

**PROPOSED INITIAL TERMS OF REFERENCE FOR THE INTEGRITY  
COMMISSIONER**

It is recommended that the Integrity Commissioner be initially responsible for considering the following matters and making recommendations to Council in regard to each:

- **Regarding the Integrity Commissioner's advisory and education roles:**
  - Reviewing relevant legislation and Council policies relating to Council members' conduct;
  - Conducting a best practice review to assist in formulating recommendations to Council intended to ensure that policies adequately establish and promote ethical conduct standards for Council members;
  - Educating Council members about, and providing advice to Council members in regard to, their ethical duty; and
  - Educating Calgarians about the expected conduct of Council members and responding to Calgarians' questions in regard to Council members' ethical duty.
  
- **Regarding the Integrity Commissioner's complaint investigation and adjudication roles:**
  - Conducting a best practice review in regard to the receipt, investigation and adjudication of complaints and appropriate sanctions;
  - Developing mechanisms for the submission of concerns about Council members' conduct;
  - Developing mechanisms to resolve or further investigate valid concerns;
  - Developing mechanisms to report substantiated breaches of Council members' ethical duty to Council;
  - Developing a list of sanctions to recommend to Council in the event of a finding of a breach of ethical duty; and
  - Educating Calgarians on these processes.