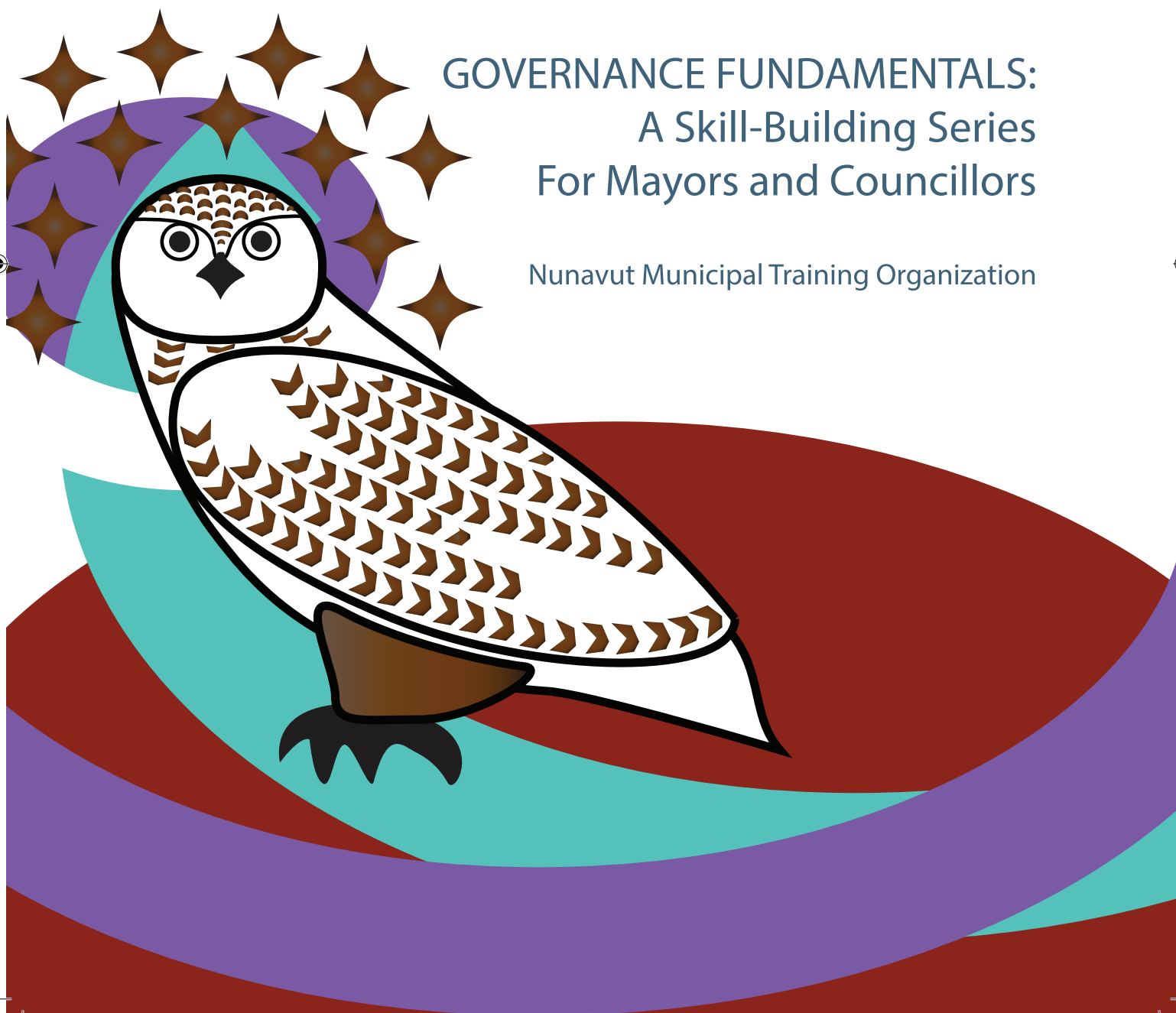


# ROLES, RESPONSIBILITIES, AND PRACTICES

## *Participant's Guide*

GOVERNANCE FUNDAMENTALS:  
A Skill-Building Series  
For Mayors and Councillors

Nunavut Municipal Training Organization



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## HOW TO USE THIS GUIDE

*Governance Fundamentals* is a series of courses developed by the Nunavut Municipal Training Organization (MTO) to help Nunavut Mayors and Councillors build their decision-making and oversight knowledge and skills.

This document, the *Roles, Responsibilities, and Practices Participant's Guide*, is one of several complementary learning resources on this important topic.

If you are learning in a group led by a facilitator, the learning resources include an instructional video, exercise handouts, and a list of on-line reference materials. The facilitator will provide you with the materials you need and will lead you through the course step-by-step.

If you are taking the course on your own, the main resources are the video, this guide, and supplementary online resources. If you have not already done so, the video, guide, and supplementary resources can be downloaded from the MTO website.

For self-paced learning, the video and Participant's Guide are meant to be used together:

- 1. Begin with the video.** It is divided into several modules that parallel the organization of the Participant's Guide.

When a video module comes to an end, you will be prompted to pause the video and carry out some suggested tasks.

- 2. Perform the assigned tasks.** The tasks at the end of each module may include:
  - Browsing a chapter in the Participant's Guide
  - Thinking about how to deal with situations you may face on Council
  - Going online to check out a resource that may be helpful to you in the future
- 3. Resume the video.** Then, move on to the next video module. Continue the process described above until you have completed all of the modules.

