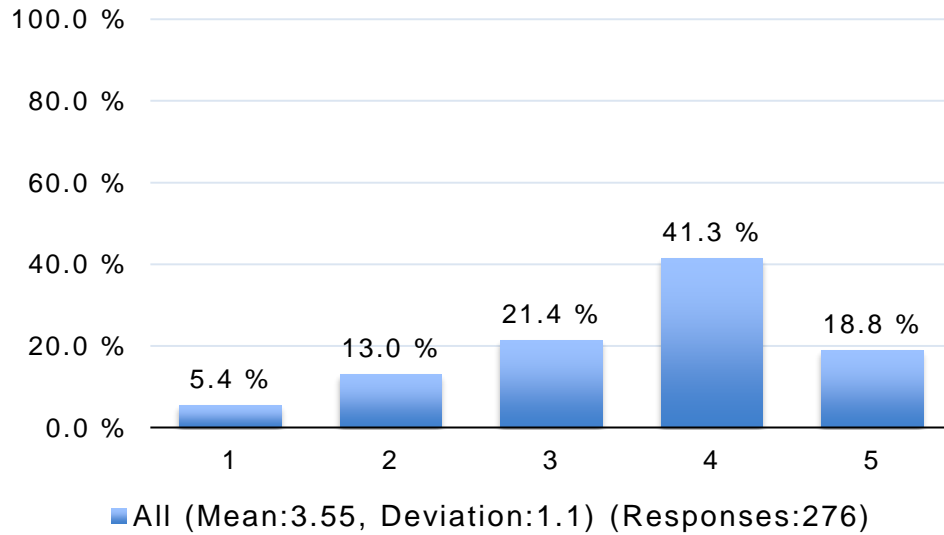
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## UBCM

Norms are changing in society, which is being reflected at Board and Council tables (e.g. respect seems to be less valued in society in general than it once was).

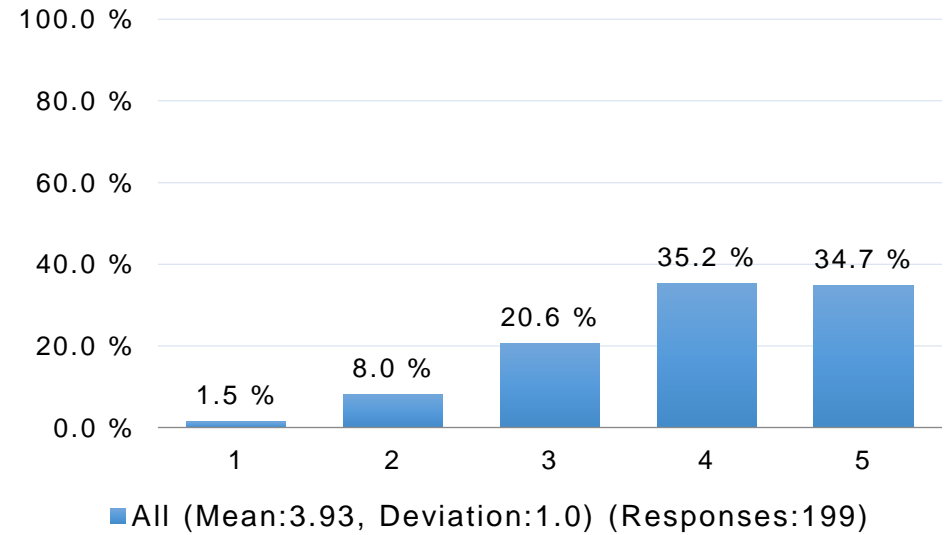
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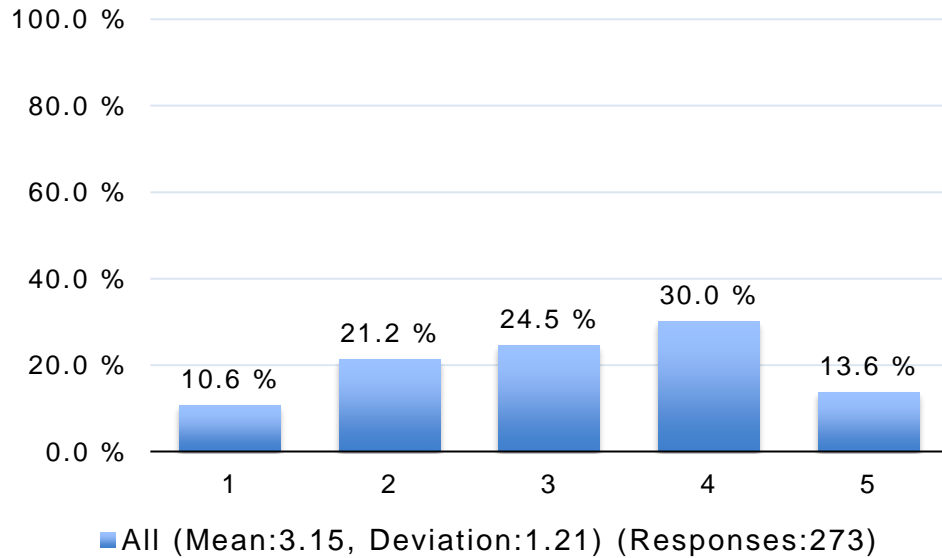
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## UBCM

The volume and complexity of local government matters coming before a Board or Council make it difficult to have informed discussions.

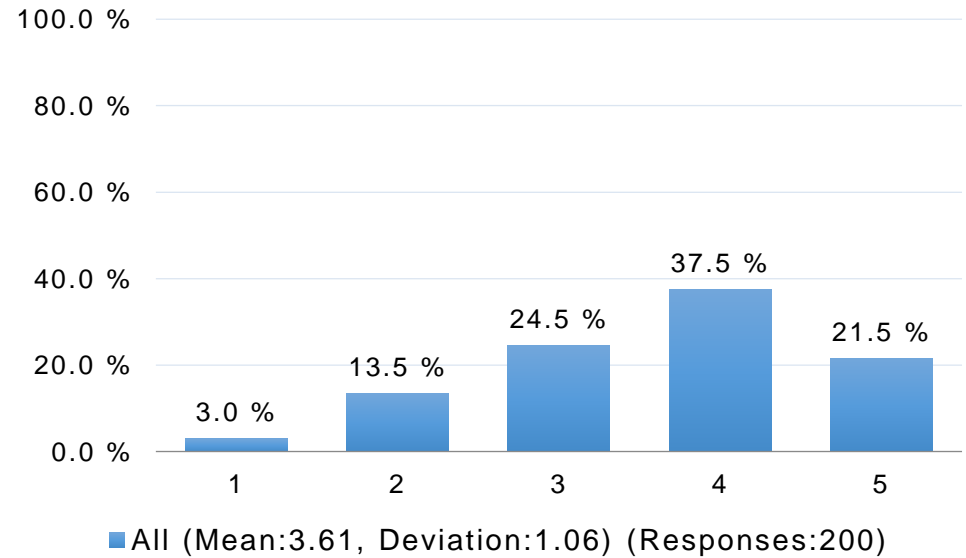
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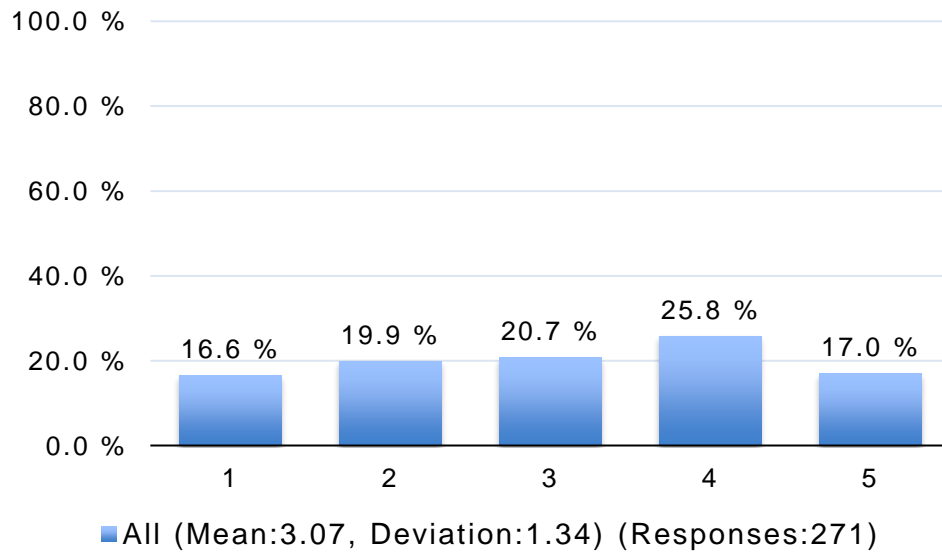
(1 = Very insignificant, 5 = Very significant)



## UBCM

There is a lack of clarity about the roles and responsibilities of the Council or Board, individual local government elected officials, and staff, which can adversely affect responsible conduct.

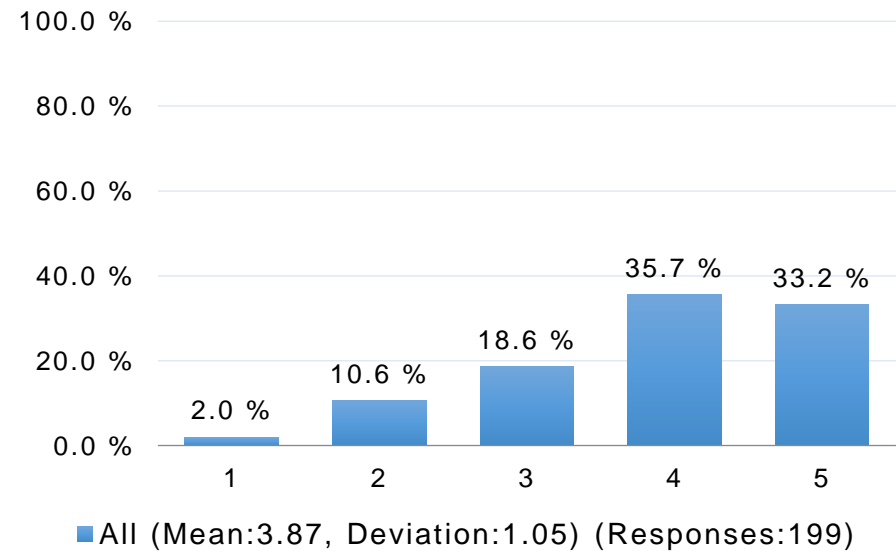
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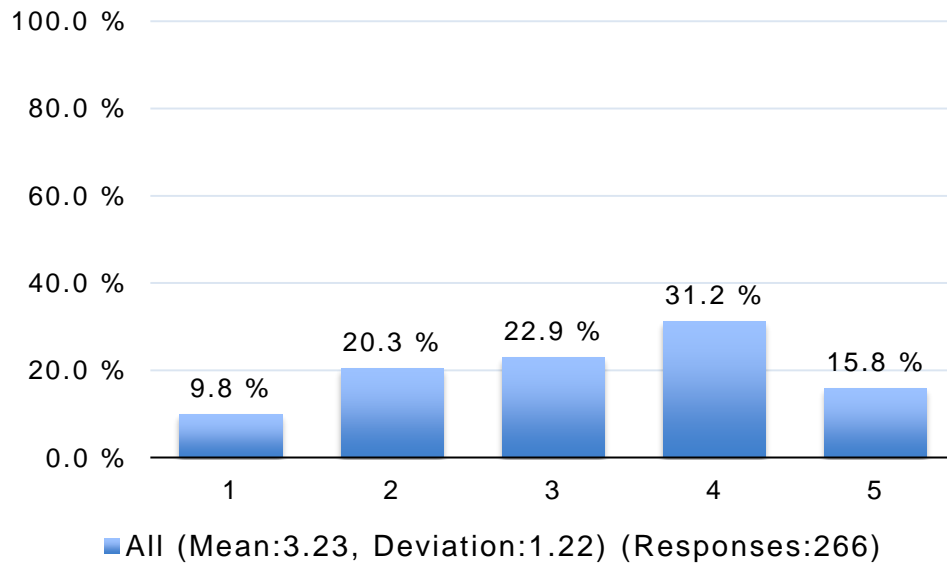
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## UBCM

The level of public scrutiny and the degree of criticism of Board and Council decisions is increasing, making it harder for Councils and Boards to deliberate and make decisions.

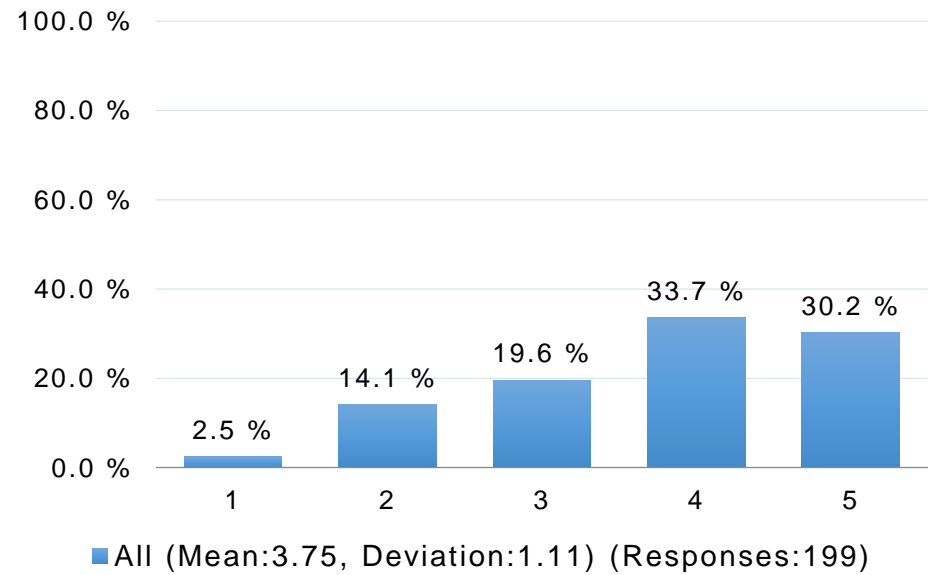
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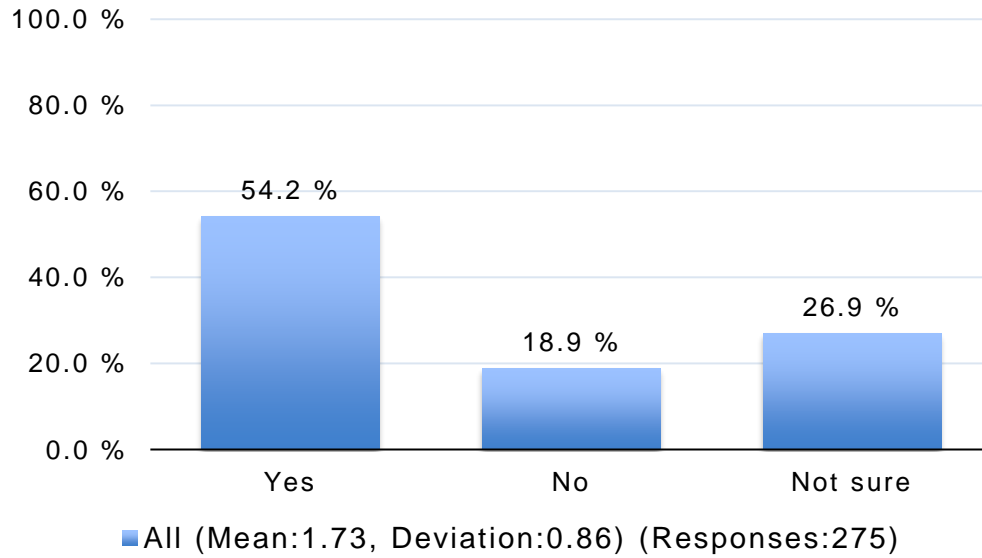
(1 = Very insignificant, 5 = Very significant)



## UBCM

In your experience, are the factors that influence responsible conduct of elected officials the same for regional district boards as for municipal councils?

No corresponding LGMA survey question

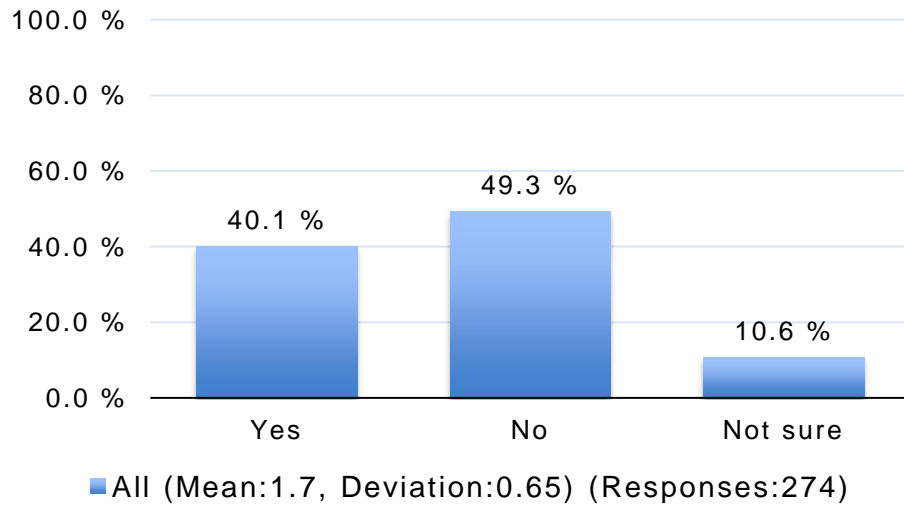


## Use and Effectiveness of Available Tools

Please indicate whether or not your local government uses each of these tools.

