

To: City of Kamloops Council
From: Henry Braun, Municipal Advisor
Date: April 22, 2024
Subject: Municipal Advisor's Report

EXECUTIVE SUMMARY

The writing of this report commenced after the Mayor's suspension of the Acting CAO and subsequent Council reversal by an 8-0 vote, with the Mayor being absent. Dysfunction at the local government level has increased during the last several years in a number of B.C. communities, including the City of Kamloops.

The Mayor is the "first among equals" and sets "the tone at the top". As the former Mayor of the City of Abbotsford, my involvement as a Municipal Advisor has reminded me that how we lead, what we do, what we say matters. It sets a tone – whether it's positive or negative. It shapes a team, an organization, and ripples through the community.

The City of Kamloops (City) is the 10th largest city in British Columbia by population. Based on my experience with this project, Councillors are engaged and working well with an administration that understands its role and is doing good work in challenging circumstances.

To find a way forward has been much more difficult than I envisaged at the onset. I found that when asked a specific question, the Mayor has a tendency to shift the focus/discussion away from the question. I have found that he avoids taking responsibility for his own actions or inaction, while expressing his opinions on a completely different topic.

Absent a commitment from the Mayor to make significant changes in how he interacts and treats Council colleagues and administrative staff, I am not aware of any legislative levers that Council has at its disposal. A possible avenue to explore is to amend the city's Code of Conduct to include additional sanctions, part of

which could be a financial penalty by way of a graduated reduction in salary (Recommendation 3).

I write this Report on an “in camera” and confidential basis recognizing the sensitivity of the matters discussed and concerns of personal privacy.

The dates and summary of information provided in this Report are a repetition of the information presented to me, of which I have confirmed to the best of my ability and which I believe to be accurate and true. They are not bare allegations.

My findings and suggestions outlined later in this Report are based upon the compelling information available to me, corroborated by personal observations and interviews, and with reference to documents and records where available.

SECTION 1 – Key Dates

1. On March 8, 2022, Info News Kamloops article reads, “Kamloops business owner announces intention to run for mayor.” (The owner referenced is Reid Hamer-Jackson). The first sentence in the article states, “A Kamloops business owner wants to hold B.C. Housing and City staff to account if he wins the mayors job in the fall municipal election.”
2. Candidate Hamer-Jackson’s campaign material included, “The majority of other mayoral candidates this year are all current or former city councillors that have overseen the mismanagement of our city – we don’t need more politicians.” The next bullet reads, “Reid is asking for your vote if you are tired of ineffective bureaucracy and failed leadership getting in the way of solving our keys issues and getting back to a Kamloops, we all can be proud of again.”

Goals identified in the campaign material:

#1 Safety, community safety.

#2 Accountability & Transparency, hold government officials accountable, and

#3, Prosperity, make a Kamloops we can all be proud of again.

3. October 15, 2022, with 31 per cent of the vote, Reid Hamer-Jackson is elected as the next mayor of Kamloops on a platform of community safety,

accountability for city hall and for contract social service providers. Joining the Mayor were five (5), new councillors and three (3) incumbents.

4. November 1, 2022, Council is sworn in.
5. November 8, 2022 – Council Orientation (**Mayor did not attend**).
6. December 6, 2022 – Mayor recuses himself from entire public council meeting on the basis of two agenda items that were a conflict for him: a variance on a property that involved a close friend, and a report dealing with housing, safety and security that involved ASK Wellness.
7. December 8, 2022 – In an open Council meeting, Mayor opposed a motion to move into a closed meeting where Council was to receive advice from the City’s lawyers about the **S.14 information protected by privilege**
[REDACTED]
8. January 10, 2023 – Mayor fails to attend a follow-up governance session (initially a team building exercise), focused on council dynamics.
9. January 26/27 and February 11, 2023 – Strategic Planning Session with Mayor, Council and Staff.
During one of my discussions with the CAO, he shared that the Mayor made some good points during the Strategic Planning sessions.
10. February 23 – April 3, 2023, Mayor is under investigation concerning allegations of negative or adverse treatment of **S.22(1) Personal Information** and three other city employees.
11. March 17, 2023 – Eight Councillors hold public event in council chambers at which a Joint Statement is read regarding the Mayor’s behaviour.
12. June 12, 2023 – Mayor files a Notice of Civil Claim in B.C. Supreme Court against Councillor Neustaeter alleging defamation.
13. June 19, 2023 – Mayor and Council release 2023 – 2026 Strategic Plan, unanimously approved. Directionally, Mayor and Council are not misaligned when it comes to the Strategic Plan and this is an example of success.
14. September 26, 2023 – Council unanimously passed a motion requesting assistance from the Ministry of Municipal Affairs (MUNI) to address urgent governance concerns.
15. November, 2023 – Ministry staff, including the Inspector of Municipalities, met with City staff and council to understand the common concerns.