If, after completing the course, you have unanswered questions, your fellow Councillors or municipal staff may have the answers you need – or know where to find them.

Of course, your knowledge of Council roles, responsibilities, and practices will continue to grow as you carry out your day-to-day duties as a Mayor or Councillor.

### THANK YOU!

The MTO would like to acknowledge the generous assistance of the Northwest Territories Department of Municipal and Community Affairs, School of Community Government, in making the text of its *Roles and Responsibilities for Elected Leaders Workshop Participant's Guide* available as a model and resource for this publication.



## INTRODUCTION

Being an elected leader is an honour and a privilege. By electing you to Council, residents of your community have said that they believe you have the skills and ability to lead the community forward. Of course, elected office comes with a wide range of responsibilities. Especially if you are a first-time Councillor, taking office is the starting point for a crash course in what the responsibilities are and how to carry them out.

While much of your learning will take place on the job as you interact with your fellow Councillors, municipal staff, residents, and many others, a good way to learn the essentials quickly is to participate in courses, workshops, and presentations that focus on aspects of municipal governance and administration.

*This* course covers some of the fundamentals of municipal governance. These include:

- Key participants in municipal governance and the *roles* they play,
- The *responsibilities* that each participant fulfills, and
- The tried-and-true *practices* that help Councillors to discharge their responsibilities fully, effectively, and within legal and legislative requirements.

**NOTE:** In this document, the word “municipality” is used to refer to Hamlets and the City of Iqaluit.

### Council Authority

Nunavut municipalities are established under laws set by either the Government of Nunavut or the federal government. Two *Acts* set out our system of municipal government: the *Cities, Towns and Villages Act*, which currently applies

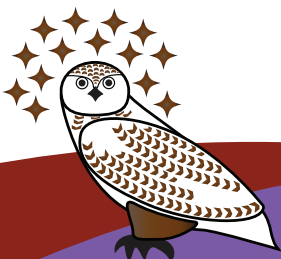
only to the City of Iqaluit, and the *Hamlets Act*, which applies to Nunavut’s 24 Hamlets.

The two *Acts* require Councillors to:

- Consider the welfare and interests of the residents of the community as a whole and bring to Council’s attention anything that would promote the welfare or interests of residents.
- Participate in developing and evaluating the policies, plans and programs of the local government.
- Participate in meetings of Council and Council Committees.
- Ensure that they are kept informed about the operation and administration of the local government.
- Maintain confidentiality.
- Perform any other duty or function imposed on Council members.

While the key powers and duties of Nunavut municipalities are provided for in the two *Acts* mentioned above, many other *Acts* apply to specific aspects of municipal government. These include:

- *The Planning and Project Assessment Act*
- *Nunavut Financial Administration Act*
- *Nunavut Access to Information and Privacy Protection Act*
- *Nunavut Occupational Health and Safety Act and Regulations*
- *Nunavut Official Languages Act*
- *Nunavut Elections Act*
- *Nunavut Emergency Measures Act*
- *Nunavut Planning and Project Assessment Act*
- *The Dog Act*



## ROLES AND RELATIONSHIPS

The roles of Mayor, Councillor, and Senior Administrative Officer / Chief Administrative Officer (SAO/CAO) are central to the governance of municipalities across Nunavut. Their responsibilities will be explained in detail in *Section 3: Responsibilities*.

This section focuses on a related topic – the importance of building good relationships among the various players. Communicating with residents and the media, understanding other people’s points of view, asking questions during Council meetings, reaching consensus, and practicing Council solidarity once decisions have been made are as much about building respect and trust among municipal players as they are about carrying out specific tasks.

So, here are some observations about the *relationships* side of municipal governance.

### *Relationships Between Councillors*

To be effective, Councillors must work together. This can be challenging, given the different ideas, perspectives, and experiences that each Councillor brings to the table. To work together effectively, here are some good practices to follow:

- Listen to and respect the views of others.
- Ask appropriate questions of other Councillors and work to understand their answers.
- Attend meetings with an open mind and constructive, collaborative attitude.
- Speak about the issues, not the person.
- Agree to disagree and understand that constructive differences are healthy.
- Maintain confidentiality.

- Speak with one voice – respect and support decisions once made.

### *Relationship Between Council and Other Partners*

Councils have relationships with other partners and stakeholders, such as other levels of government, agencies, boards, businesses, funders, and non-profits.

Many of these stakeholders fund directly, or collaborate to fund, community activities and programs. In dealing with these parties, Council is responsible to:

- Negotiate and/or receive funding and contribution agreements.
- Provide reports and financial statements, as required.
- Demonstrate that legal and legislated responsibilities have been followed.
- Provide updates on the delivery of programs and services.
- Receive information and advice on programs, services, and operations.

### *Council and Community Relations*

Good communication is the key to effective relations with community residents and organizations. It is particularly important for Councillors to speak with one voice concerning decisions of Council.

Ways to communicate with community members include:

**At Council Meetings** – make sure meetings are well advertised to encourage the public to attend. Invitations to attend should include the agenda and identify any special guests.

**In Public Meetings** – make sure the purpose of the meeting is well communicated and that



the meeting's location is identified, especially if it will take place somewhere other than Council chambers.