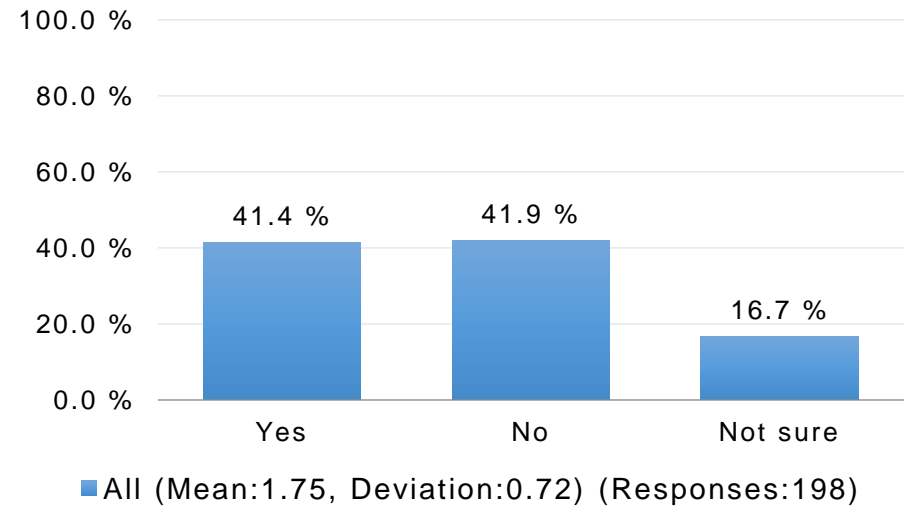
### UBCM

Pre-election education for candidates (e.g. guides or webinars about the role and responsibilities of local government elected officials)



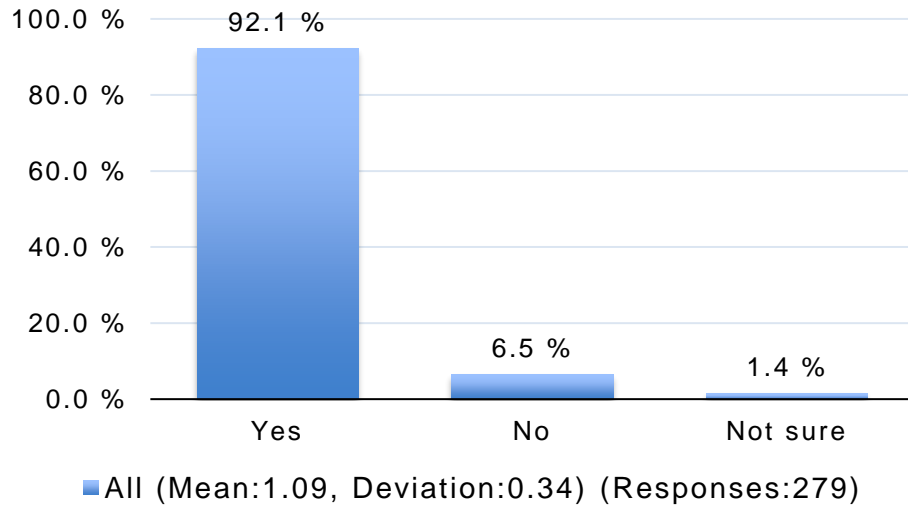
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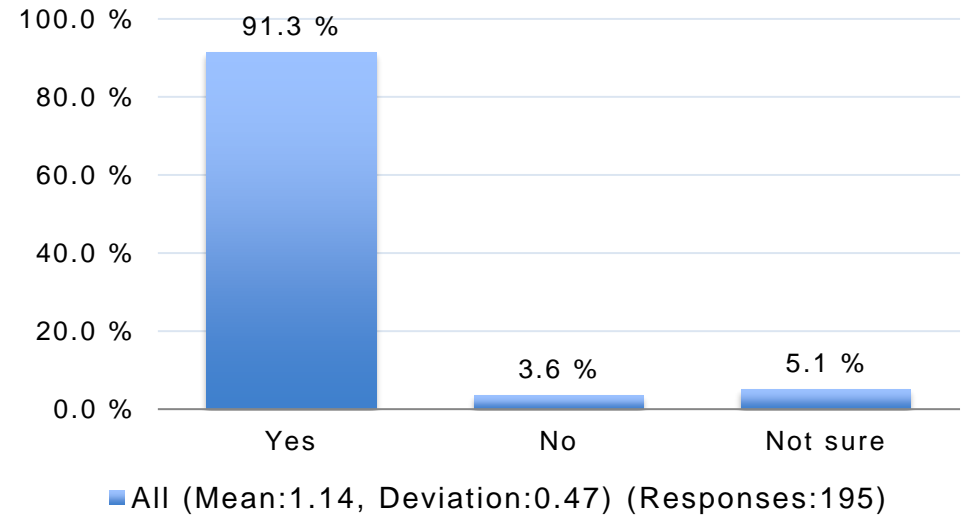
## UBCM

Post-election advice, education and orientation for local government elected officials



## LGMA

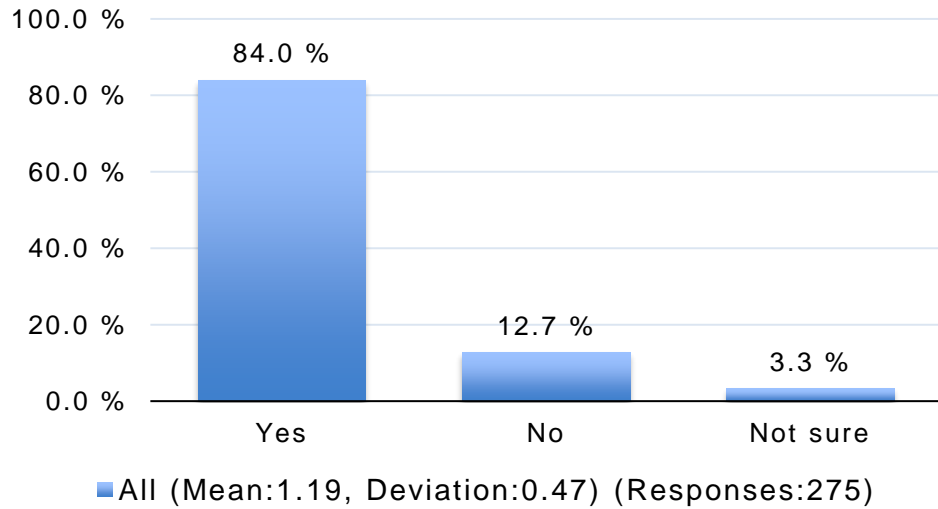
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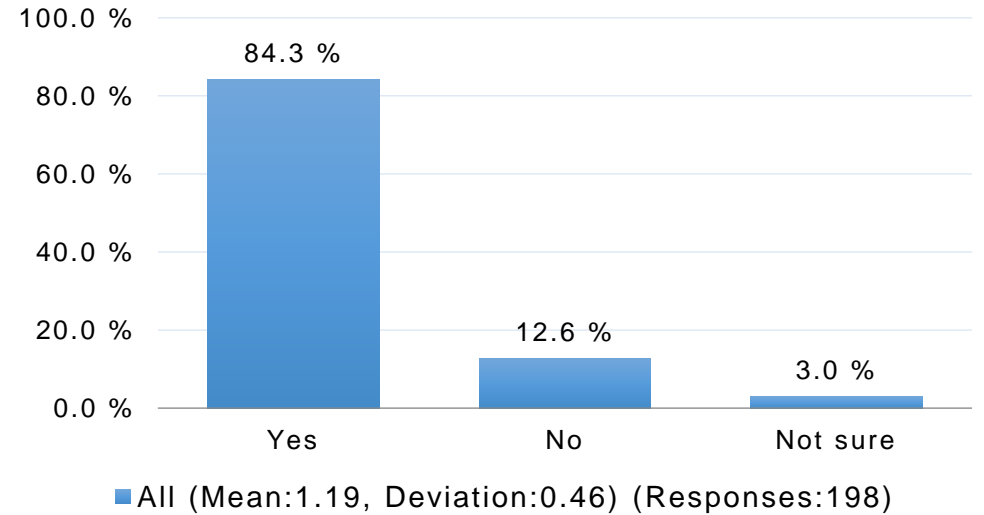
## UBCM

Advice, education and training for local government elected officials during their term of office



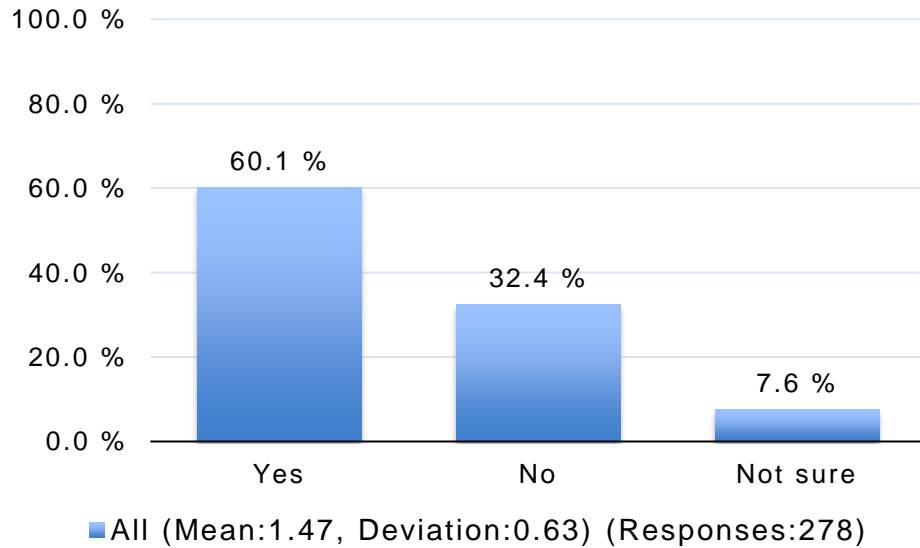
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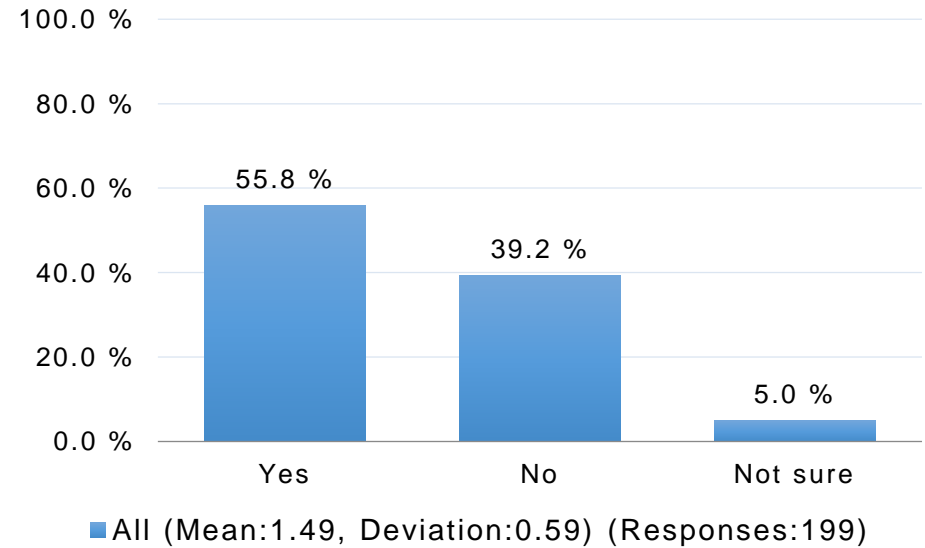
## UBCM

Advice, education and training for local government elected officials and staff, in which both elected officials and staff engage in the educational opportunities together



## LGMA

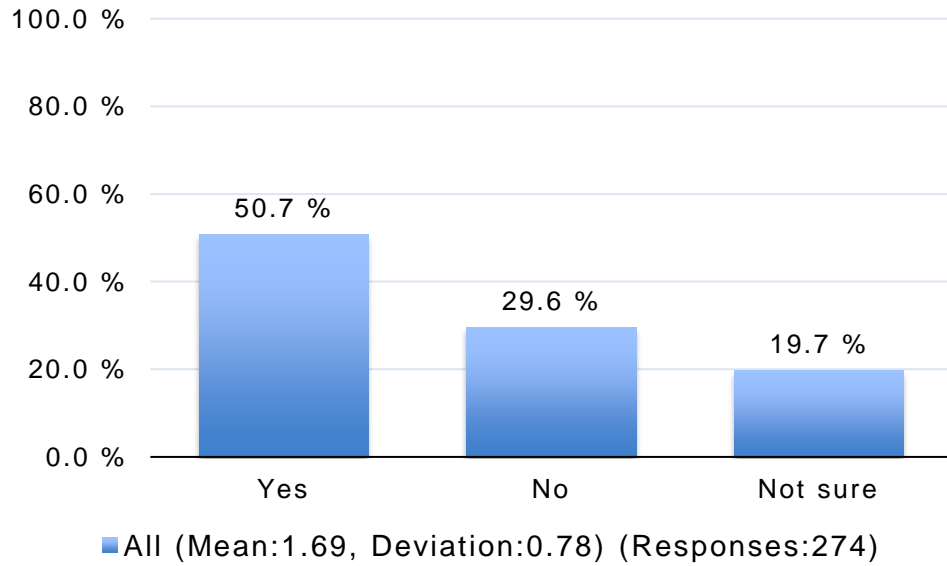
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## Setting expectations for conduct

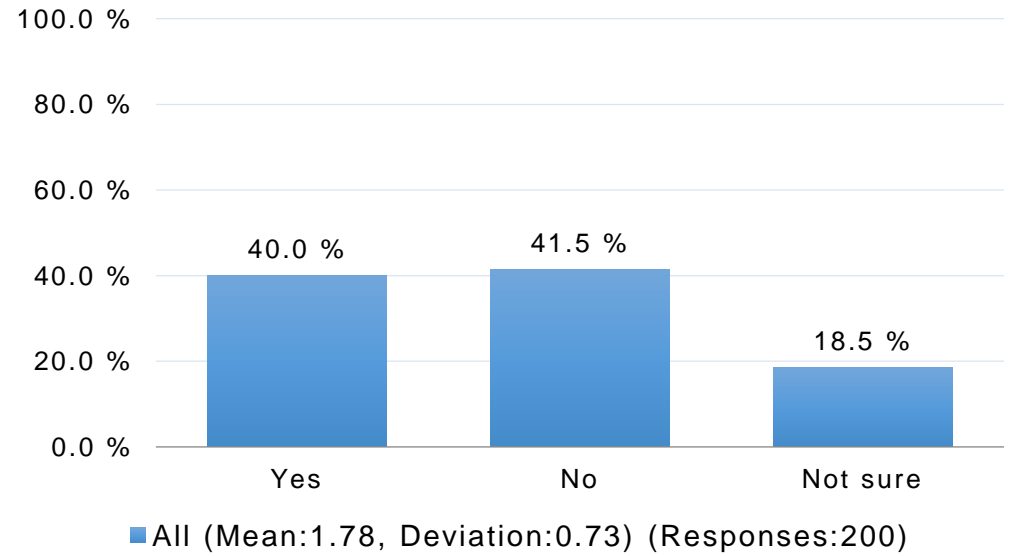
### UBCM

Inclusion of conduct expectations in the Oath of Office



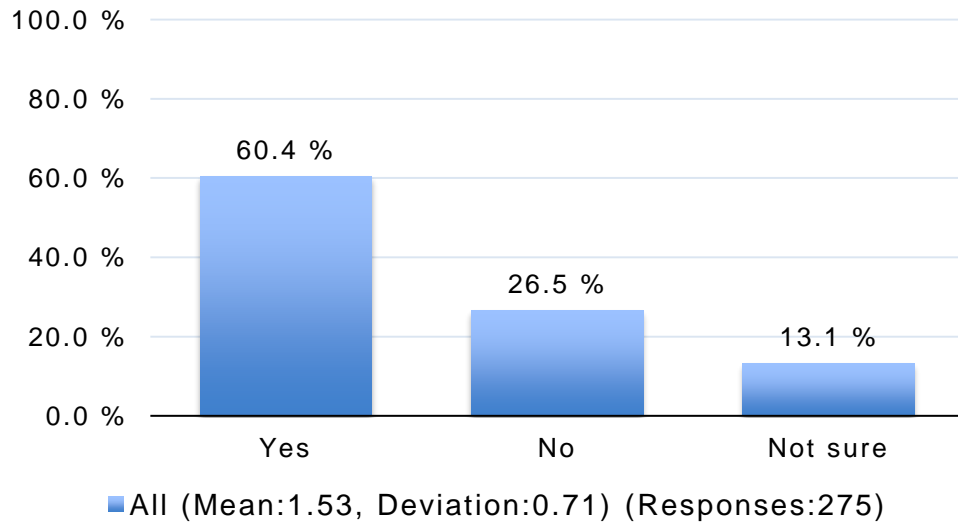
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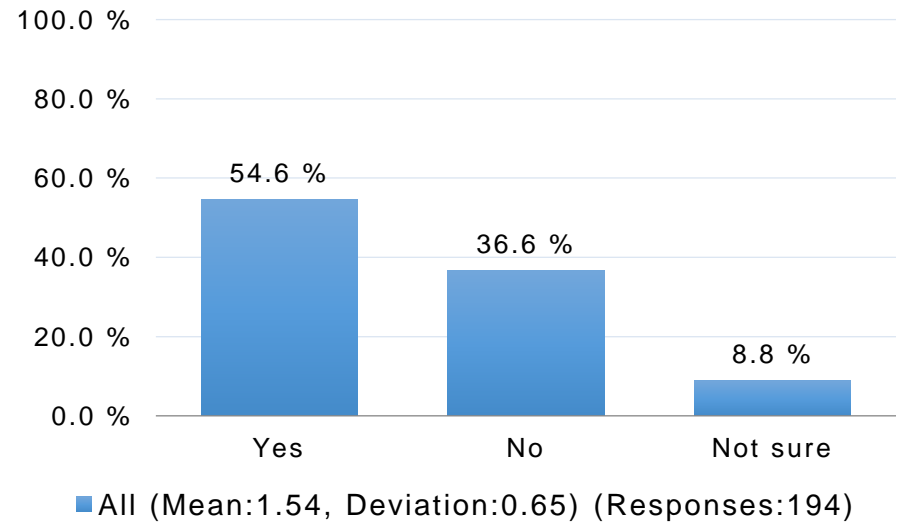
## UBCM