16. There have been multiple breaches of privacy and confidentiality.

- i) A private citizen was invited by the mayor to attend a meeting to take notes dealing with sensitive issues.
- ii) The Mayor refused to return a confidential employee performance review.
- iii) November 14/15, 2022, there is a media leak regarding matters related to BC Housing and Canadian Mental Health Association Kamloops.
- iv) March 16 & 24, 2023, there is a media leak regarding the Mayor's internal memos concerning changes to the standing committees.
- v) July, 2023, there is a media leak regarding a document related to Council's February approval to investigate the Mayor's conduct towards city staff.
- vi) The Mayor released a "Privileged & Confidential Investigation Report" to the media on April 5, 2024, as confirmed by the Mayor in a CFJC News interview.
Note: A "Privileged & Confidential Investigation Report", was leaked to local media on June 19, 2023.
- vii) The Mayor requested that a city employee to witness the suspension of Deputy CAO. The employee refused and Councillor Middleton subsequently attended the suspension meeting as a witness.
- viii) The Mayor released a Closed Council Resolution to the media, which laid out restrictions on the mayor's ability to suspend staff.

Engagement of Municipal Advisor

1. On September 26, 2023 City Council passed a council resolution to request support from the Ministry of Municipal Affairs to help address governance challenges. In conjunction with the Ministry's procurement process, January 23, 2024, MUNI ADM reached out to ask if I would consider potential work as a Municipal Advisor for the City of Kamloops. After considering the request, I agreed and entered into a four (4) month contract dated February 7, 2024.
2. February 9, 2024 – Municipal Advisor work commenced.
3. February 12, 2024 – 1-hour introductory Teams meeting with eight (8), Councillors, ADM, Ministry of Municipal Affairs and ED Governance and Structure.

4. February 12, 2024 – a half-hour introductory Teams meeting with the Mayor and ADM, Ministry of Municipal Affairs and ED Governance and Structure.
5. February 13, 2024 – 3-hour in-person meeting with the Mayor in Abbotsford.
6. February 15, 2024 – a 45-minute introductory Teams meeting with CAO.
7. February 16, 2024 – a 45 minute in-person meeting with CAO, and a separate 1-hour in-person meeting with the Mayor.
8. February 27/28, 2024 – 1 hour breakfast meeting with the Mayor, followed by Agenda Review, all Council Meetings, including Closed and Public Hearing.
Eight (8), 1-hour, in-person meetings with each of the Councillors.
In addition to the formal interview times, I received many text messages and e-mails from the Mayor. Additionally, Councillors and Staff also provided relevant e-mails, text messages and correspondence.
9. March 6, 2024 – 1-hour Teams meeting with one (1), administrative staff member.
10. March 11, 2024 – 1-hour, one-on-one in person meetings with four (4) administrative staff.
11. March 11, 2024 – 5-hour in person meeting with the mayor.
12. March 12, 2024 – attended Agenda Review and all Council meetings, including Closed (with the exception of 1 agenda item).
13. March 26, 2024 – Mayor suspends Acting CAO. Subsection 151(1) of the *Community Charter* states that the mayor may suspend a municipal officer or employee if the mayor considers this necessary. Subsection 151(2) requires that the suspension be reported to council at its next meeting and the council may reinstate the officer or employee, confirm the suspension, confirm and extend the suspension or dismiss the officer or employee. This suggests that the power to suspend is only to be used for urgent matters, subject to the final decision of Council. I would not support its use for matters that extend back in time, such as removing a campaign sign.
14. March 28, 2024 – Council reverses suspension of CAO in an 8-0 vote.
15. April 4, 2024 – 3-hour in person meeting in Kamloops with the Mayor.
16. April 4/5, 2024 – Mayor delivers a complete unredacted copy of a “Privileged & Confidential Investigative Report” to multiple media outlets dealing with an external investigation conducted into alleged breaches of the City’s Code of Conduct.

17. April, 2024 – Mayor releases Closed Council Resolution dealing with additional Protective Measures against the Mayor.