**Other Communications** – communicate by means that make sense for your community, such as newsletters, mail-outs, newspaper, posters, radio, and social media.

## Council and Staff Relationships

The Council has one staff member – the Senior Administrative Officer/Chief Administrative Officer:

- Council hires, directs, evaluates, and retains the SAO/CAO.
- Council develops policy that defines the SAO/CAO's authority and responsibilities.
- The SAO/CAO hires, supervises, and disciplines all other staff members.

Councillors must know the limits of their own role and not interfere with the role of the SAO/CAO:

- Councillors must know the general roles of SAO/CAO and other staff.

- Council sets broad direction and policies for municipal administration as well as terms of employment.
- The SAO/CAO and staff implement Council's directions and policies and carry out day-to-day operational matters.
- By not involving themselves in the municipality's day-to-day operations, Councillors are free to deal with broader issues of concern to members and the public.

As elected leaders, you work hard to make your community a better place to live. This is not always easy – you cannot make everyone happy and that means you may be criticized for decisions you make. However, if you build good relationships as described above, you will gradually build the respect and trust that will give residents assurance that you are committed to accomplishing good things for everyone in the community.



## ROLES AND RELATIONSHIPS: SELF-TEST

1. What two Acts set out Nunavut's system of municipal government?  
✓ To review, see [page 2](#).
2. What are some of the practices that help Councillors work together effectively?  
✓ To review, see [page 3](#).
3. What role does communications play in promoting good relationships with community residents and organizations?  
✓ To review, see [page 3](#).
4. Does Council hire, supervise, and discipline municipal staff members other than the SAO/CAO?  
✓ To review, see [page 4](#).



**Internet References**

For more information on roles and relationships, check out these resources.

**Hamlets Act**

The *Hamlets Act* gives comprehensive direction to the Territory's 24 Hamlets on how they are expected to conduct their affairs. Part II of the Act – Sections 32 & 33 – deal specifically with Council Member's responsibilities. Use this link to download the Act in PDF format.

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**Cities, Towns and Villages Act**

Like the *Hamlets Act*, the *Cities, Towns and Villages Act* lays out requirements, procedures, and legal responsibilities for the conduct of municipal affairs in communities designated as cities, towns or villages (currently only Iqaluit). The Act is available in PDF format at this address:

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**RESPONSIBILITIES**

**Council's Responsibilities**

The elected Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative.

Councils are responsible for promoting peace, order, and good government in the municipality. To achieve this, as mentioned earlier, Councils are provided with specific and defined powers in the *Hamlets Act*, *Cities, Towns and Villages Act*, and other legislation.

Certain duties are mandatory under the *Hamlets Act* and *Cities, Towns and Villages Act*, and

municipal Councils have no choice but to carry them out. For instance, appointing a Senior Administrative Officer/Chief Administrative Officer (SAO/CAO) and setting an annual budget are mandatory duties.

Council also has discretionary duties. In those cases, it is up to Council to decide whether or not to carry out that particular function. For instance, creating a committee to consider the feasibility of building a new sports facility is one of Council's discretionary powers. Council is not *compelled* to create such a committee.

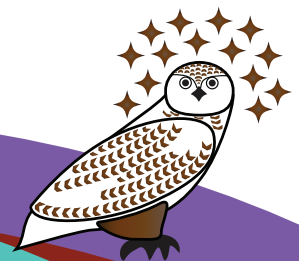
In general, the Mayor and Councillors are expected to:

- Provide good leadership and represent the community as a whole.
- Establish the municipality's vision and priorities through comprehensive planning.
- Establish and oversee policies and programs.
- Make decisions – based on solid information and good analysis.
- Communicate continuously and effectively with each other, the SAO/CAO, and the public.
- Manage municipal resources wisely and effectively.
- Do everything they can to ensure the community is safe, healthy, and vibrant.

In addition to the general responsibilities of Council, specific responsibilities are assigned to the Mayor, Councillors, SAO/CAO, and municipal staff. These responsibilities are explained below.

**What Does the Mayor Do?**

The Mayor is the most visible member of the Council, and the success of the Council as often dependent on the Mayor's leadership. In addition



to the regular Councillor duties, the Mayor – as the municipality’s senior executive officer – also has extra responsibilities.

Using the official language of the *Hamlets Act*, the Mayor shall:

- Maintain order and decorum at all meetings of the Council and shall decide all questions of order subject to appeal to the Council as a whole.
- Provide leadership and direction to the Council.
- Be active in ensuring that all laws governing the municipality and territory are abided by.
- Cause all cases of negligence, carelessness, and violation of duty by employees or members of Council to be duly prosecuted.
- Keep Council informed of and recommend any measures which would tend to the improvement of the finances and welfare of the municipality.
- Countersign the cheques for all payments made on behalf of the municipality (if this duty has not been assigned to a Councillor designated by Council).
- Place before Council any audit report outlining any negligence, irregularity or discrepancy found in the books or accounts of the municipality.
- Provide direction to the officers of the municipal corporation.

**What Do Councillors Do?**

To do their job well, Councillors need dedication to the community and a vision for its future. Councillors’ power and influence rests on their ability to voice concerns and persuade other members to accept their point of view.