Policy to set standards of conduct (e.g. Code of Conduct)



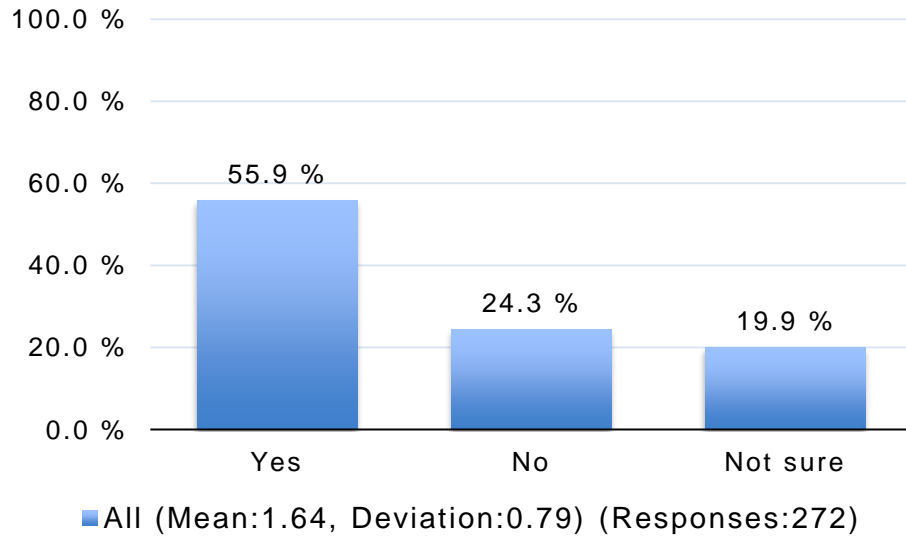
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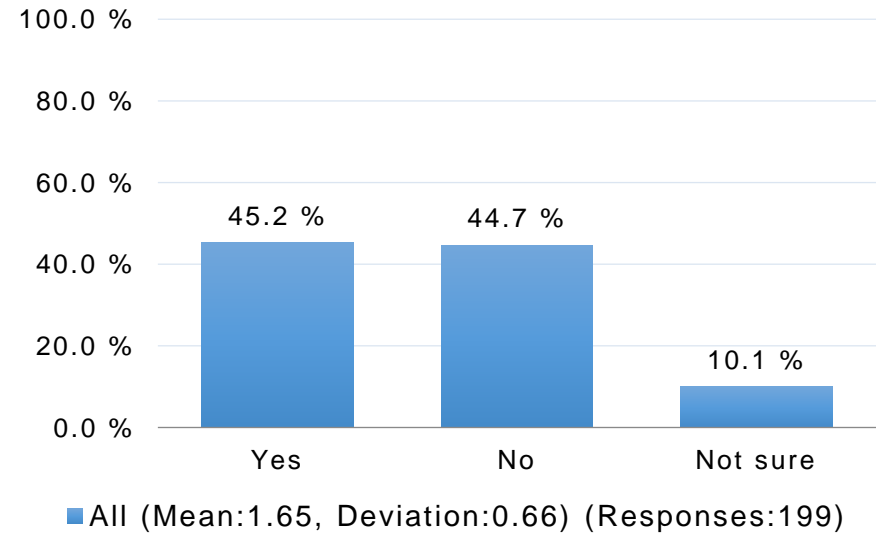
## UBCM

Policies that clarify roles and responsibilities, and how these contribute to respectful relations between elected officials and staff (e.g. staff-Council protocol)



## LGMA

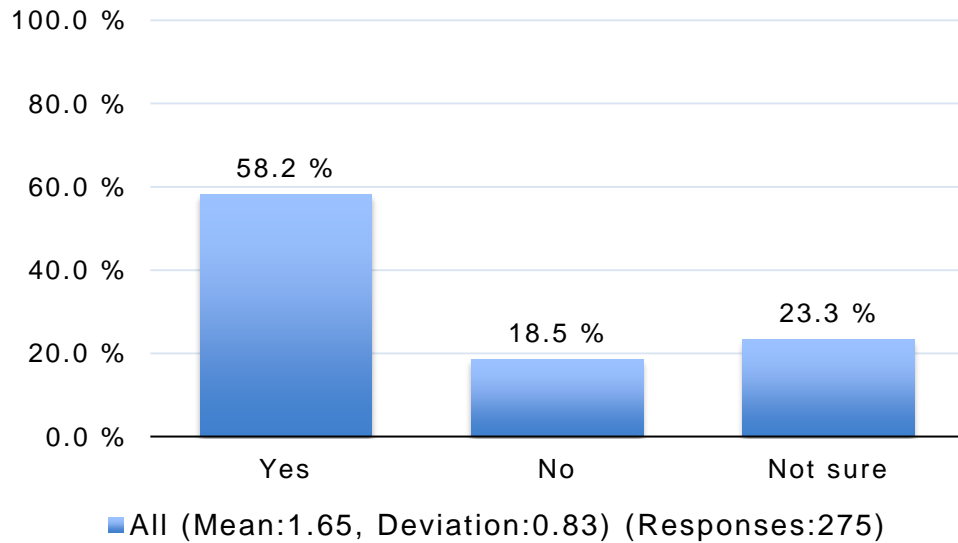
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## Other supporting provisions

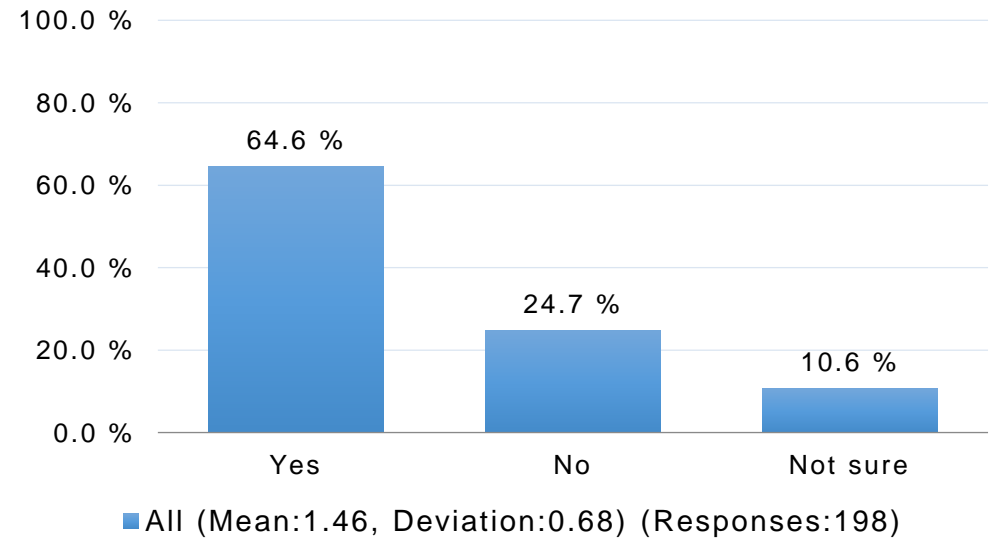
### UBCM

Provisions in the procedure bylaw to encourage responsible conduct, that are well understood by local government elected officials and others involved in Council and Board meetings



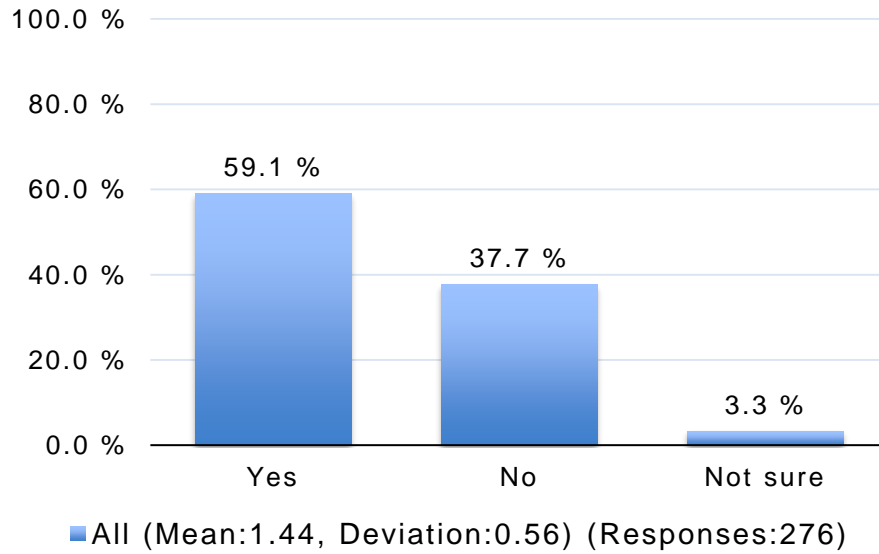
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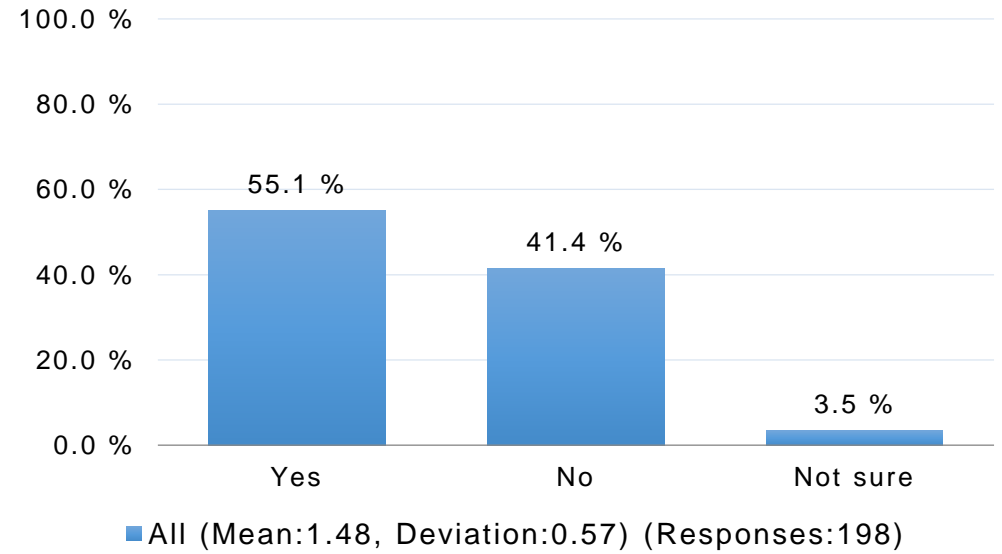
## UBCM

Orientation, workshops and team-building processes to refine expectations for responsible conduct



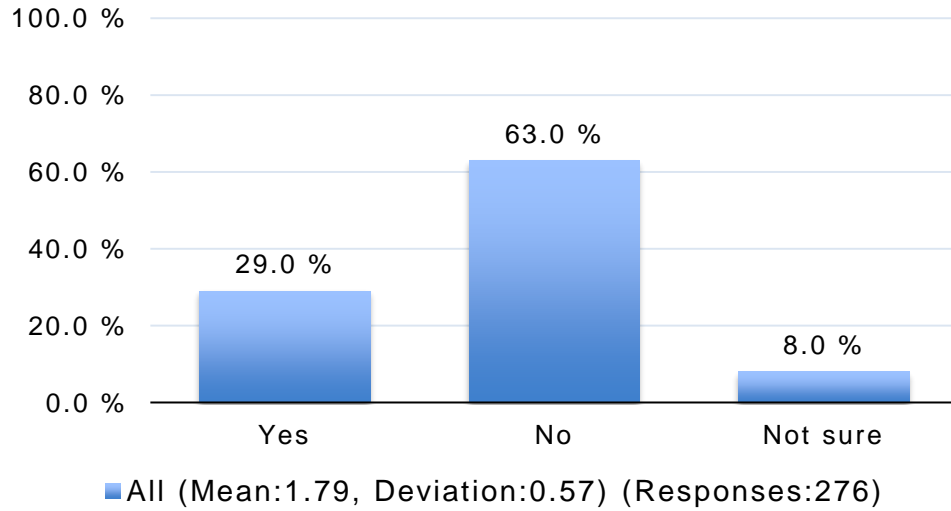
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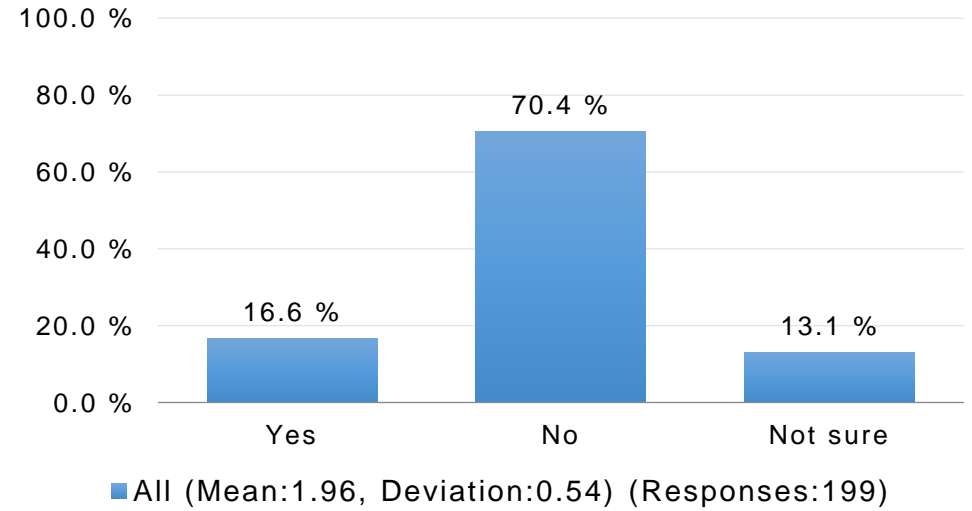
## UBCM

Peer mentoring for local government elected officials, delivered either to individual elected officials or to the Council or Board as a whole



## LGMA

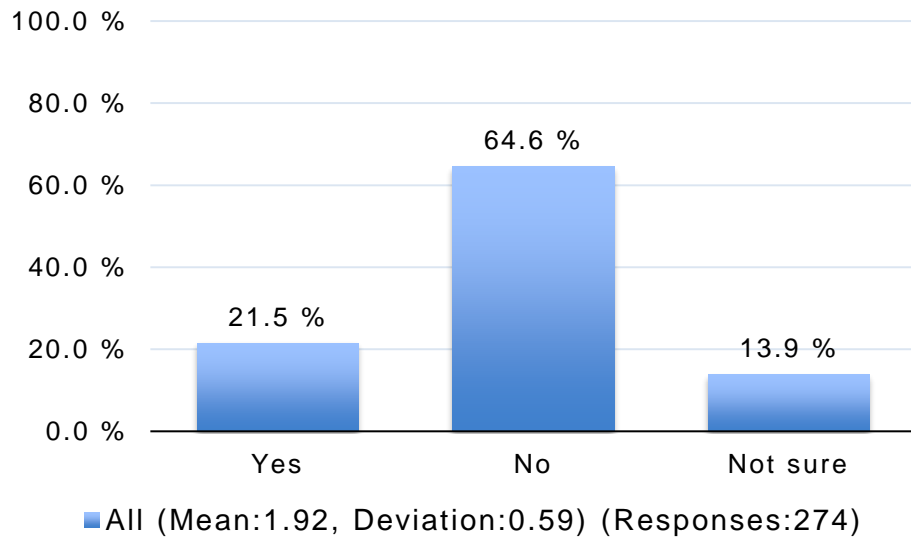
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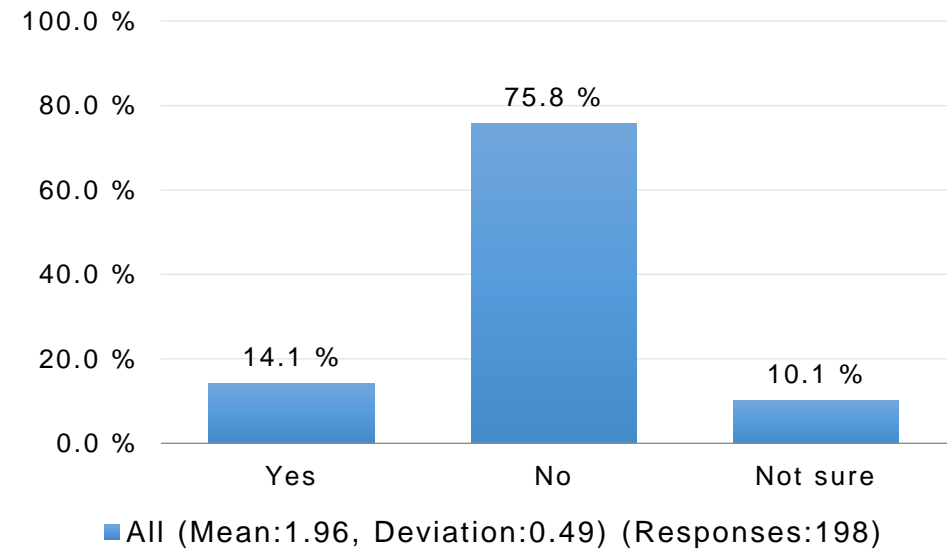
## UBCM