SECTION 2 – Process

1. Since the October 2022 election, Mayor and Council and Mayor and Staff have struggled to become a cohesive team.
2. September 26, 2023, Mayor and Council unanimously passed a motion requesting assistance from the Ministry of Municipal Affairs (MUNI) to address urgent governance concerns.
3. November, 2023, Ministry staff, including the Inspector of Municipalities, met with City staff and council to understand the common concerns.
4. February 7, 2024, a contract was agreed to between Henry Braun and MUNI, which allowed work to commence on February 9, 2024.
My work was to listen, ask questions and assess what the issues and challenges are, provide advice, coaching and mentorship to both Mayor and Council, and to provide a report to be delivered to MUNI and Council with recommendations and next steps to work on after the Municipal Advisor is no longer in place.
5. Background reading included articles posted by local news outlets for the period beginning in March, 2022 (before the civic election), up to and including April 19, 2024.
6. Initial meetings were held with the Chief Administrative Officer (CAO), the Mayor, eight Councillors and various administrative staff (6), to assess issues and challenges, all of which provided context in order to gain a better understanding of the state of affairs at city hall. My work was not investigative, i.e., not to find where the media leaks were coming from, nor did it involve any inquiry into local government matters.
7. Following the initial interviews, a number of lengthy follow-up one-on-one meetings took place with the Mayor, in addition to e-mail and text exchanges, which also provided opportunities to coach and mentor.
8. Individuals interviewed – The Mayor (multiple meetings), 1-hour, one-on-one in-person meetings with each of the eight (8), Councillors and six (6), 1-hour, one-on-one in person meetings with administrative staff.

9. February 27, 2024 – Municipal Advisor attended Agenda Review, all Council Meetings, including Closed & Public Hearing.
10. March 12, 2024 – Municipal Advisor attended Agenda Review, all Council Meetings, including Closed Council, with the exception of one agenda item, a Privileged & Confidential matter.
11. Documents received from the city:
 - i) Oath of Office,
 - ii) 2022 – 2026 Strategic Plan,
 - iii) Council Procedure Bylaw,
 - iv) Code of Conduct Bylaw,
 - v) Council Minutes,
 - vi) Bullying and Harassment Policy.
 - vii) Three (3), archived Council Meetings links; March 14, 2023, June 13, 2023 and September 5, 2023.
12. Correspondence received:
 - i) Many text messages (100 plus), from both of the Mayor’s city and personal cell phones, multiple times per day but not every day. The earliest copies of texts forwarded go back to December of 2021.
 - ii) E-mail strings sent from the Mayor to Councillors.
 - iii) E-mail strings from Councillors to the Mayor.
 - iv) A few text messages periodically sent from Councillors.
 - v) A handful of e-mails directed only to me from individual Councillors.
 - vi) E-mails and/or text messages from staff providing information that I requested.
13. Ongoing engagement and interactions:
 - i) The Mayor and Municipal Advisor have been very engaged from the onset and interacted many times per day/week, throughout this process.
 - ii) During my interactions in-person or electronically, I often suggested a way to ‘build bridges’ or do things differently (Chamber Speech as an example). Based on my observation, it appeared to me that the Mayor was not pleased with my suggestion regarding his approach to the Chamber presentation. I did not observe that he was interested in my feedback or perspective.

SECTION 3 – Context

1. Council Performance and Dynamics

- i) **Unity Among Councillors:** Despite initial unfamiliarity, Councillors have unified, showing leadership in challenging circumstances.
- ii) **Respectful Dialogue:** On the whole, Councillors (not including the Mayor) have maintained respectful and cordial dialogue despite disagreements with one another, as I have personally observed and in various e-mail exchanges.
- iii) **Team Effort Required:** Local government is seen as a team effort with the Mayor expected to lead effectively.

2. Mayor's Conduct and its Impact

- i) **Behavioral Issues:** In my opinion, the Mayor's reluctance to change behaviour or admit errors has significantly contributed to the issues.
- ii) **Communication Challenges:** Protective measures make communication with the Mayor cumbersome and increases workload on Councillors.

3. Desire for Improvement: I have observed that Councillors are willing to support the Mayor, but contingent on behavioral change towards administrative staff.

4. Contributions to the Problem: Responsibility Allocation: Based on the compelling evidence before me, in my opinion, the Mayor's approach is largely responsible for the issues, with minor contribution by Councillors in reaction.