A Councillor needs to pay attention to several key elements of good local governance:

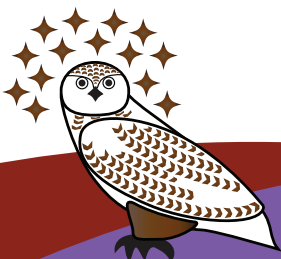
- Placing the community’s interests ahead of one’s own.
- Taking pride in the reputation of the municipal corporation.
- Behaving ethically and fairly.
- Being aware of the legal limitations of local government.
- Placing importance on current and relevant policy making.
- Respecting municipal staff and the administrative role of staff.
- Upholding by-law administration and enforcement.
- Administering territorial and federal laws affecting local government.

**Duties of the SAO/CAO**

The Senior Administrative Officer/Chief Administrative Officer is an employee of the Council and must be appointed by by-law as per the *Hamlets Act*, Section 43.

Subject to the direction of the Mayor, the SAO/ CAO’s mandatory duties as outlined in the *Hamlets Act*, Section 47, are to:

- Supervise and direct the affairs of the municipal corporation, its other officers, and its other employees.
- Implement the policies of the Council.
- Provide advice to the Council.
- Inspect and report on all municipal work as required by the Council.
- Ensure that estimates of revenue and expenditures are prepared in accordance with the *Hamlets Act*.
- Ensure that all contracts of the municipal corporation are prepared and executed as required by the Council.
- Perform other duties that the Council may require.





The SAO/CAO has other duties outlined in the *Hamlets Act*. However, the Council may appoint other officers by by-law as per Section 44 to perform these statutory duties assigned to the SAO. These duties are:

- Have custody of the municipal seal and cause it to be affixed to documents where required.
- Attend all meetings of the Council and record accurately all its resolutions, decisions, and proceedings.
- Prepare and have custody of the minutes and other records of the Council and its committees.
- Have custody of all the original by-laws of the municipality.
- Provide copies of the by-laws and minutes and other public documents in accordance with the *Hamlets Act*.
- Ensure the safekeeping of all funds and securities of the municipal corporation.
- Collect and receive all moneys belonging to or owing to the municipality.
- Ensure that all disbursements of funds of the municipality comply with the *Hamlets Act* and any relevant by-laws.
- Ensure that complete and accurate accounts are kept of all moneys received and disbursed on behalf of the municipality.
- Ensure that complete and accurate accounts are kept of all assets and liabilities of the municipality and all transactions affecting the financial position.
- Ensure that the financial statements are prepared in accordance with the *Hamlets Act* and produced anytime the Council may direct.
- Provide financial information respecting the municipal corporation that the Minister may require.

**Executive vs. Administration**

An effective working relationship between a Council – the Executive Branch of local government – and its SAO/CAO and staff – the Administrative Branch – is a good foundation upon which a municipality can conduct its affairs. Interaction between the Council and the SAO/CAO has to be close and regular. The key role of Council members is to provide leadership and set policies. The SAO/CAO is a policy advisor and ensures Council’s policies are carried out.

Staff, under the direction of the SAO/CAO, should keep Council informed on current and impending issues. Each issue should be thoroughly researched so that Council can be given a reasonable range of alternatives for consideration. Administrative staff members have the experience and knowledge needed by Councillors in order for them to do their jobs more efficiently.

In reality, the division between executive policy making and administration is not always clear-cut. Inevitably, there will be areas of overlap between the two. However, if each party is aware of the other’s role and the roles are complementary, it will foster mutual respect and provide a sound basis for governing the municipality and administering its affairs.



**COUNCIL AND STAFF EXPECTATIONS OF EACH OTHER:**

What should Council expect of staff?	What should staff expect of Council?
Follow Council direction.	Treat staff and residents with respect.
Implement policies, decisions, and bylaws.	Understand staff roles and responsibilities.
Deliver programs and services.	Be familiar with programs, services, and operations.
Be positive when dealing with clients and the public.	Attend and be fully prepared for meetings.
Provide Council with accurate information, reports, and advice to enable sound decision-making.	Make effective, and at times difficult, decisions based on all the information available.
Provide easily understood monthly financial statements.	Stand by Council decisions and support staff when they try to implement decisions and policies.
Treat Councillors and residents with respect.	Council member should not show favouritism to family members, friends, or business associates.
Apply all bylaws evenly.	Support and adhere to all municipal bylaws.
Comply with legislative and legal responsibilities.	Councillors will not interfere with staff roles or try to provide direct supervision.
Respond to the public promptly and politely.	Support training and professional development for the SAO/CAO and staff.



**RESPONSIBILITIES: SELF-TEST**

1. What are some examples of Council's *mandatory* and *discretionary* duties?  
 ✓ To review, see [page 5](#).
2. In addition to their responsibilities as Council members, what are some of the extra responsibilities that Mayors are expected to perform?  
 ✓ To review, see [page 6](#).
3. For Councillors, what is the key to exercising power and influence within Council?  
 ✓ To review, see [page 6](#).
4. Who is responsible for implementing Council's policies?  
 ✓ To review, see [page 6](#).
5. What are some of the SAO/CAO's mandatory duties?  
 ✓ To review, see [page 6](#).
6. What should Councillors expect from staff – and vice versa?  
 ✓ To review, see [page 8](#).



**Internet References**

For more information on responsibilities, check out these sections of the *Hamlets Act*.

**Hamlets Act, Section 32.1**

- Defines Council Members' responsibilities.