Contracted peer mediation or dispute resolution services



## LGMA

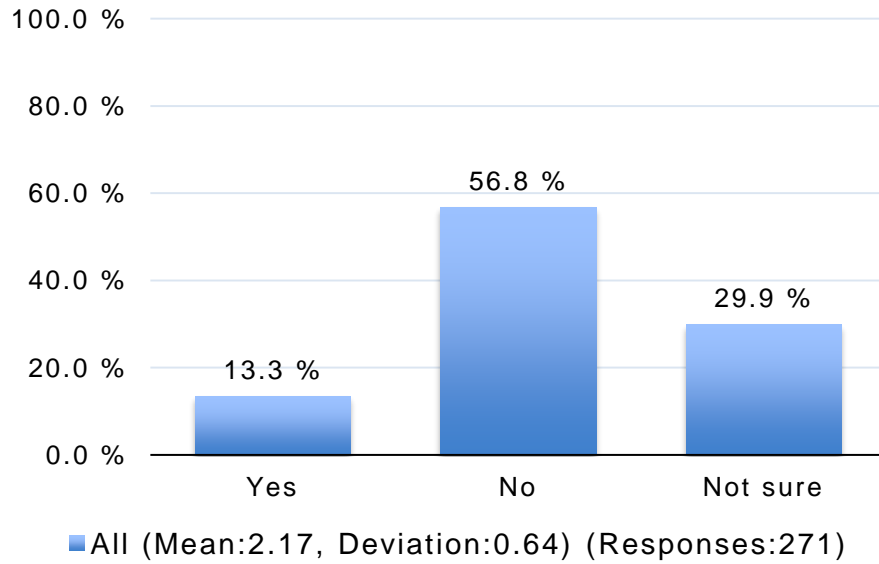
Contracted peer mediation or dispute resolution services



## Remedies/imposing sanctions

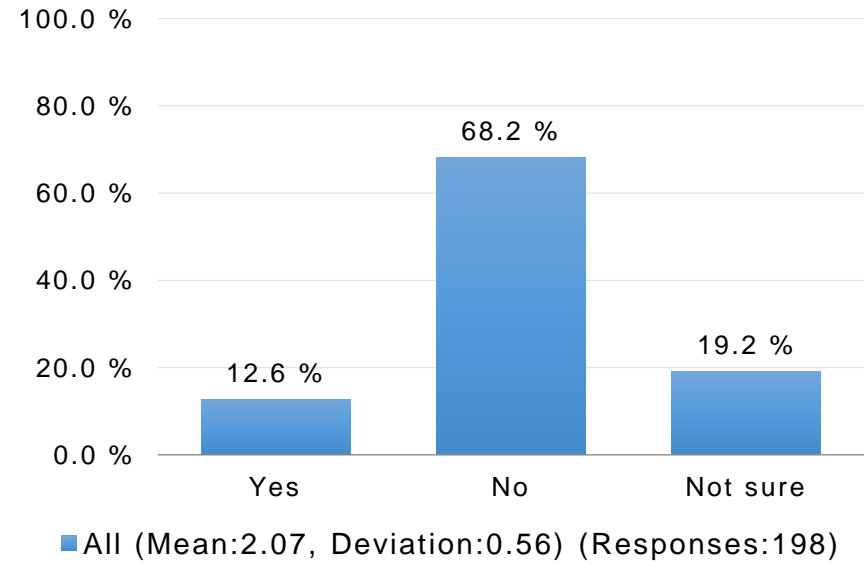
### UBCM

Motion of censure



### LGMA

Motion of censure



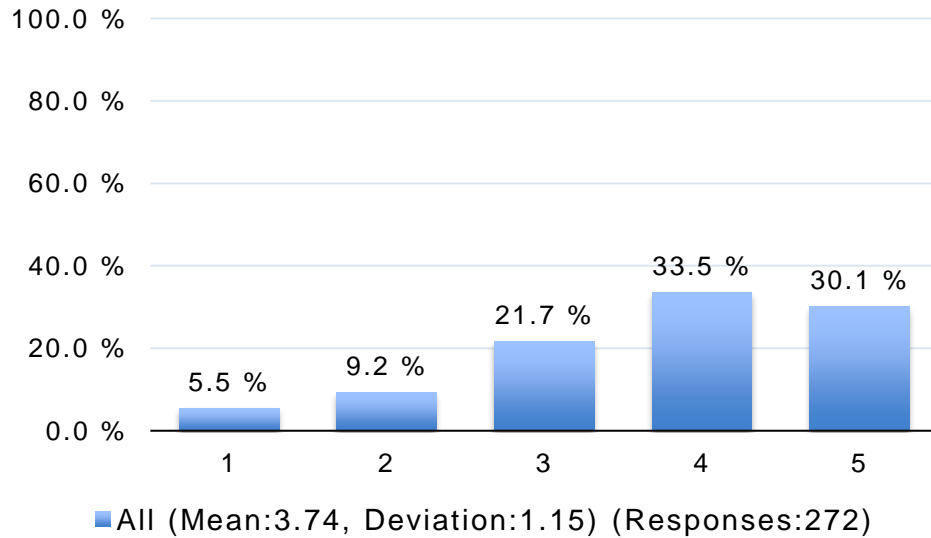
**How effective is each of these tools? If your local government has not used the tool, rate how effective you think it might be?**

**Delivery of advice, education and training**

**UBCM**

Pre-election education for candidates

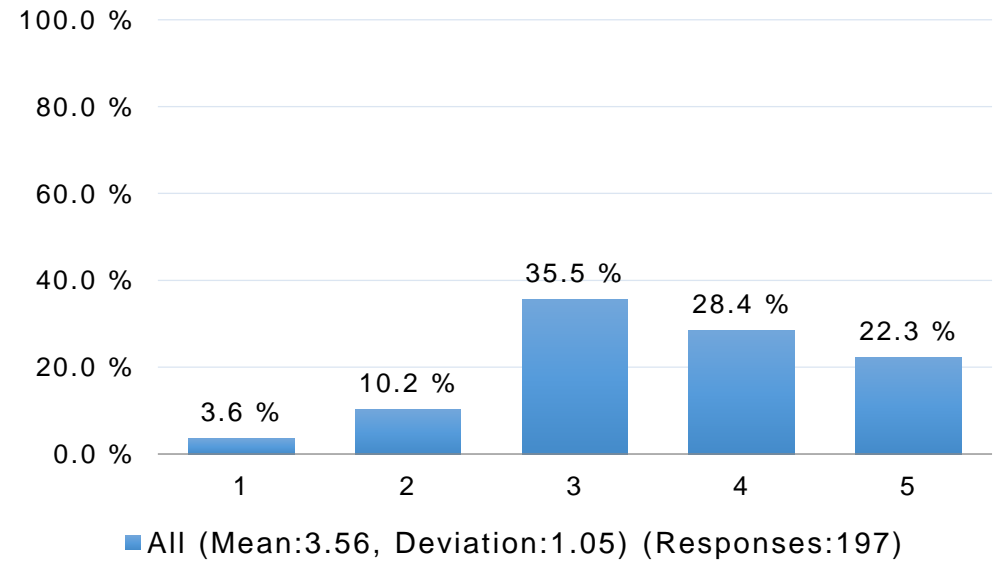
*(1 = Very Ineffective, 5 = Very effective)*



**LGMA**

Pre-election education for candidates

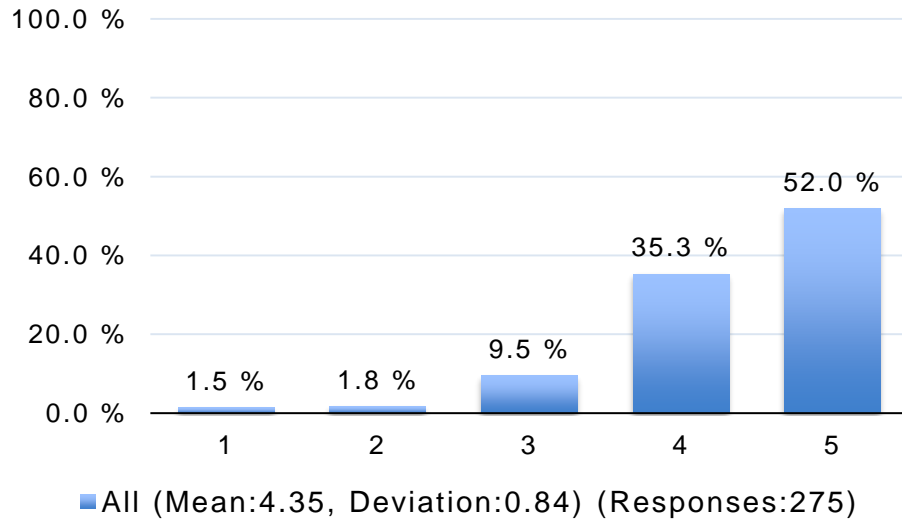
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## UBCM

Post-election advice, education and orientation for local government elected officials

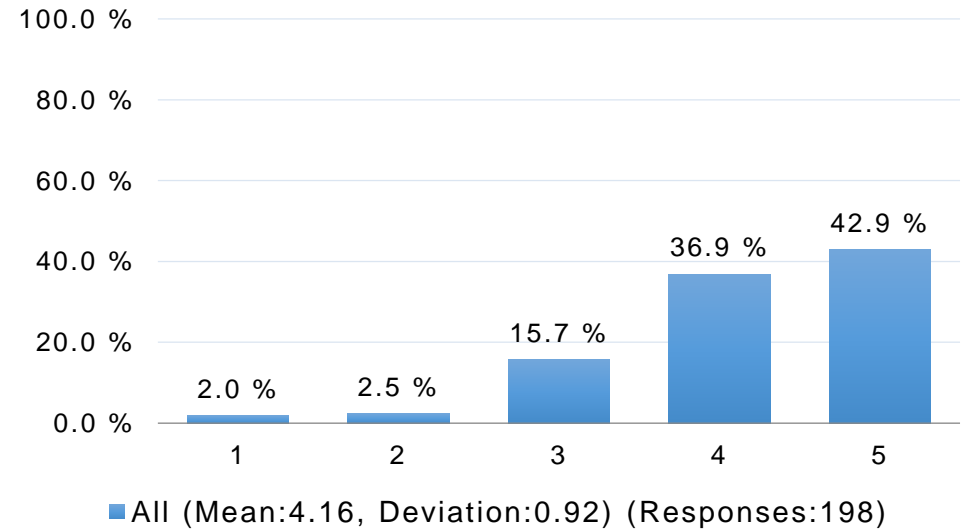
(1 = Very Ineffective, 5 = Very effective)



## LGMA

Post-election advice, education and orientation for local government elected officials

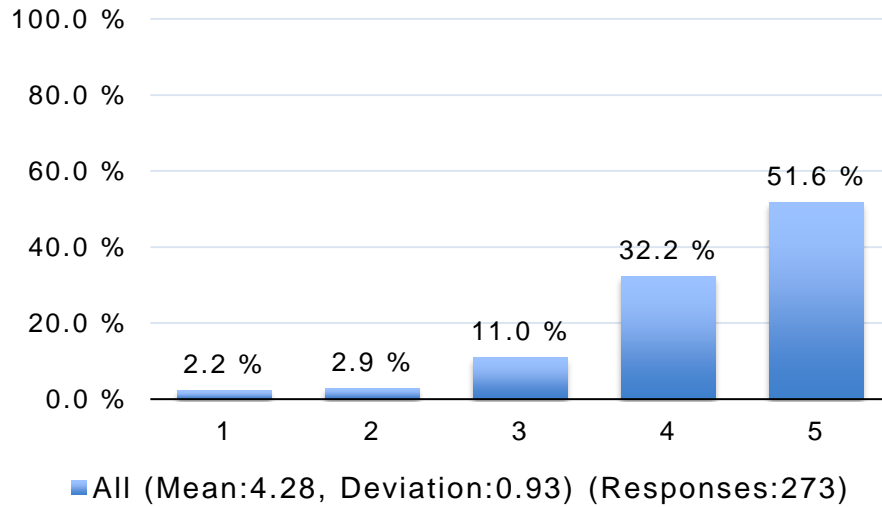
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Advice, education and training for local government elected officials during their term of office

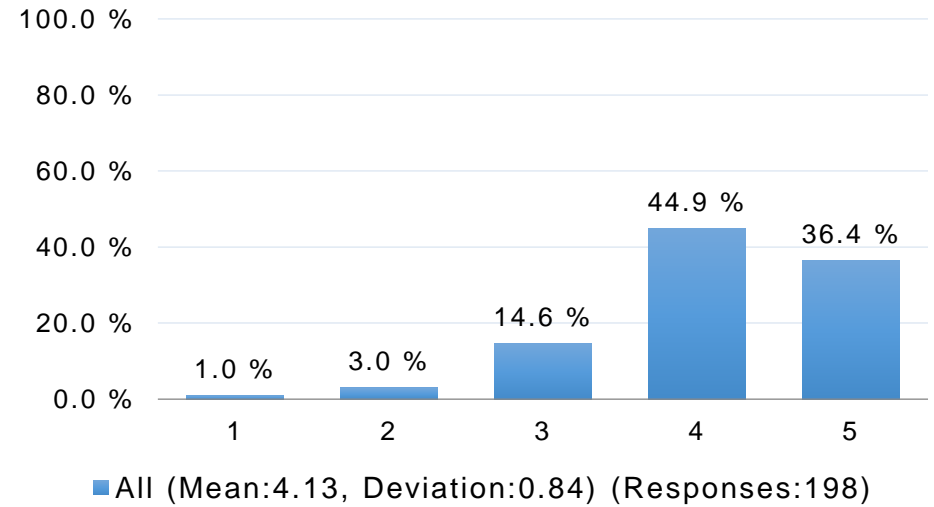
(1 = Very Ineffective, 5 = Very effective)



## LGMA

Advice, education and training for local government elected officials during their term of office

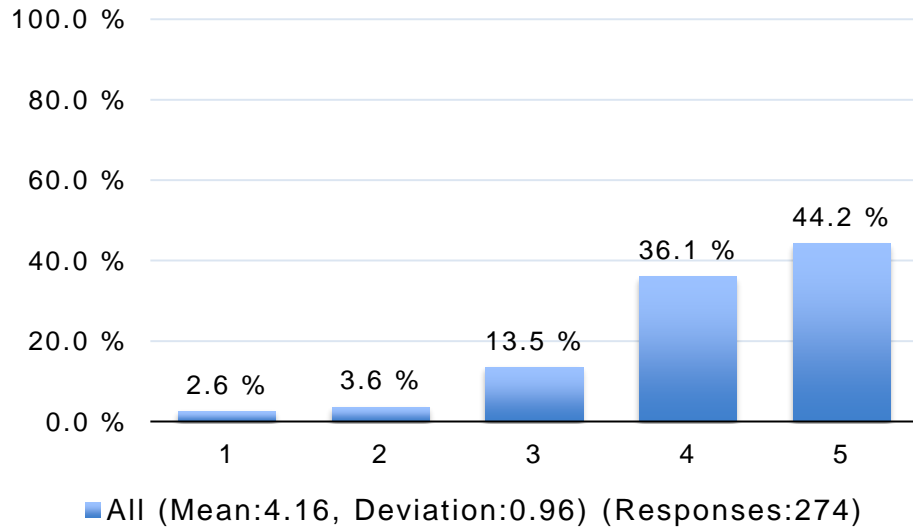
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Advice, education and training for local government elected officials and staff, in which both elected officials and staff engage in the educational opportunities together

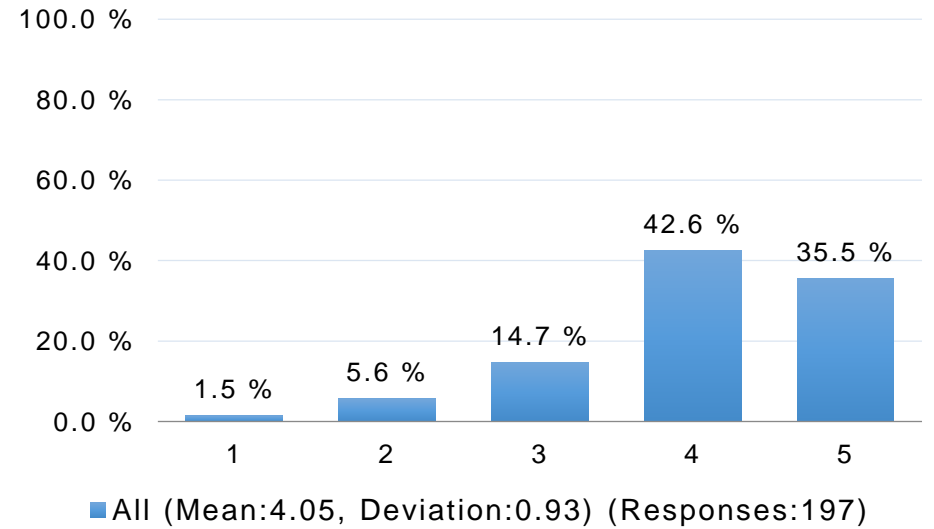
(1 = Very Ineffective, 5 = Very effective)