5. Strained Relationships: There is significant strain between Mayor, Council, and Senior Staff.

6. Legislative Powers: Council has limited levers at its disposal to deal with the Mayor's actions.

SECTION 4 – Top Challenges

1. Resistance to Accept Responsibility or Feedback: In my opinion, the Mayor has shown inflexibility in acknowledging his part in the existing dysfunction within city hall. I have observed the Mayor exhibiting a dismissive and condescending attitude towards constructive criticism or the suggestion of apologies, which exacerbates the strained staff relations. The information I have indicates that the Mayor has dismissed suggestions or opinions that do not align with his views.

Although the Mayor reached out to me (Municipal Advisor), for advice and guidance, I detected a resistance to accepting any feedback provided in response. This has been an ongoing concern for me throughout the process.

2. Poor Communication and Distrust: In my view, the Mayor's has not communicated effectively with staff, and his evident distrust of the Kamloops' administrative team hampers constructive dialogue and teamwork.

3. Disregard for Administrative Relationships: The Mayor has exhibited contempt for authority structures, including senior staff like the CAO and Deputy CAO. This undermines the professional respect and collaboration necessary for effective city governance.

4. Significant Staff Turnover and Stress: The Mayor's confrontational style and public disparagement of city staff have led to a workplace environment where **S.22(1) Personal Information** staff have resigned or taken stress leave.

5. Lack of Awareness of Potential Consequences: The Mayor's actions and statements suggest a significant underestimation of the implications of his behaviour, including potential legal and reputational damage to the council and the city.

6. Resistance to Resolution and Openness: The Mayor appears to prefer fighting disagreements without an openness to resolving issues amicably. This suggests a preference for a combative stance over constructive dialogue.

7. Inconsistent Statements on Receipt of Important Documents: By acknowledging receipt of an essential report to the media after denying knowledge of it in official discussions, the Mayor demonstrated a concerning discrepancy between his private admissions and public statements.

8. Understanding of Written Correspondence: The Mayor should be seeking the advice of staff and ask questions if he doesn't understand the content of emails and written communications. It does not appear that the Mayor looks to staff or Council for advice or guidance.

9. Communication Difficulties: A Mayor should be seeking to clarify with staff if there are issues or he is confused about operational issues. In my observation, the Mayor has not demonstrated those behaviours

10. Ignoring Confidentiality Protocols: The Mayor has admitted to sharing privileged information outside of Closed meetings, disregarding the confidentiality protocols and risking legal repercussions.

11. Misinterpretation of Roles: The Mayor has not exhibited a clear understanding of his role and its limitation – as evidenced by interactions with Council, staff and the community.

12. Conflicts of Interest: I have observed that the Mayor does not understand policies and legislation regarding declaration of conflicts.

13. Statements to the Public: The Mayor has made a number of public statements and allegations, particularly in media interviews, that could be harmful and potentially legally damaging to the City.

14. Awareness Regarding Official Report and Complaints: Mayors should operate with transparency and openness so that council and staff know where they stand. While in possession of the "privileged and confidential investigation report", the Mayor denied knowledge of the contents and the complaints against him.

15. Failure to Engage with the Investigative Process: The Mayor has apparently failed or refused to participate in the investigation of complaints against him, which suggests a disinterest or avoidance of accountability mechanisms.

16. Unwillingness to Act Upon Guidance: The Mayor reached out multiple times to the Municipal Advisor for advice and guidance. Unfortunately, I did not observe that the Mayor acted on that advice even once. I have observed the Mayor avoiding responsibility for his actions or inactions.

SECTION 5 – Mayor Recommendations

I would counsel the Mayor to consider the following recommendations and principles:

1. Behavioral

- a) **Openness to Constructive Criticism:** Actively seek and respond positively to constructive criticism from council members, staff and the community.
- b) **Admit Mistakes and Misunderstandings:** Acknowledging past errors and misunderstandings would demonstrate humility and a willingness to learn and grow from these experiences.
- c) **Enhanced Communications:** Improve the quality and frequency of communication with council members, staff and the public.
- d) **Seek Feedback and Constructive Criticism:**
 - i) Regularly requesting and valuing feedback from colleagues, staff and constituents could lead to significant personal and professional development.
 - ii) Periodically assess personal leadership style and its impacts, and be open to making necessary adjustments.
- e) **Let Go of Perceived Slights:**
 - i) Continuing to hold on to (and raise) perceived slights months and years later hampers the city moving forward and is unproductive.
 - ii) Engage earnestly in conflict resolution and mediation efforts to address and rectify underlying tensions.