**Hamlets Act, Sections 39 - 42**

- Define the additional responsibilities of the Mayor and Deputy Mayor

**Hamlets Act, Sections 47 and 48**

- Define the responsibilities of the SAO/CAO

If you haven't done so already, use this link to download the Act in PDF format.

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- Community planning.
- Protective and emergency services.
- Recreation, sport, healthy living, and wellness programs.
- Management of community lands.

In addition, municipalities are increasingly becoming involved in any issue which impacts the community and which residents want to address. This can include economic development, resource development, social issues, homelessness, and many others. Issues like these can be complex and there is a lot of 'grey area' where mandates are not distinct and where resources are limited.

**Developing a Vision, Strategic Plan, and Budget**

**Council's Vision**

The Vision that your Council develops is the spark that will move the municipality and your entire community towards a desired future. It answers the questions: "What do we, as a community, want? Where do we want to be in the year 20XX?"

For example, Council may determine that residents want "A clean, well-maintained community that is safe and vibrant, with opportunities for everyone, in particular our youth and elders".

That Vision Statement becomes Council's "guiding light". When setting policies or deciding on projects to be undertaken in the community, you should ask: does this help us to achieve our Vision?

**The Strategic Plan**

Your Vision defines what you want to achieve. Your *Strategic Plan* lays out how you are going to get there.

**TASKS AND PRACTICES**

Councils make use of a wide variety of established practices to carry out the responsibilities of elected office. These practices have evolved over many years to help Councils and other elected bodies conduct their business fairly, thoroughly, and decisively. Some of Council's key tasks – and the practices used to accomplish them – are described in this section.

**Community Government Programs and Services**

Core municipal responsibilities include the delivery of programs and services such as:

- Road and other infrastructure maintenance, water and sewer system operation, water delivery, garbage pickup, sewage disposal, and other services important to the smooth functioning of the community.



A community Strategic Plan:

- provides a framework for action and gets everyone pulling in the same direction,
- helps Council manage its time by reminding you what it's important to focus on,
- establishes clear guidelines for your SAO/ CAO the staff,
- provides guidelines and priorities for budgeting, and
- strengthens your team through the experience of working together to make tough choices.

Your Strategic Plan defines broad goals for the community that span several years. They guide the selection of immediate priorities and objectives. If part of your Strategic Plan

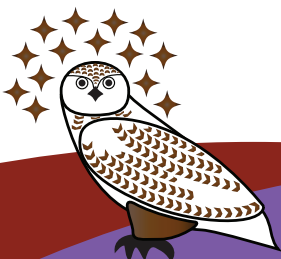
is establishing more opportunities for youth, then a priority might be setting up after-school programming or renovating a building into a youth centre.

While all policy is important, it's the big issues where Council should focus and spend most of the time. Specific actions, like dust control and loose dogs, are important but should not consume your time. This is where your Strategic Plan helps Council focus on the big picture.

Your community Strategic Plan is your road map. Whenever specific issues arise, they should be viewed in the context of your Strategic Plan so that Council can stay the course, focus on priorities, and not be distracted away from what is important.

**VISION AND COMMUNITY STRATEGIC PLANNING CHECKLIST**

Phase	Key Responsibility
<b>1. Develop a vision</b> <ul style="list-style-type: none"> <li>• Establish the Vision of what the organization will look like</li> </ul>	✓ Council with advice and guidance from the SAO/CAO
<b>2. Develop a community Strategic Plan and Budget</b> <ul style="list-style-type: none"> <li>• Establish priorities</li> <li>• Identify programs and services</li> <li>• Allocate resources</li> <li>• Develop a budget</li> <li>• Identify measures and targets</li> </ul>	✓ Council sets direction and priorities ✓ SAO/CAO and staff develop the Strategic Plan and Budget under Council direction ✓ Council reviews and approves the Strategic Plan and Budget
<b>3. Implement the community Strategic Plan</b> <ul style="list-style-type: none"> <li>• Deliver programs and services</li> <li>• Administer operations</li> </ul>	✓ SAO/CAO and staff under Council direction



Phase	Key Responsibility
<p><b>4. Monitor and evaluate the community Strategic Plan</b></p> <ul style="list-style-type: none"> <li>• Review reports from staff</li> <li>• Conduct program and service reviews</li> <li>• Review the budget and financial statements</li> <li>• Talk to community people</li> <li>• Find out if targets have been met and are effective</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council monitors the Strategic Plan</li> <li>✓ SAO/CAO and staff provide information and reports to allow effective monitoring and evaluation</li> </ul>
<p><b>5. Make revisions to the community Strategic Plan or Budget as appropriate</b></p> <ul style="list-style-type: none"> <li>• Make changes to the plan or budget as required</li> </ul>	<ul style="list-style-type: none"> <li>✓ Council approves changes to the Strategic Plan or Budget</li> <li>✓ SAO/CAO provides information and advice on changes to the Vision or Strategic plan</li> </ul>

**The Budget**

Finally, your Budget provides explicit, detailed information on how you will allocate resources to support your Vision and priorities.