## LGMA

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(1 = Very Ineffective, 5 = Very effective)

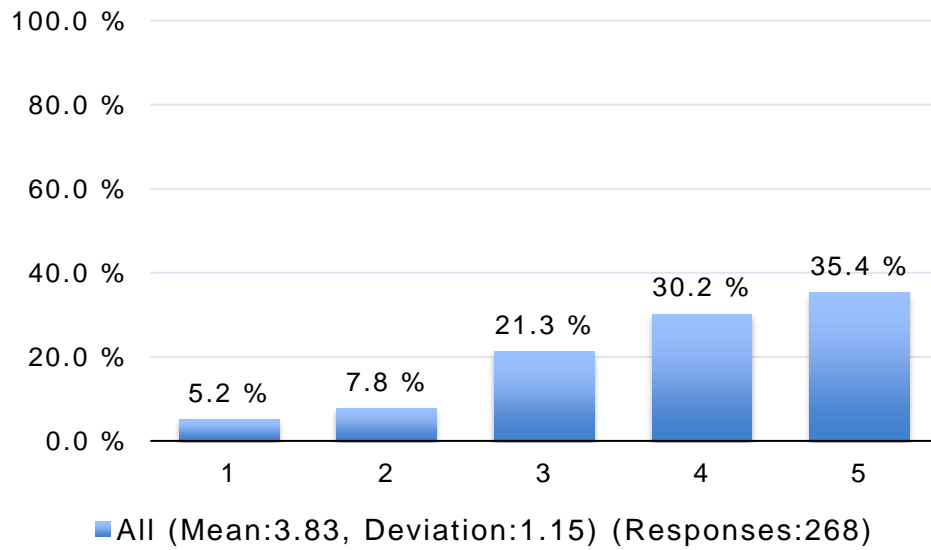


## Setting expectations for conduct

### UBCM

Including conduct expectations in the Oath of Office

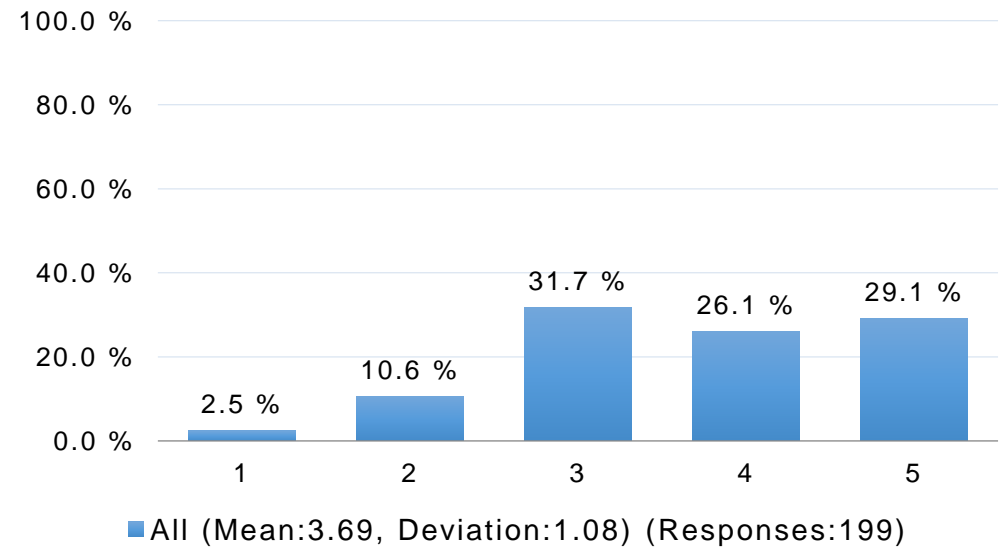
(1 = Very Ineffective, 5 = Very effective)



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Including conduct expectations in the Oath of Office

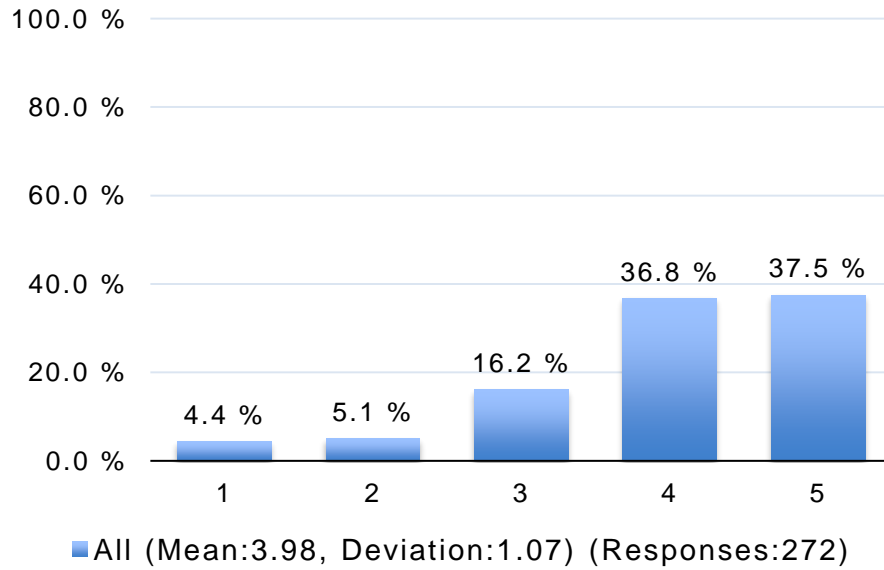
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Policy to set standards of conduct (e.g. Code of Conduct)

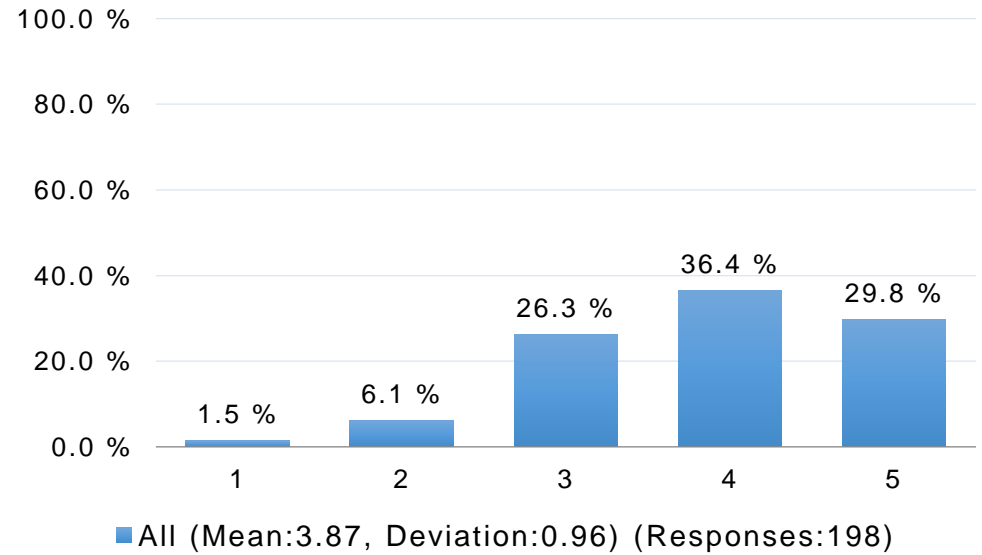
(1 = Very Ineffective, 5 = Very effective)



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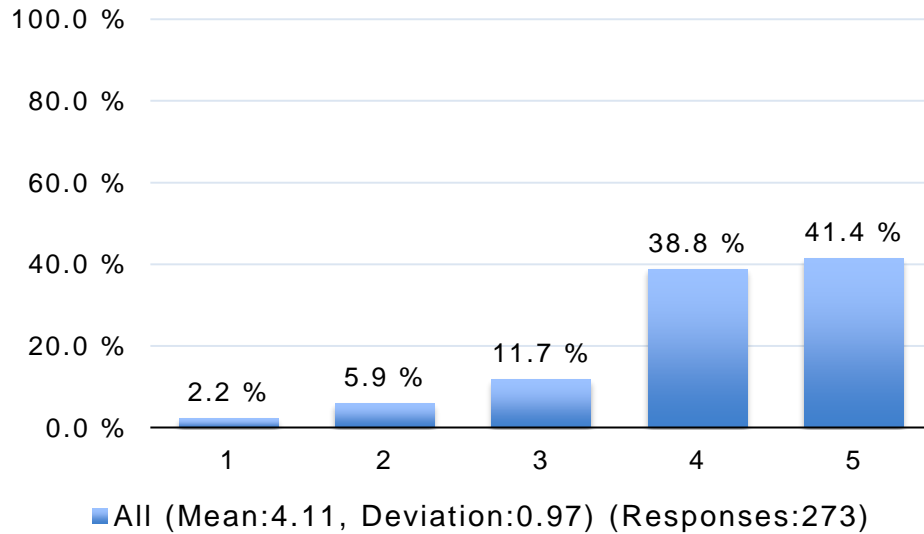




## UBCM

Policies that clarify roles and responsibilities, and how these contribute to respectful relations between elected officials and staff (e.g. staff-Council protocol)

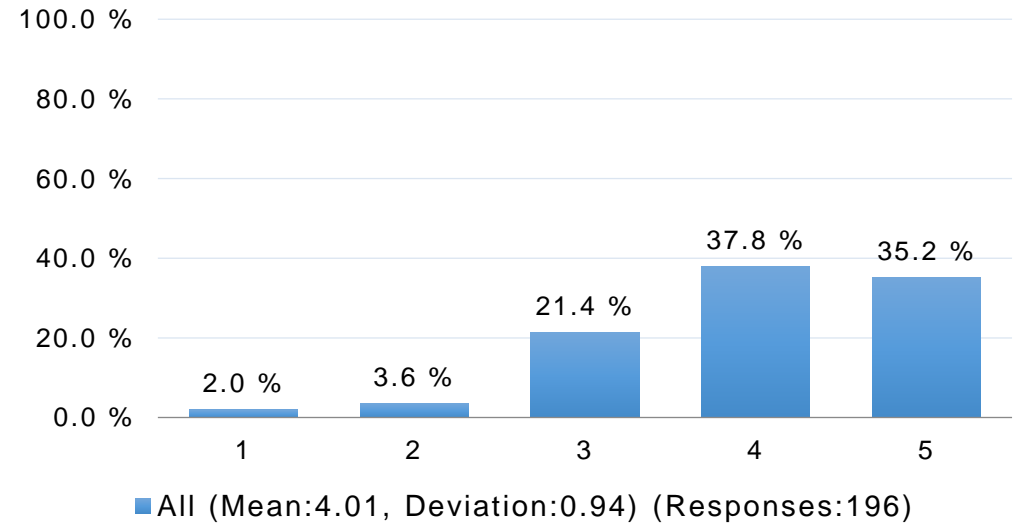
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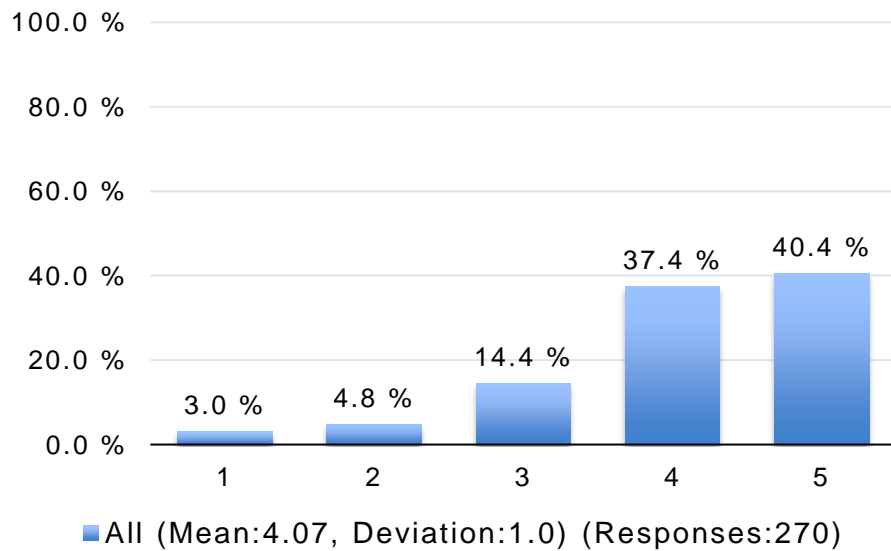


## Other Supportive Actions

### UBCM

Provisions in the procedure bylaw to encourage responsible conduct, that are well understood by local government elected officials and others involved in Council and Board meetings

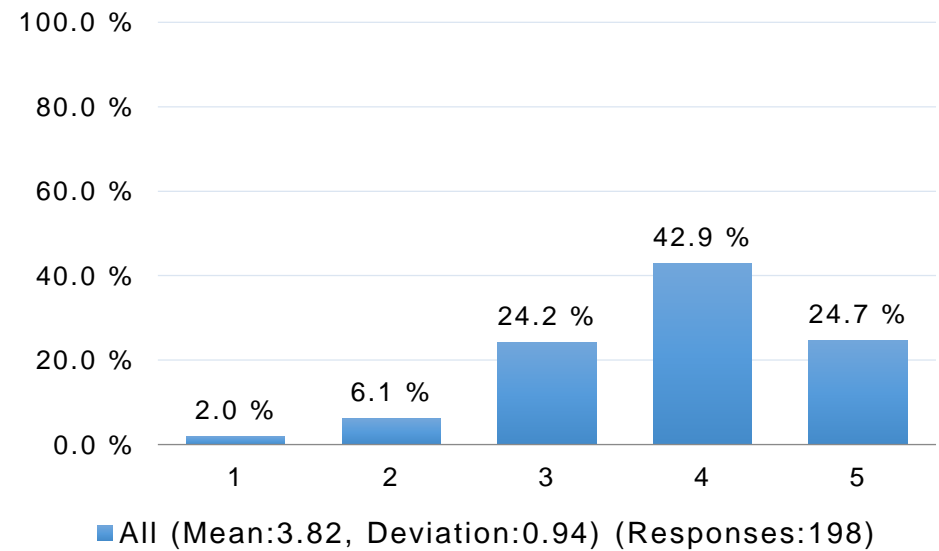
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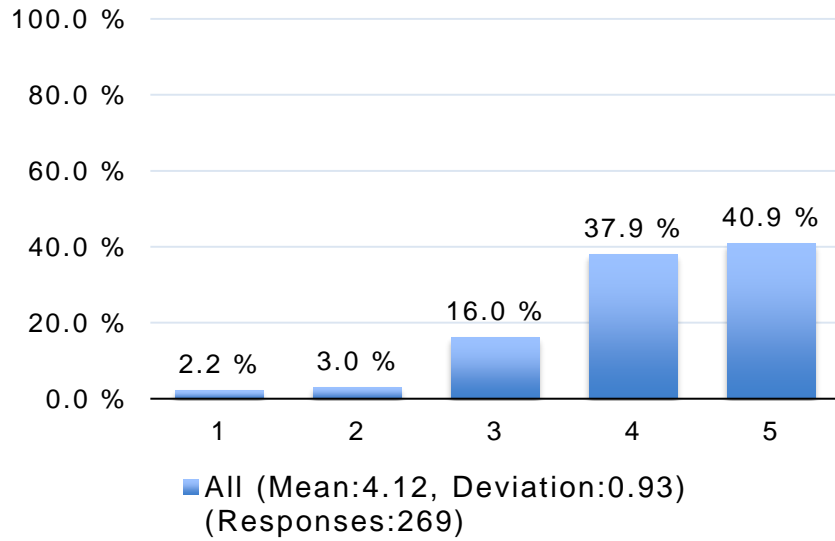
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Orientation, workshops and team-building processes to refine expectations for responsible conduct

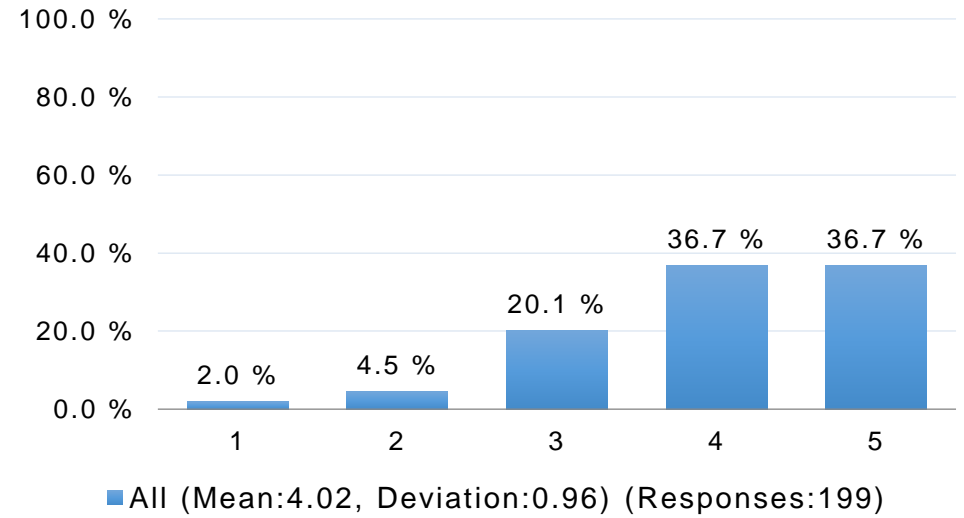
(1 = Very Ineffective, 5 = Very effective)