2. Expertise and Context

- a) **Improve Understanding of Official Documents:** Dedicate sufficient time to comprehend written communications, reports and official documents, which will allow well-informed decisions.
- b) **Respect Confidentiality and Protocols:** Adhering strictly to confidentiality agreements and council protocols would prevent potential legal issues and protect the integrity of council proceedings.
- c) **Engage in Conflict Resolution Training:** Participating in conflict resolution or communication skills training could enhance the mayor's ability to navigate disagreements constructively.

3. Future Focus

- a) **Continue to Focus on the Shared Strategic Direction:** Collaboratively set and work towards shared objectives in the unanimously adopted 2023 – 2026 Strategic Plan that benefit the community.
- b) **Proactive Leadership:** Show a willingness to address issues before they escalate and demonstrate a commitment to solving problems collaboratively.

Section 6 – Council Recommendations:

I would counsel the Council as a whole to consider the following recommendations:

Recommendation 1: Documentation Management – Have staff assess Closed & Special Council document management and report findings to Council for potential adjustments.

It is my understanding that the city has already undertaken a process to assess the causes and prevention of documentation confidentiality breaches.

Recommendation 2: Oath of Office Reminder – Encourage Mayor and Council members to periodically review their oath of office as a commitment reminder.

Recommendation 3: Code of Conduct Amendments – With legal input, amend the Code of Conduct to include sanctions for repeated offences, with a structured remuneration penalty. For example: first infraction, 10% reduction in salary, second infraction 25%, third infraction 50%, fourth infraction, 75% reduction.

Recommendation 4: Council Dynamics Session – Proposed a day-long, off-site activity for Mayor and Council, annually or biannually, where participants with differing perspectives are encouraged to engage creatively. High functioning councils choose to behave as a team, despite having divergent views.

Recommendation 5: Review Council Remuneration Bylaw – Examine the Remuneration Bylaw for adjustments due to increased workload for Councillors and the Deputy Mayor, payable retroactively from the workload's starting point.

Recommendation 6: Leadership and Communications Training – Enroll in workshops or seminars focused on enhancing leadership, conflict resolutions, and communication skills.

Recommendation 7: Mentoring: Seek out a consultant experienced in municipal governance or leadership who can provide guidance, and mentoring advice and constructive feedback. Provide basic education and coaching for the mayor on their roles and responsibilities.

Recommendation 8: Regular Governance Check Ins – Hire a consultant on retainer for ad hoc governance coaching and assistance. Participate in governance sessions/retreats with council members and staff to enhance trust, mutual respect, and collaboration.

Recommendation 9: Educational Courses: Take courses in municipal governance, ethics, and public administration to deepen understanding of the responsibilities and challenges in public office.

Recommendation 10: Feedback Mechanisms: Implement regular, anonymous feedback mechanisms to gauge satisfaction and areas for improvement continuously.

Recommendation 11: Legislation: Discuss the potential need for changes to provincial legislation to assist municipal councils experiencing extreme dysfunction, which may include a legislative process for removing a member of the council.

Recommendation 12: Although the restrictions on the Mayor’s dealing with individual employees is unusual and have created a cumbersome environment, my view is that they are appropriate given some of the Mayor’s conduct and I recommend that they be maintained for the time being.

Recommendation 13: Continue work with WorkSafe BC Investigations to use their office and powers to the fullest extent possible to deal with workplace health and safety issues.

Final Observations:

As a former Mayor, it has been frustrating for me personally that I could not find an effective way to counsel the Mayor, or to find additional ‘tools’ for Council to remedy the dysfunction between Mayor and Council and between Mayor and the Administrative Staff.

Absent significant change in how the Mayor interacts with others, I’m not optimistic that there will be any improvement during the remainder of this term.

On a more positive note, and despite the issues and challenges outlined in this report, the Mayor and Council are unusually aligned when it comes to the 2023 – 2026 Strategic Plan. When it comes to what matters most, all nine members of Council agree on the ‘big picture’. I found Councillors to be highly motivated and there is good work taking place between Council and the administration.

Absent legislative changes, my encouragement to Council and the administration is to keep doing what you’ve been doing, which is to advance the 2023 – 2026 Strategic Plan that was unanimously adopted.