To elaborate, the budget is a detailed financial plan that outlines how the municipality is going to manage its money and people. To that end, the budget consists of:

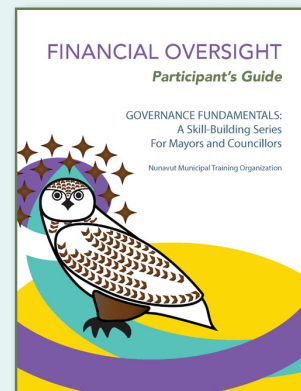
- A financial plan that estimates the monies to be received and spent.
- An operational guide that describes activities, services, and functions.
- A planning guide that sets a framework for future financial activities.



**FINANCIAL OVERSIGHT**

Detailed information on municipal budgeting and other financial functions is available in another course in the Government Fundamentals Series. Financial Oversight course materials, which include a training video and a 30-page Participant's Guide, are available on the NMTO website ([www.nmto.ca](http://www.nmto.ca)). The course provides information on:

- Council's role in budgeting
- The budget process
- The Operating Budget
- The Capital Plan and Budget
- Accounting standards
- Financial statements
- The annual audit



**Tools That Councils Use to Set Direction**

**Policies**

As a member of Council, you are a local policy maker, committed to making good policy decisions. What does that mean? What is policy?

You ran for office with ideas about what's important for your community, the issues that matter most, changes you would like to see and your vision for the community. As part of your transition from community resident to elected leader, team member, and policy maker, you work to mesh your ideas with those of your Council colleagues so that you can set a common vision.

Policy can be as specific as adopting a bylaw requiring dogs to be tied up or on a leash in public areas or requiring all residents to recycle specific materials. Or it can be a broad declaration of commitment such as establishing land use parameters, affirming a position on resource development, or taking action to advance community health. Your Annual Budget, Infrastructure Plan, Land Use Plan, and plans and strategies are policy statements.

**Leadership Policies**

Leadership policies outline how Council is to operate. These confirm the approach, processes, and commitment that will go into the basic operation of Council. They can include the use of Committees of Council, mechanisms to seek public input, and decision-making processes. Together, they should spell out:

- Mayor and Councillor relationships with each other and the community.
- Council relationship with the SAO/CEO.
- Limits of SAO/CEO authority.

**Bylaws**

Bylaws are the laws of your community. Just as the Government of Canada and the Government

of Nunavut establish laws, so do municipalities through the bylaw-making process.

Council has the authority to make bylaws as outlined in the *Hamlets Act*, the *Cities Towns & Villages Act*, and other relevant legislation (e.g., *The Dog Act*, *Planning and Project Assessment Act*, *Nunavut Emergency Measures Act*, etc.). Bylaws require three readings prior to becoming law. This allows for community input into the process.

**Resolutions**

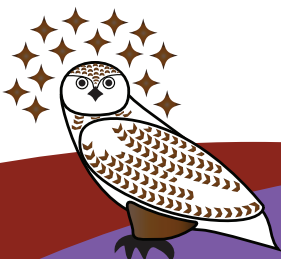
Resolutions demonstrate actions that Council seeks to make once an issue has been thoroughly considered and a decision has been made. The process includes these steps:

- The Chair (or a Councillor) presents a resolution to the Council.
- A Councillor will move the resolution, and another will second it.
- The Chair allows discussion of the resolution, giving equal time to those for and against.
- Council passes or defeats the resolution by consensus, by a majority vote of Councillors.
- Council may amend or rescind a resolution by following the same process as its adoption.

**Operational Planning**

Developing and approving plans is an important part of Council's role in making sure the municipality runs smoothly and effectively. Plans include:

- Capital Investment Plan
- Emergency Plan
- Asset Management Plan
- Recreation Plan
- Human Resource Plan
- Energy Plan



All should fall under the big picture framework of the community Strategic Plan and help Council, staff and residents see what is important now and what Council is doing to prepare for future needs.

**Decision Making Mechanisms**

As explained, Council decisions become formal and/or legal by passing policies, bylaws, and resolutions. As a Council, you do this by means of a motion.

**Motions**

All items of Council business are introduced by way of motions. A motion must be moved and seconded to introduce discussion on a subject. The presiding officer states the motion and calls for discussion or debate.

The presiding officer may take part in the debate on a motion only after turning the chair over to the Deputy Mayor or another Council member, in the Deputy Mayor's absence. The presiding officer then returns to the chair following participation in the debate.

When a motion is made, it is open for discussion or debate. The discussion is regulated by the presiding officer. It is customary for each

member, other than the mover, to speak only once on each motion. When the presiding officer feels there has been sufficient discussion on a motion, and all members have been encouraged to speak, the presiding officer repeats the motion and asks for a vote.

Different kinds of motions are used in specific circumstances. For instance:

**A Motion to Amend** is moved for the purpose of changing or improving a motion before that motion comes up for a final vote. A motion is open to amendment up to the time the question (vote) is called. An amendment requires a seconder if the original motion was seconded.

**A Motion to Table** is used to lay a main motion aside temporarily without setting a time for resuming its consideration but with the provision that the motion can be taken up again whenever the majority so decides. A motion "to table" or "to lay on the table" accomplishes this.