## LGMA

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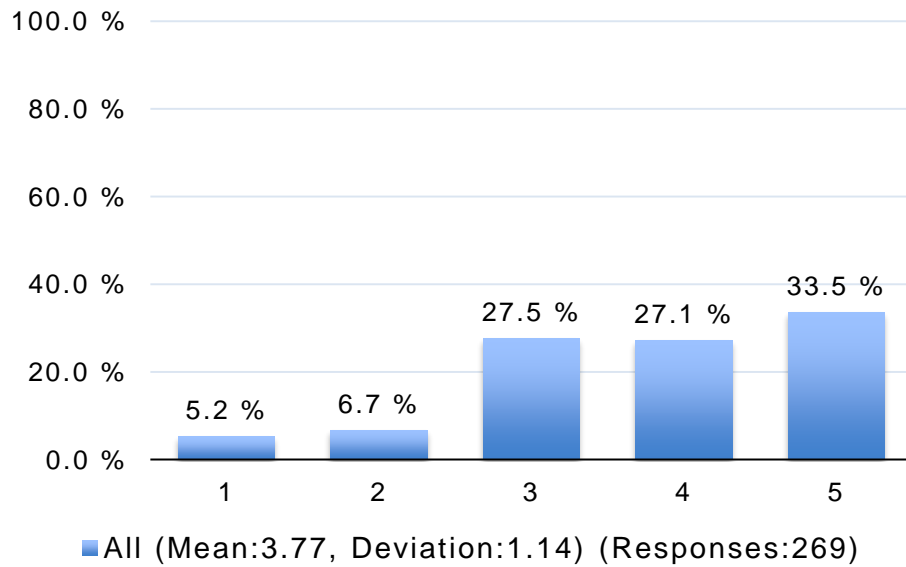
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Peer mentoring for local government elected officials, delivered either to individual elected officials or to the Council or Board as a whole

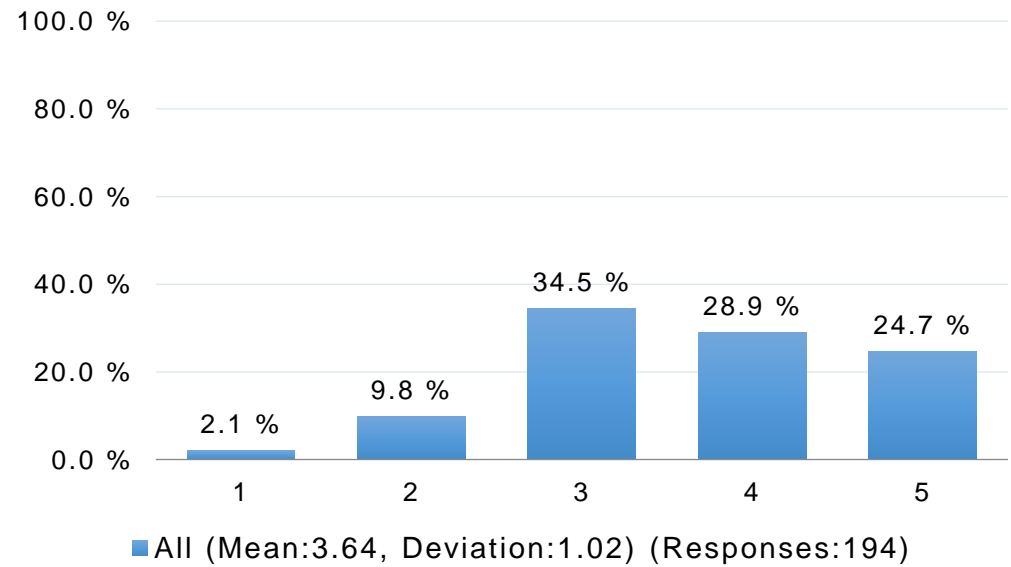
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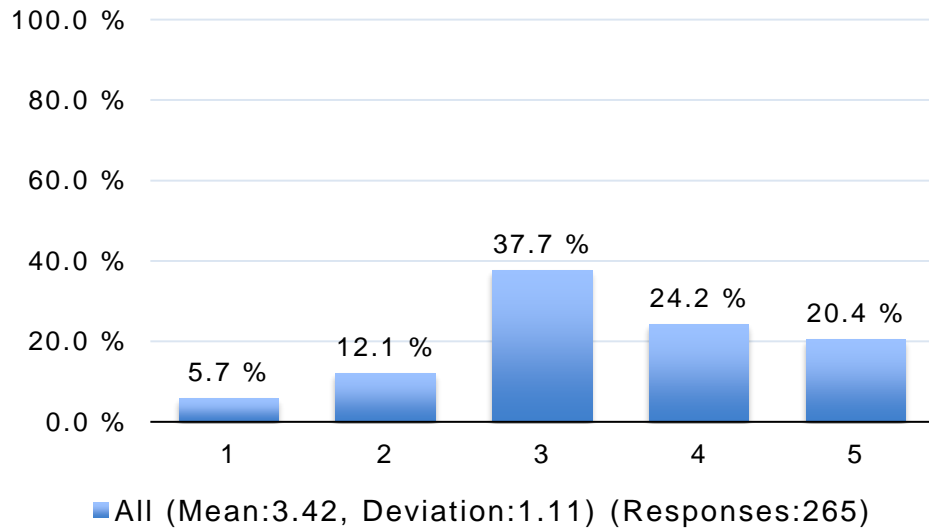
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Contracted peer mediation or dispute resolution services

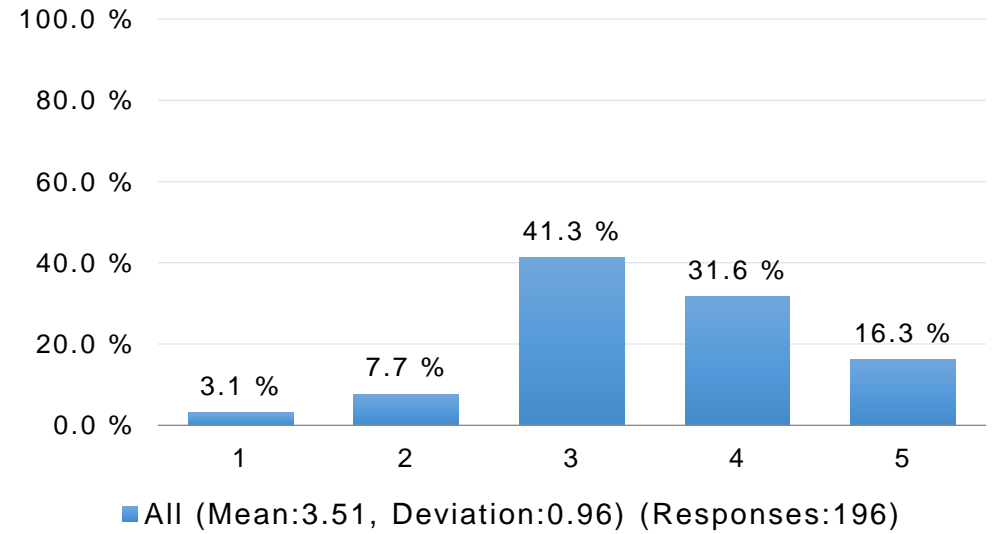
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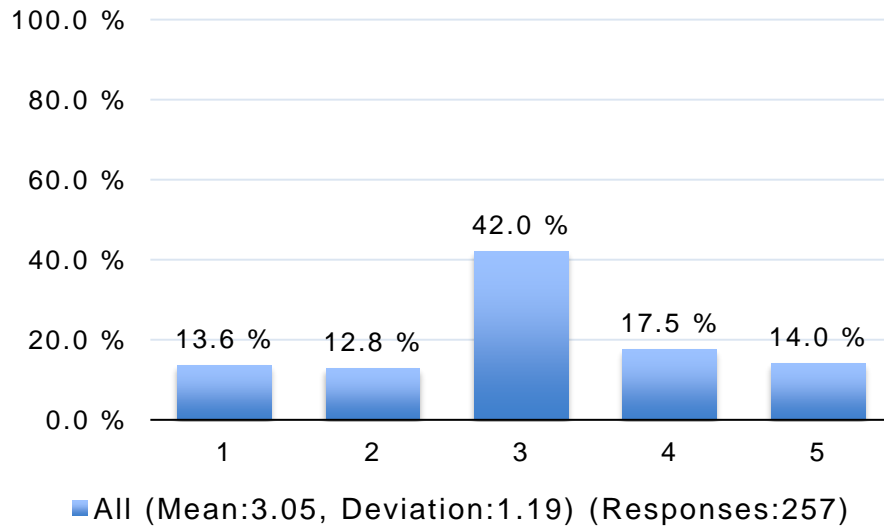
(1 = Very Ineffective, 5 = Very effective)



## UBCM

Motion of censure

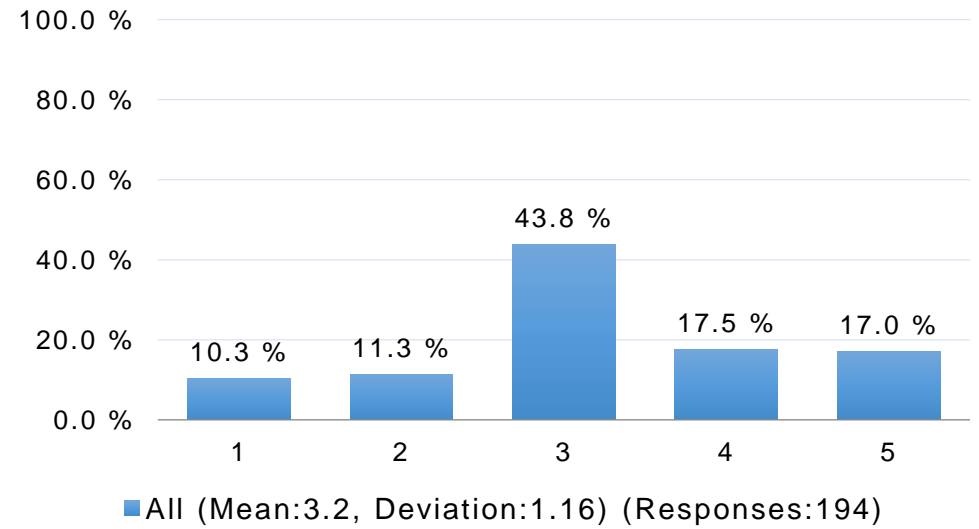
(1 = Very Ineffective, 5 = Very effective)



## LGMA

Motion of censure

(1 = Very Ineffective, 5 = Very effective)



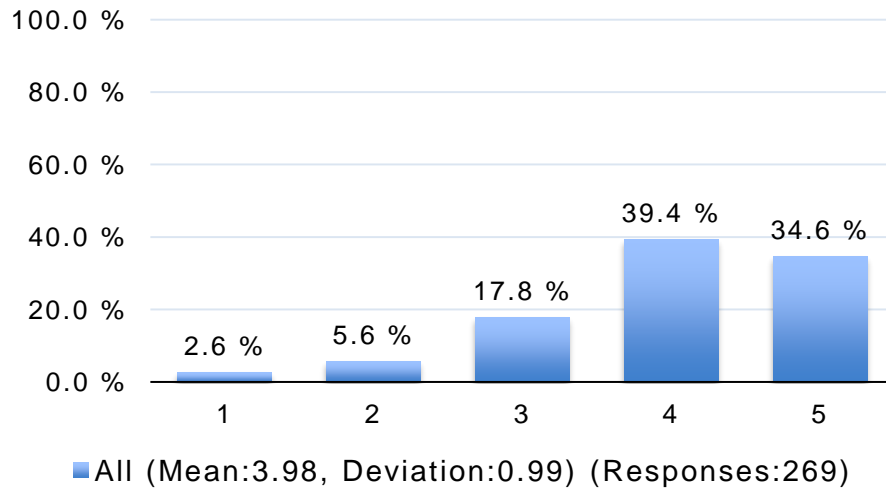
## Trends & Potential Usefulness of Approaches in a BC Context

How useful do you think each option might be in a BC Context?

### UBCM

A mix of tools to address behaviour; some voluntary, some mandated by legislation

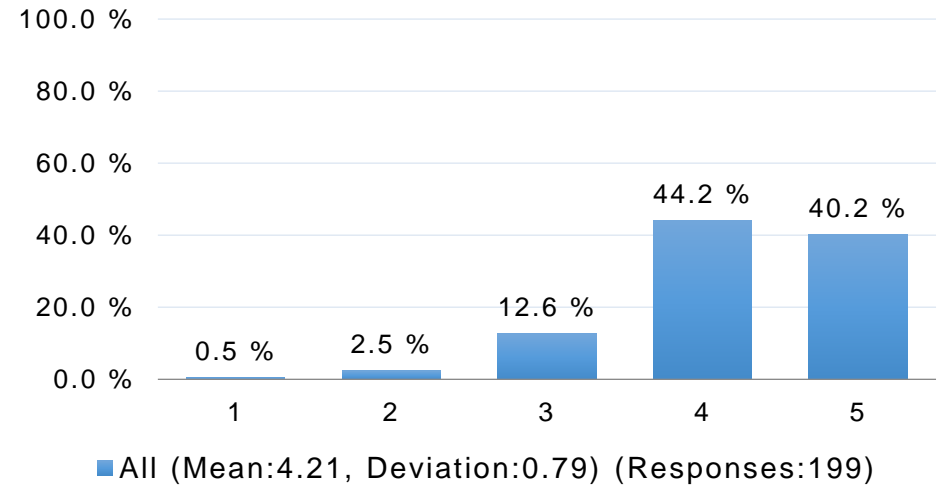
(1 = Not at all useful, 5 = Very useful)



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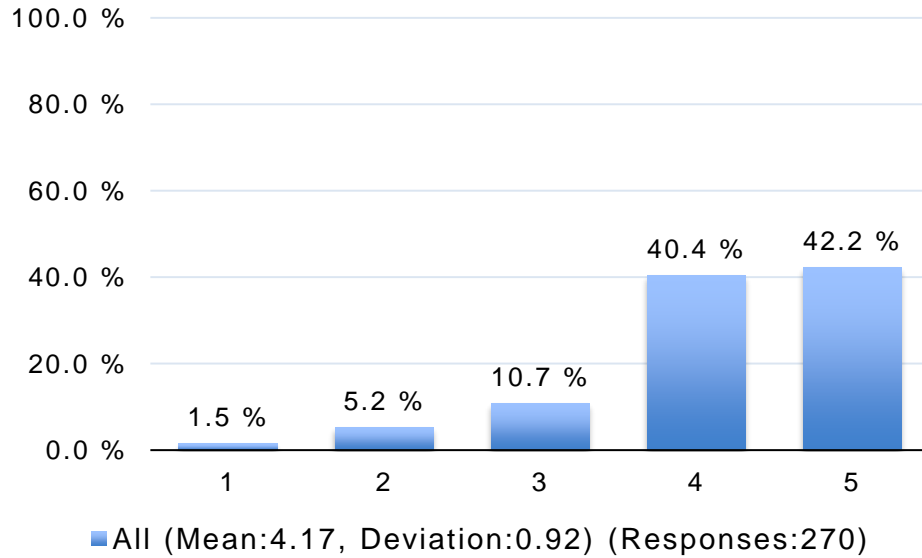
(1 = Not at all useful, 5 = Very useful)



## UBCM

Greater emphasis on responsible conduct education for local government elected officials

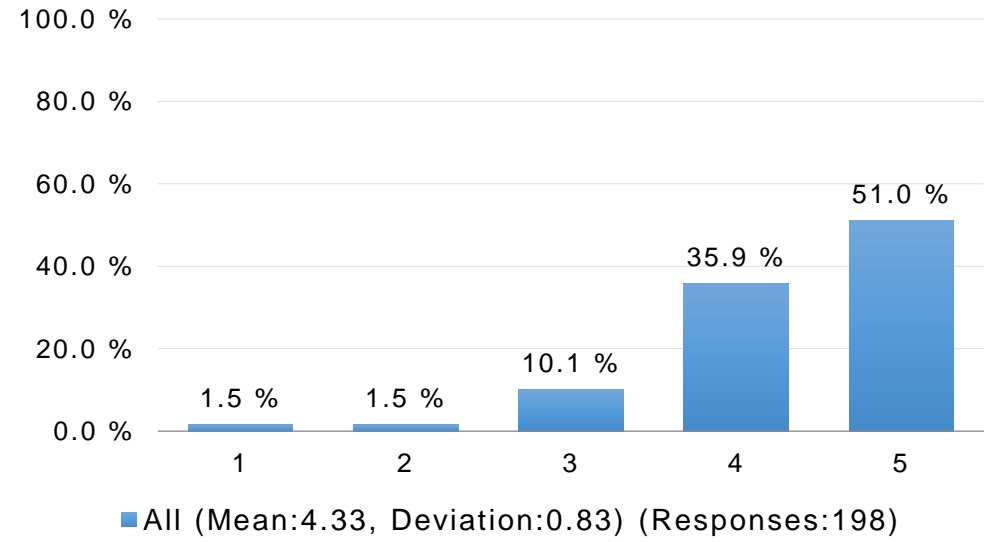
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## LGMA