The Mayor’s position has consistently been that he has done nothing wrong, made no mistakes and has nothing to apologize for. This makes for a difficult working environment. Council can explore amending the Council Code of Conduct, to include financial penalties as suggested in Recommendation 3. This is something that at least one other community has already done (Squamish in 2022), while others are contemplating similar options.

If the Council or one of its members believes that there are breaches of the conflict of interest provisions in the *Community Charter*, that legislation allows for an application to the Supreme Court.

SECTION 7 – Appendices

Appendix A – B.C. Community Charter, Council Roles and Conduct

Mayor responsibilities

The mayor is the head and chief executive officer of the municipality. The mayor has all the responsibilities of a councillor plus a number of additional responsibilities. Under the *Community Charter* the mayor **must**:

- Provide leadership to council including by recommending bylaws, resolutions and other measures that may assist in the peace, order and good governance of the municipality.
- Reflect the will of council and carry out other duties on behalf of council, such as attending ceremonies and meetings of other bodies.
- Communicate information to council, for example from the chief administrative officer or from meetings with other bodies.
- Chair council meetings, including overseeing their conduct, maintaining order and knowing the rules of governing meetings.
- Establish standing committees and appoint people to those committees.
- Provide, on behalf of council, general direction to municipal officers about implementation of municipal policies, programs and other council directions.
- Suspend municipal officers and employees if the mayor believes this is necessary, subject to confirmation by council under section 151 of the *Community Charter*.

Councillor responsibilities

Under the *Community Charter* a municipal councillor **must**:

- Consider the well-being and interests of the municipality and its community.
- Contribute to the development and evaluation of municipal policies and programs respecting its services and other activities.

- Participate in council and committee meetings and contribute to decision making.
- Carry out other duties as assigned by the council, such as heading committees or being the liaison to a particular neighbourhood in the municipality.
- Follow the rules in legislation, bylaws and council policies that establish any additional duties and set how council members exercise their authority.

Municipal council responsibilities

Municipal councils are empowered to address the existing and future needs of their community by making collective decisions that are recorded in bylaws or resolutions. Each member of council, including the mayor, is entitled to one vote on matters that come before them for discussion and decision. Such matters are wide-ranging--for example, regulatory bylaws such as animal control, services such as fire and police, land use regulation such as zoning, fees and property tax bylaws, and key plans such as the official community plan and five-year financial plan (budget).

Ultimately, municipal councils are responsible for the delivery of local services to their community and the actions taken by the municipality. As municipalities are legislatively recognized by the B.C. government as an order of government within their jurisdiction, these responsibilities are undertaken largely independently with limited oversight by other levels of government. Certain decisions made by council are not effective until they are approved or authorized by the provincial government, such as long-term borrowing bylaws or municipal boundary changes.

Oath of Office

Once elected or appointed to the municipal council, each council member must complete an oath (or solemn affirmation) of office. If a council member fails to complete their oath of office within a specified period of time, they can be disqualified from holding office. The municipality may create its own oath of office or use the one prescribed in the Local Government Elections Regulation.

NOTE: The Oath of Office for the Mayor and Councillor's is the same (attached).



Form No. 16-1
CC s.120(3)/ VC s.140(6)
BC Reg. 137/2022

OATH OF OFFICE

CANADA)
PROVINCE OF BRITISH COLUMBIA)

I, Reid Hamer-Jackson, do solemnly affirm that:

- I am qualified to hold the office of Mayor for the City of Kamloops to which I have been elected;
- I have complied with the provisions of the *Local Government Act* in relation to my election to this office;
- I will abide by all rules related to conflicts of interest under the *Community Charter*;
- I will carry out my duties with integrity;
- I will be accountable for the decisions that I make, and the actions that I take, in the course of my duties;
- I will be respectful of others;
- I will demonstrate leadership and collaboration;
- I will perform the duties of my office in accordance with the law.

AFFIRMED by the above-named Mayor
Before me at Kamloops,
British Columbia the 1st day of
November, 2022.



Honourable Joel Robin Groves



Reid Hamer-Jackson



Form No. 16-2
CC s.120(3)/ VC s.140(6)
BC Reg. 137/2022

OATH OF OFFICE

CANADA)
PROVINCE OF BRITISH COLUMBIA)

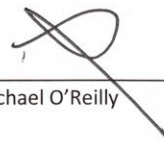
I, Michael O'Reilly, do solemnly affirm that:

- I am qualified to hold the office of Councillor for the City of Kamloops to which I have been elected;
- I have complied with the provisions of the *Local Government Act* in relation to my election to this office;
- I will abide by all rules related to conflicts of interest under the *Community Charter*;
- I will carry out my duties with integrity;
- I will be accountable for the decisions that I make, and the actions that I take, in the course of my duties;
- I will be respectful of others;
- I will demonstrate leadership and collaboration;
- I will perform the duties of my office in accordance with the law.