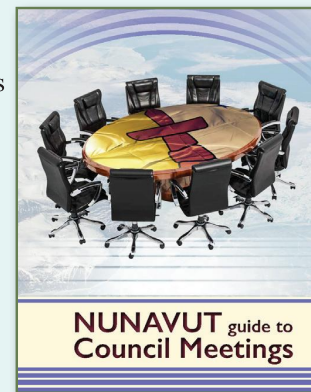
**A Motion to Postpone** is used if Council wants to consider a main motion later in the same meeting, or at a subsequent one. Such a motion can be moved regardless of how



**PROCEDURES FOR COUNCIL MEETINGS**

A great resource for information on how Council meetings are conducted is the *Nunavut Guide to Council Meetings*. Available in the Resources section of the NMTO website ([www.nmto.ca](http://www.nmto.ca)), the Guide provides information on:

- Types of meetings (regular, special, emergency, and private)
- Meeting roles
- The meeting agenda
- General procedures
- Preparation of Minutes
- Committees
- Procedure Bylaws
- The Rules of Order



much debate has taken place on the motion it proposes to postpone.

**A Motion to Adjourn** is used to end a meeting or to terminate consideration of a question. It is neither amendable nor debatable and must be put to an immediate vote.

These examples are but a few of the many kinds of motions used during Council meetings. The topic of motions is thoroughly explained in the MTO publication entitled *Nunavut Guide to Council Meetings*.

### *Avoiding Conflict of Interest*

As an elected leader, it is critical that you do not make decisions or try to influence decisions that

might financially benefit you or a member of your household. Doing so is a conflict of interest.

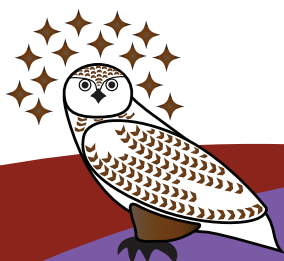
If a Councillor has a direct or indirect financial interest in a decision before Council or one of its Committees, the Councillor must:

- declare a conflict of interest and ensure this is recorded in the minutes,
- not take part in any discussion or vote on the matter (most Council have adopted by law, or practice, that Councillors declaring conflict leave the room for the discussion), and
- not influence the decision in any way – before, during or after the meeting.



### TASKS AND PRACTICES: SELF-TEST

1. What is the purpose of a Council *Vision Statement*?  
✓ To review, see [page 9](#).
2. How is the *Strategic Plan* related to Council's *Priorities and Objectives*?  
✓ To review, see [page 10](#).
3. What is *policy*? Can you give some examples of Council policies in your municipality?  
✓ To review, see [page 12](#).
4. How many readings does a bylaw need prior to becoming law?  
✓ To review, see [page 12](#).
5. What is the function of a *motion*?  
✓ To review, see [page 13](#).
6. What resource can you use to learn more about motions and other procedures used during Council meetings?  
✓ To review, see [page 13](#).
7. What is a conflict of interest? What must you do if you find yourself in a conflict of interest?  
✓ To review, see [page 14](#).





## Internet References

### The Department of Community and Government Services (CGS)

The Community Development Division of the Department of Community and Government Services (CGS) is responsible for the development and delivery of programs and services which strengthen and support municipal government. This is achieved in part through direct financial assistance programs and by maintaining a legislative framework to enable local officials to respond to the changing needs of municipal governments in the territory.

Departmental staff assists municipalities by providing advisory and extension services for those working in municipal government. This includes direct advice by community development staff and workshops for local officials. Reference materials including manuals, guides and bulletins are provided for use by municipal administrators, council members and the public.

For information contact your regional office:

### Qikiqtani Region

Community & Government Services  
Community Development  
PO Box 330 Cape Dorset Nunavut, X0A 0C0  
Telephone: (867) 897-3605  
Fax: (867) 897-3633  
Generic email: [cgs.qik.cd@gov.nu.ca](mailto:cgs.qik.cd@gov.nu.ca)

### Kivalliq Region

Community & Government Services  
Community Development  
PO Box 490 Rankin Inlet Nunavut, X0C 0G0  
Telephone: (867) 645-8125  
Fax: (867) 645-8143  
Generic email: [CommunityDevelopmentRI@gov.nu.ca](mailto:CommunityDevelopmentRI@gov.nu.ca)

### Kitikmeot Region

Community & Government Services  
Community Development  
PO Box Cambridge Bay Nunavut, X0B 0C0  
Telephone: (867) 983-4129  
Fax: (867) 893-4003  
Generic email: [CGSCommdevkit@gov.nu.ca](mailto:CGSCommdevkit@gov.nu.ca)

### Headquarters

Community & Government Services  
Community Development Section  
PO Box 490 Rankin Inlet Nunavut, X0C 0G0  
Telephone: (867) 645-8119  
Fax: (867) 645-8143  
Email: [CGS.CD.HQ@gov.nu.ca](mailto:CGS.CD.HQ@gov.nu.ca)

### Municipal Associations

Municipal associations in Nunavut include the Nunavut Association of Municipalities (NAM) and the Nunavut Association of Municipal Administrators (NAMA). For further information on these associations contact their offices at:

### Nunavut Association of Municipalities

PO Box 4003  
Iqaluit Nunavut, X0A 0H0  
Email: [edofnam@northwestel.net](mailto:edofnam@northwestel.net)  
Web site: [www.nunavutcommunities.ca](http://www.nunavutcommunities.ca)  
Phone: (867) 979-3327  
Fax: (867) 979-3112

### Nunavut Association of Municipal Administrators

c/o Hamlet of Chesterfield Inlet  
PO Box 10  
Nunavut, X0A 0B0  
Phone: (867) 898-9926  
Fax: (867) 898-9108



**Nunavut Municipal Training Organization (NMTO)**

The Municipal Training Organization is a non-profit organization, incorporated in February 2003. A partnership was formed between the Nunavut Association of Municipal Administrators and the Department of Community and Government Services to establish an organization “To identify, develop and implement programs to provide municipal staff with skills and knowledge that can contribute to excellence in municipal program and services delivery across the territory.”