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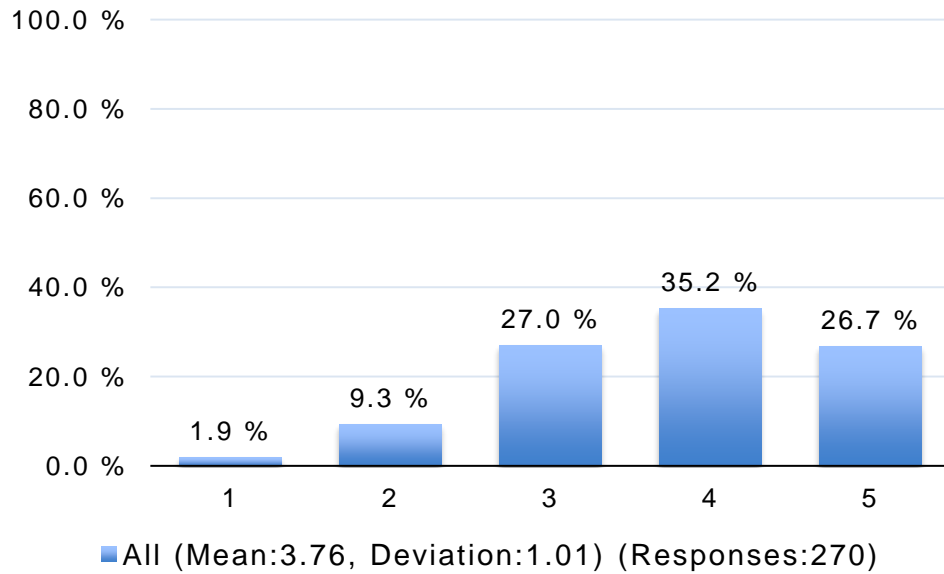




## UBCM

Formal mentoring programs (i.e., peer to peer advice)

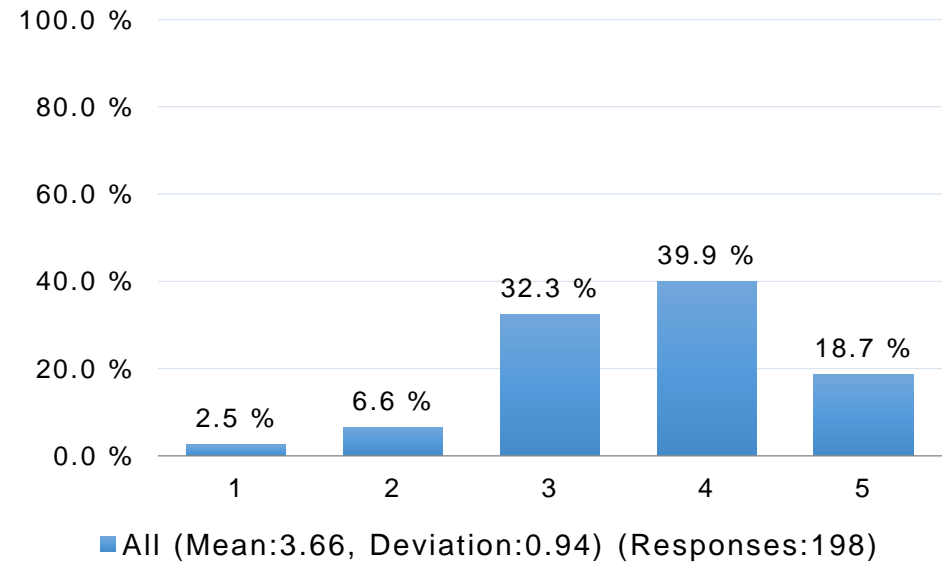
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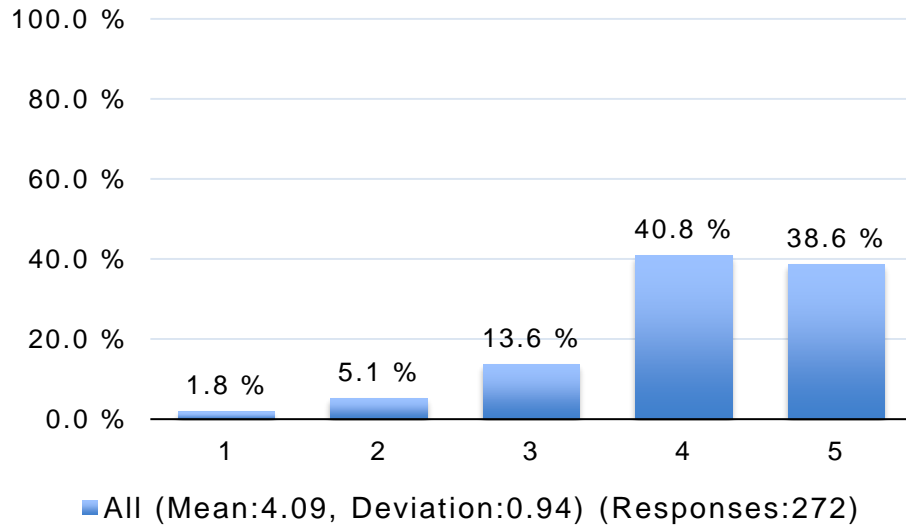
(1 = Not at all useful, 5 = Very useful)



## UBCM

Setting conduct standards (i.e., encouraging or requiring local governments to set standards of conduct)

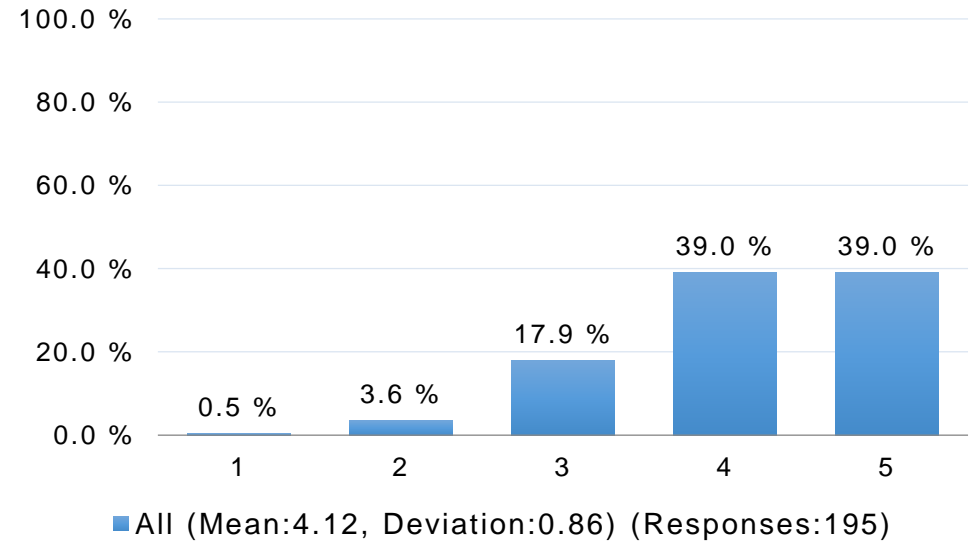
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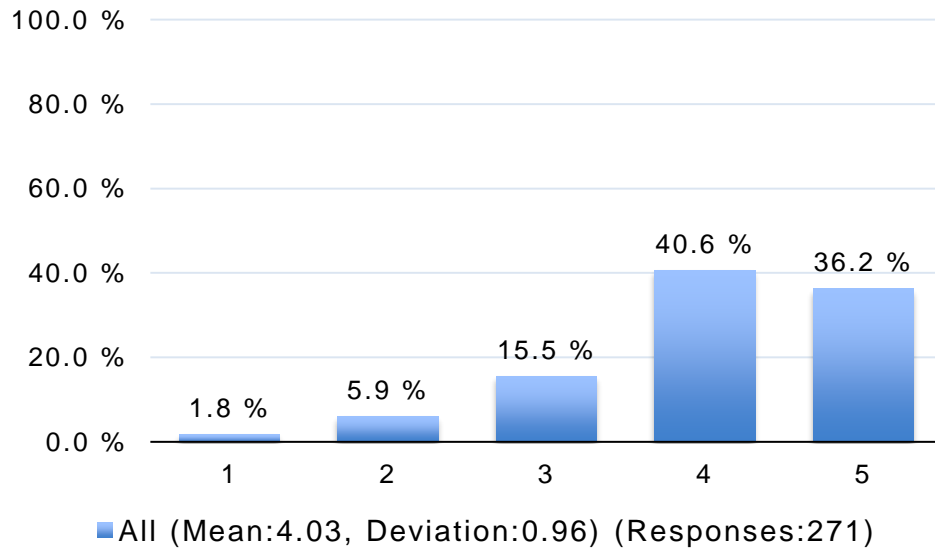
(1 = Not at all useful, 5 = Very useful)



## UBCM

Tools to administer and enforce standards of conduct

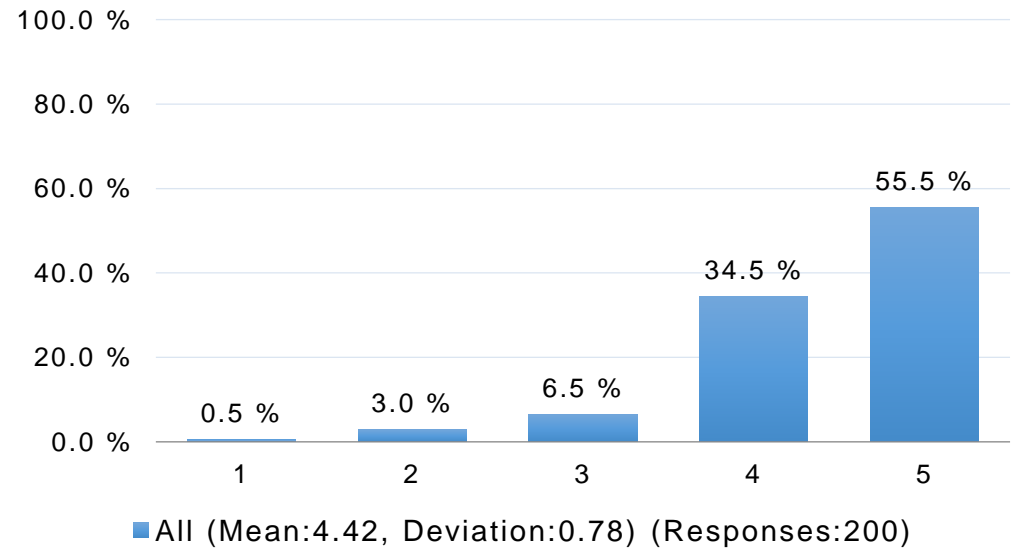
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## LGMA

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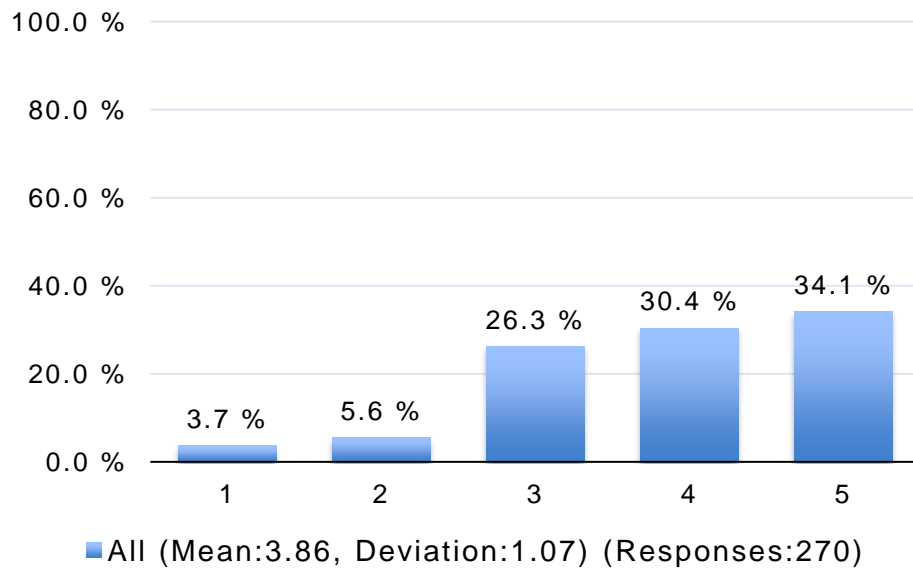
(1 = Not at all useful, 5 = Very useful)



## UBCM

As part of administration and enforcement of standards of conduct, investigation of conduct by someone other than Board or Council, who then makes recommendations to Board or Council (e.g., Integrity Commissioner; peer review; contracted experts)

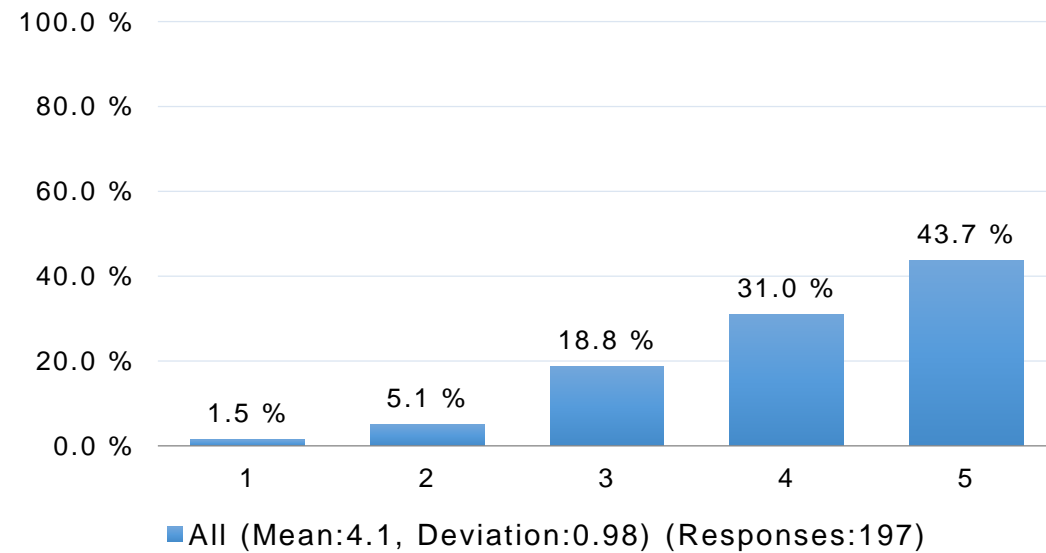
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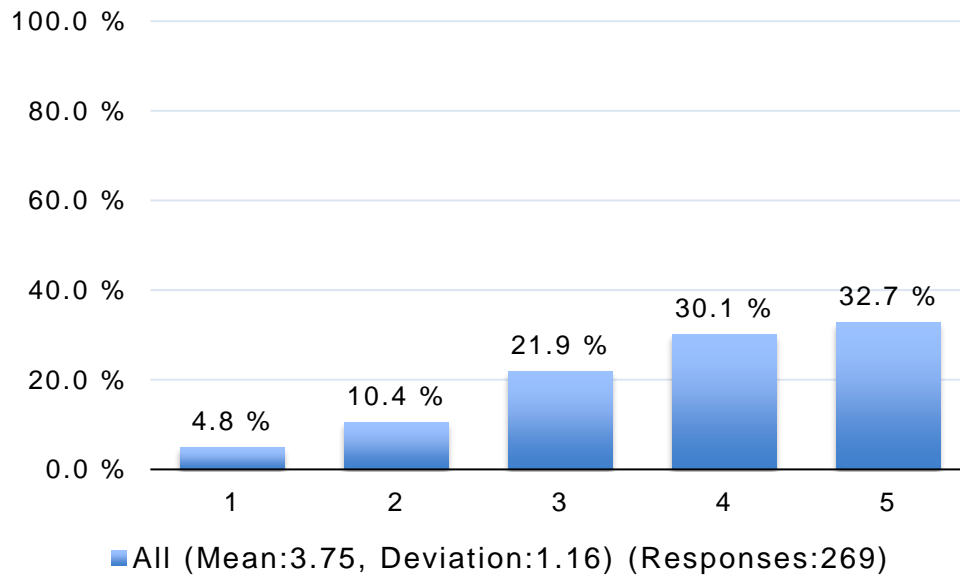
(1 = Not at all useful, 5 = Very useful)



## UBCM

A spectrum of penalties for contravening rules related to responsible or ethical conduct (e.g., alternatives to disqualification for elected officials, such as reprimands or financial penalties)