AFFIRMED by the above-named Councillor
before me at Kamloops,
British Columbia the 1st day of
November, 2022.


Honourable Joel Robin Groves

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Michael O'Reilly

Appendix B – Basic Principles of Elected Office

George B. Cuff, is a well-known name in the world of local government. The following 15 Basic Principles, and the “Ten Commandments”, were informative during the Municipal Advisor’s term of office.

Basic Principles of Elected Office – George B. Cuff

1. The whole notion of elected office is based on two fundamental points: the rule of democratic representation, and the principle of accountability. The former speaks to the right of residents to expect their elected members to reflect and represent their views on the issues; the latter speaks to the notion that those elected are accountable for their actions to those by whom they were elected.
2. The role of an elected official is unique: It is distinct and different from any other role. It needs to be learned and consciously applied if a council member is to be successful.
3. The public is, and always will be, the key to success. They alone determine the success and failure of political leaders.
4. Communicating out to the public is as important as receiving input from the public; both should to be valued.
5. Council is the servant of the public; and holds office at the pleasure of the public.
6. The will of the majority (as perceived by council), must be the most significant consideration in any decision making.
7. The opinions of the minority should be considered carefully before decisions are made.
8. Council and the administration should serve as a team, each with distinct roles, yet working together in the interest of the public.
9. Criticism of the administration, particularly on an individual basis, should never be tolerated by a council.
10. Council deals with the organization through one employee – the chief administrative officer (CAO). Any other course of action in attempting to guide the work of the administration should not be tolerated.
11. Council and its members cannot rest on their laurels. Each election campaign must be addressed as vigorously as the last campaign.

12. Each new council should determine its own priorities based on the input received during the campaign and subsequently (and supplemented by the advice of the administration), and should effectively communicate those priorities to the public.
13. Each council, regardless of the size of the community, needs to find ways of communicating its messages to the public, and should not rely exclusively on the media to perform that function.
14. Council members need to respect their colleagues on council as being the duly elected choices of the voters. While unanimous agreement need not be the case, respect for the opinions and votes of these colleagues is essential to the functioning of council.
15. Even leaders need a leader. All members of council are encouraged to uphold the office of head of council (or chief elected officer), even if they are in opposition to a particular statement or position taken by that official. Respect for each other is the hallmark of a mature council.

Appendix C – The “Ten Commandments” – George B. Cuff

1. Thou shall not attempt to convey to others the impression that you have the power to decide issues that are not allocated to you by legislation or bylaw.
2. Thou shall not attempt to gain employment for a family member or for anyone else in the community. Let everyone follow the normal recruitment process and ensure everyone understands that such matters are the purview of the administration.
3. Thou shalt not attempt to gain an advantage or favor for any company or organization in which you have any form of pecuniary interest, including a former role as an employee, shareholder or owner.
4. Thou shalt not attempt to coerce or convince the administration to undertake any action, program or initiative for which you do not have prior formal approval of council.
5. Thou shalt not commit the municipality to any course of action for which you do not have a formal prior approval of council.
6. Thou shall not, in response to an inquiry from a member of the public, commit to any action other than, “I will look into that and get back to you.”

7. Thou shall not leak information to friends, neighbors or the media if it has arisen in a closed meeting setting, wherein confidentiality of all such matters is required. Being privy to confidential information is an onerous responsibility. It is confidential for a good reason. Having loose lips because of some desire to be seen to be either “in the know” or powerful, or because “the public has a right to know” is never appropriate.
8. Thou shall not seek to undermine the authority of the CAO, nor do or say anything that would cause others to question the legitimate power and authority of the CAO.
9. Thou shall not develop a close personal friendship with any member of the administration, so that you will always be in a solid position to evaluate their performance. Do not travel on holidays together, or take fishing trips together; or encourage your spouses to become best friends. When you have stepped down from public life, make your own choices in this regard.
10. Thou shall not presume that the public “owes” you the next term because of your diligence and personal sacrifices this term. Each term requires that you seek the public’s endorsement, not they yours.