**Nunavut Municipal Training Organization**

P.O. Box 1509  
Iqaluit, Nunavut X0A 0H0  
Email: [info@nmtto.ca](mailto:info@nmtto.ca)  
Web site: [www.nmtto.ca](http://www.nmtto.ca)  
Phone: (867) 975-5346  
Fax: (867) 975-5340

**IN CONCLUSION**

Good governance is a process of exercising good corporate leadership...

- ... on behalf of all citizens,
- ... in the best interest of the whole community,
- ... in support of the municipality’s approved vision, purpose, and goals, and
- ... while providing oversight and ensuring accountability.

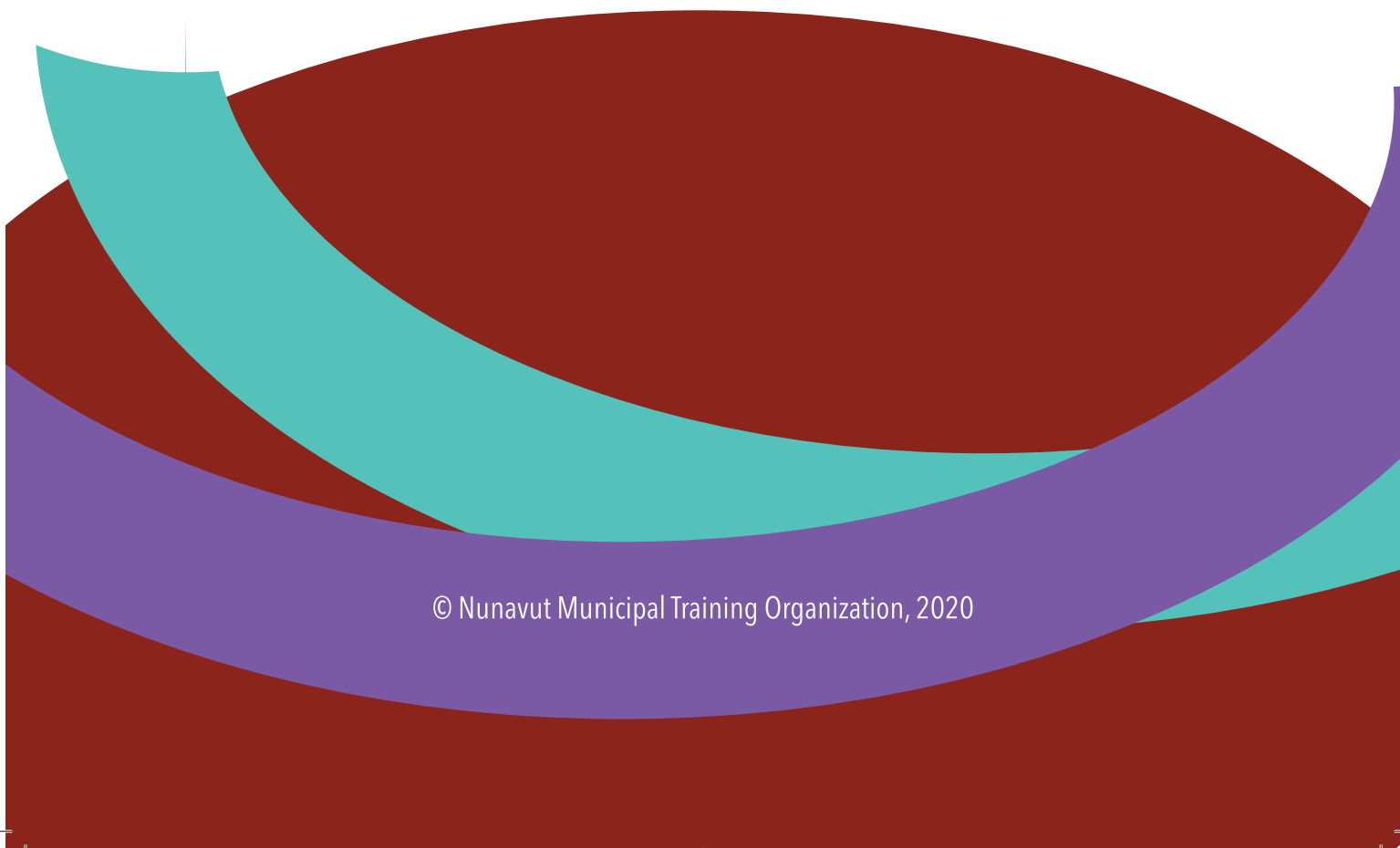
To do so, Council must be clear, open, and honest, and conduct itself within a set of expectations that include:

- active participation,
- respect for administration and staff,
- speaking with one voice through the Mayor,
- ensuring actions are ethical and accountable,
- productive and positive teamwork, and
- serving in the best interest of the whole community.

You have been entrusted by your fellow citizens to use municipal resources wisely to help make your community a great place to live and work. Good luck in this important mission!







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