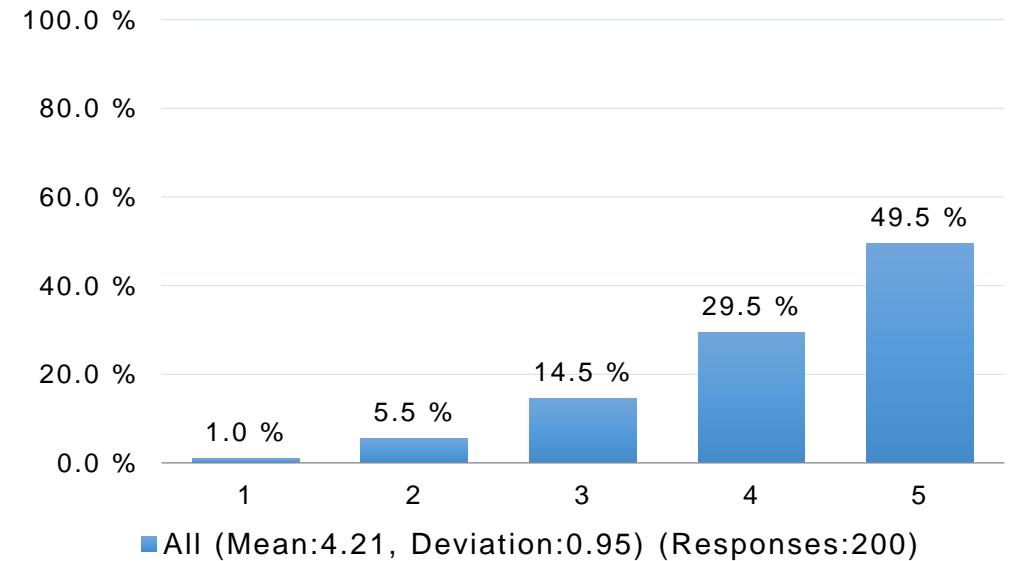
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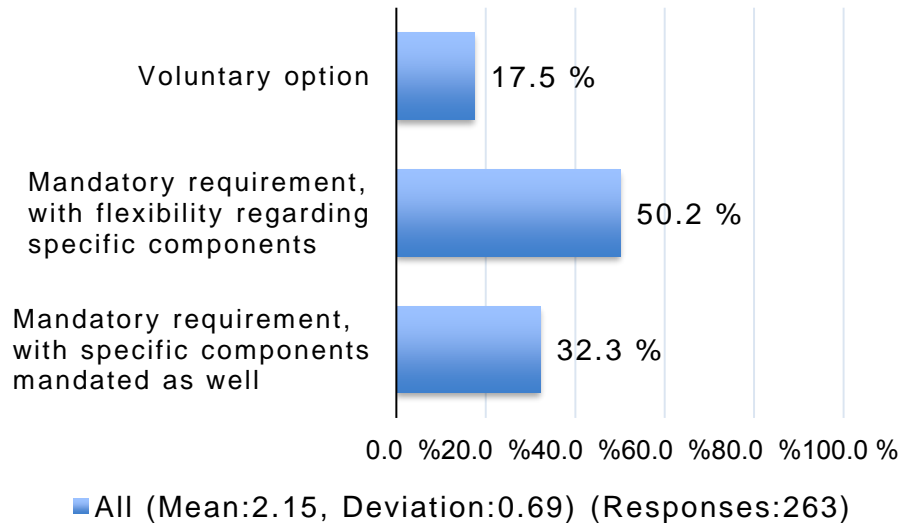


## Balancing Voluntary Tools and Mandatory Requirements

Indicate whether you think it should be voluntary, mandatory with flexibility or mandatory with specific components

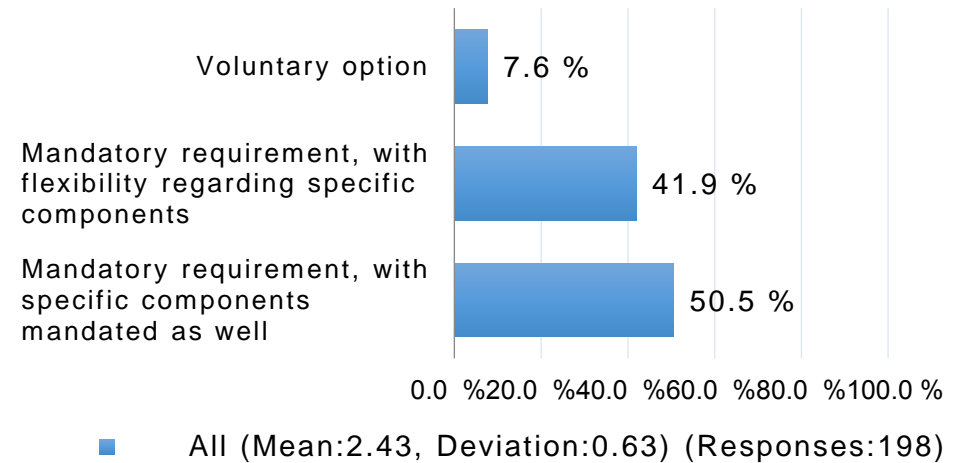
### UBCM

Clarifying expected conduct of local government elected officials (e.g. adopting a Code of Conduct)



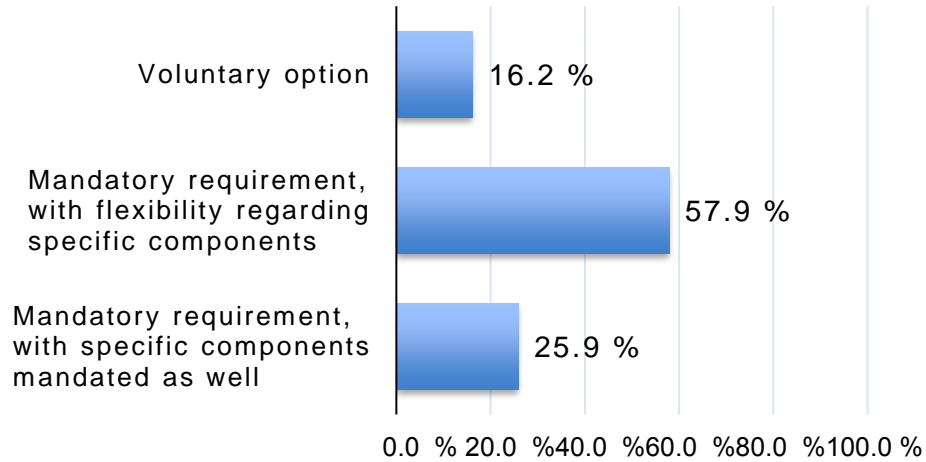
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## UBCM

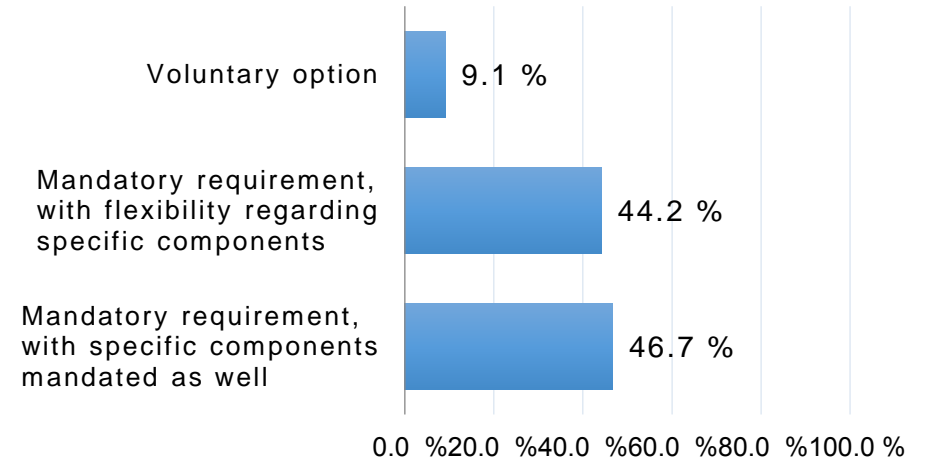
Clarifying roles, responsibilities and expectations of the relationship between local government elected officials and local government staff



■ All (Mean:2.1, Deviation:0.64) (Responses:266)

## LGMA

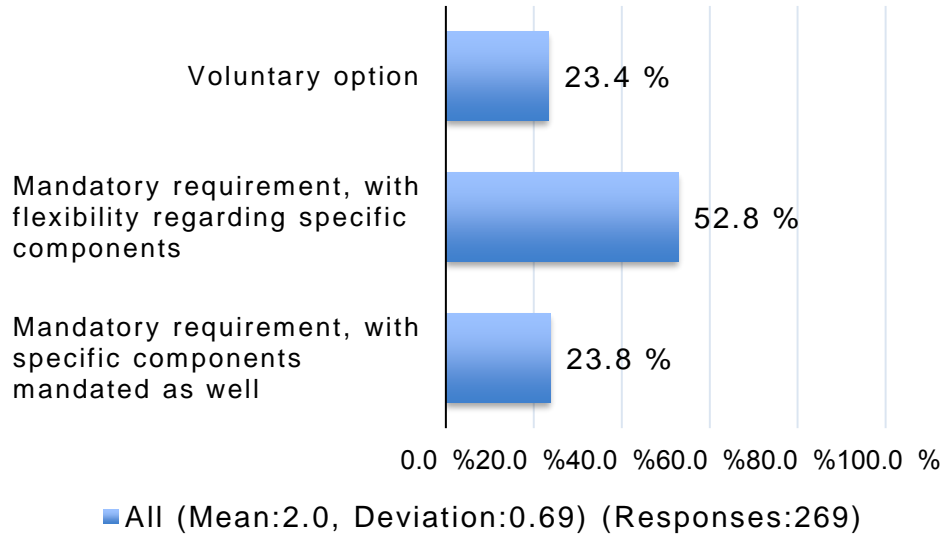
Clarifying roles, responsibilities and expectations of the relationship between local government elected officials and local government staff



■ All (Mean:2.38, Deviation:0.65) (Responses:197)

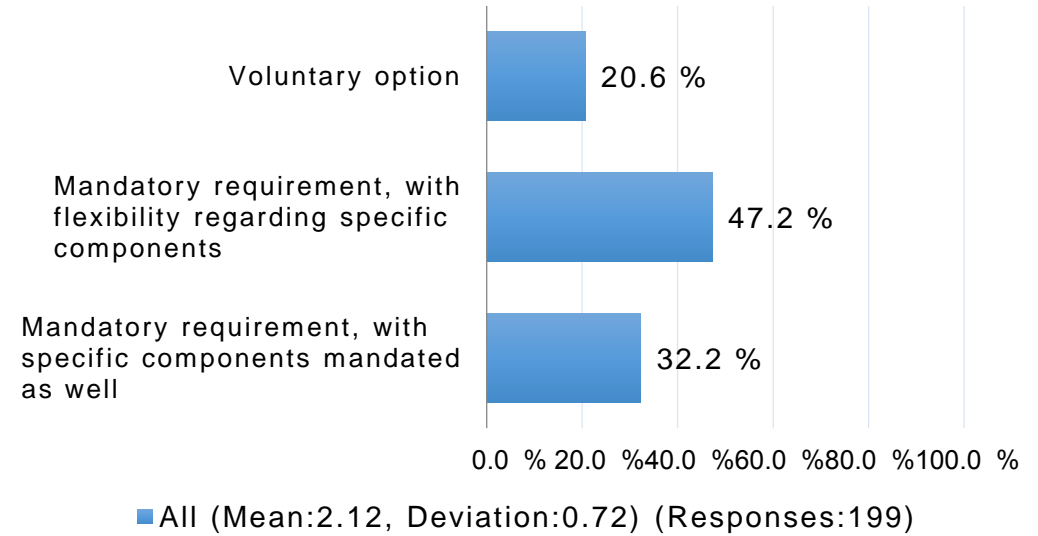
## UBCM

Advice, education and training for local government elected officials and/or staff, regarding responsible conduct



## LGMA

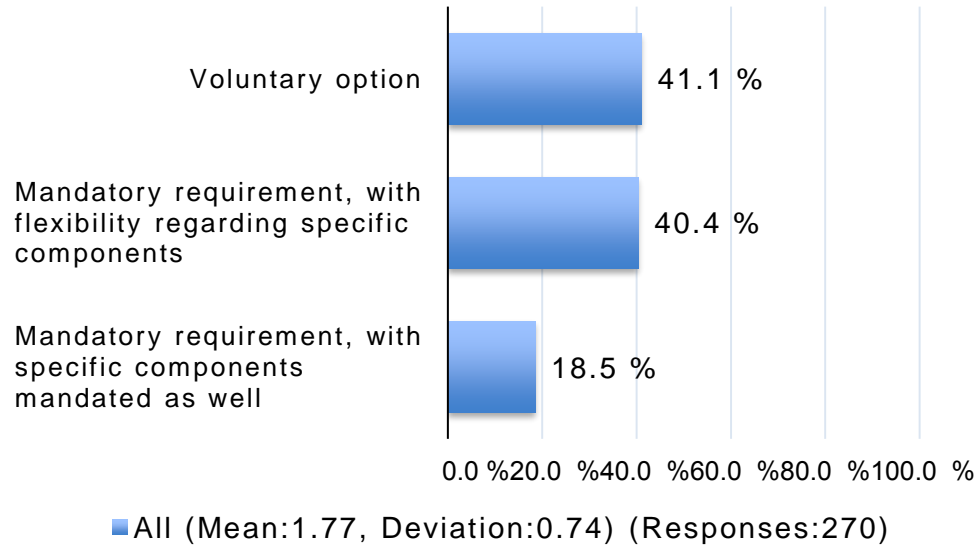
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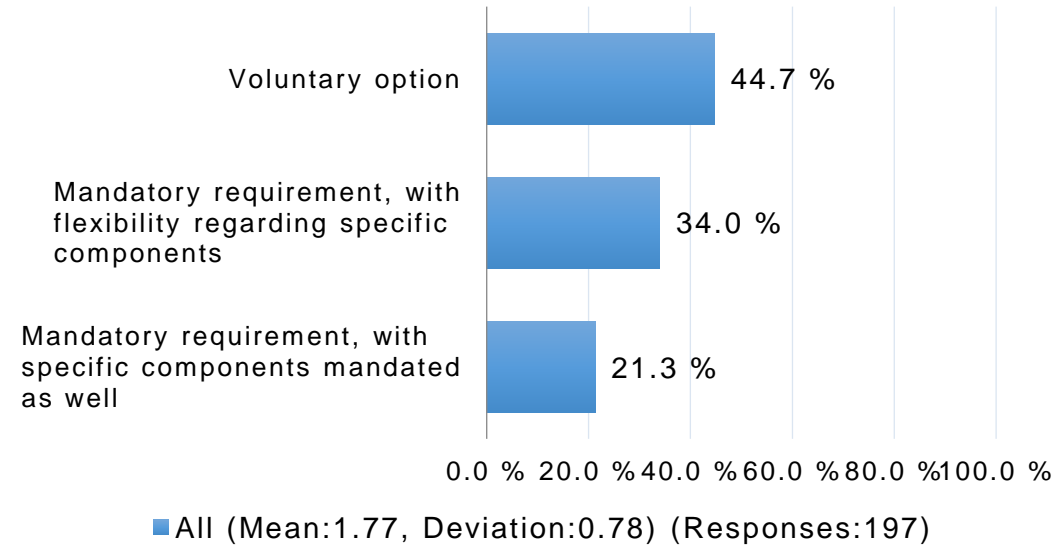
## UBCM

Use of external parties to resolve issues when things go wrong



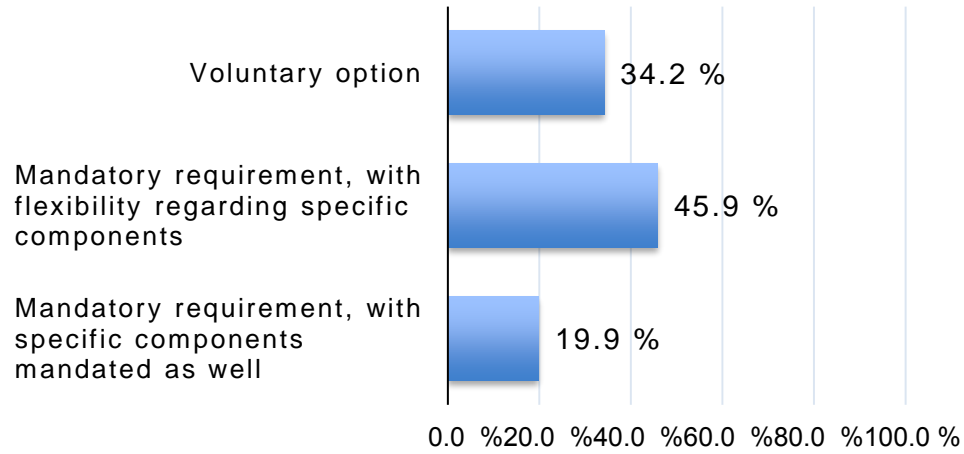
## LGMA

Use of external parties to resolve issues when things go wrong



## UBCM

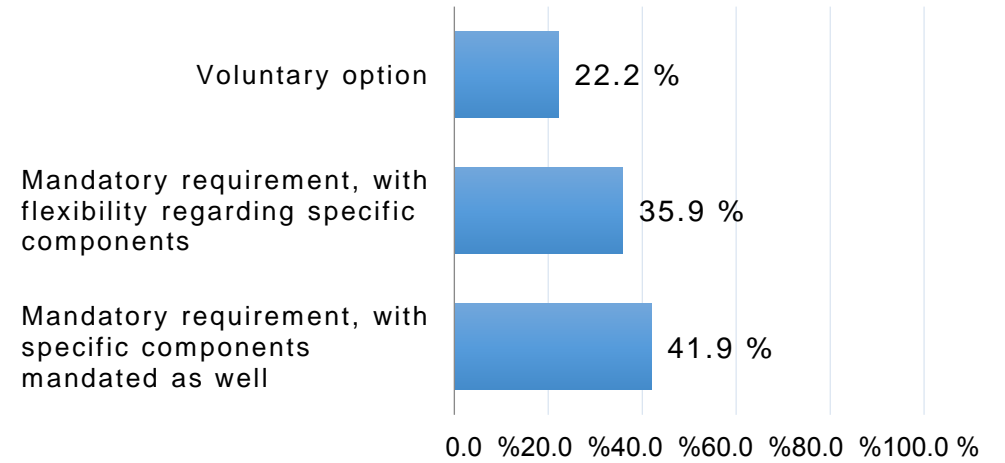
Range of remedies or penalties that could be imposed



■ All (Mean:1.86, Deviation:0.72) (Responses:266)

## LGMA

Range of remedies or penalties that could be imposed



■ All (Mean:2.2, Deviation:0.78) (Responses:198)