



Terms of Reference
ADOPTED ON FEBRUARY 19, 2016



TERMS OF REFERENCE
Montreal Urban Aboriginal Community Strategy **NETWORK**

1) **DEFINITION**

The NETWORK is a concerted structure comprised of organizations and individuals who work towards the vision to improve the quality of life of the Aboriginal population living in the greater Montreal area.

2) **VISION**

To improve the quality of life of the Aboriginal people in the greater Montreal area through a coordinated and concerted approach that will align our collective interests in supporting locally-driven initiatives.

3) **MANDATE**

The mandate of the NETWORK is to be the decisional body and provide opportunities for organizations serving the Aboriginal people in the greater Montreal area to broaden their achievements by – and create measurable and sustainable improvements in – the following:

- a) Sharing information and transferring knowledge about Aboriginal people's needs – including available services, useful resources, and potential opportunities;
- b) Prioritizing needs;
- c) Developing joint projects that address gaps in and duplication of services;
- d) Creating and strengthening working relationships among partners.

4) **PRINCIPLES AND PRACTICES**

The NETWORK will operate under the principles of transparency, accountability, partnership, inclusiveness, respect and open mindedness, and cultural responsibility. The NETWORK will ensure it is culturally responsive while promoting the diversity of Aboriginal values of the Aboriginal people in the greater Montreal area.

The NETWORK also operates under the principles of autonomy for the Working Committees, of distribution of information to best serve the entire community and understands that it is through cooperation and non-partisanship that it will best achieve its objectives.

All NETWORK members are expected to follow the NETWORK principles as outlined in this document in addition to the specific principles outlined in the Terms of Reference for their respective Working Committee(s).

A) Transparency – Transparency is built on the free flow of information and ensures access to relevant, timely and reliable information. Processes, institutions and information are directly accessible to all concerned.

B) Accountability – Accountability is the requirement to explain and accept responsibility for conduct of an assigned mandate based upon agreed expectations. Accountability includes:

- Ensuring the value and transparency of the NETWORK's investments in Montreal for the Aboriginal people in the greater Montreal area;
- Communicating to the Steering Committee and Working Committees;
- Communicating relevant information about the NETWORK to external audiences.

C) **Partnership** – Partnership includes mutual trust and respect as well as joint investment of resources (monetary or in-kind) and results in mutual benefits and shared risks, responsibilities and accountability. Partnership also acknowledges and reflects the joint nature of planning – including policy and program development, implementation, evaluation and decision-making – between the NETWORK and the Aboriginal people in the greater Montreal area, Federal and Provincial governments, the City of Montreal and the public and private sectors.

D) **Inclusiveness** – Inclusiveness refers to broad-based opportunities – including input from and the participation of the Aboriginal people in the greater Montreal area – for the benefit of the Aboriginal people in the greater Montreal area. Non-Aboriginal and Aboriginal service providers are included.

E) **Respect and Open Mindedness** – Respect and open mindedness are key to upholding the purpose of the NETWORK and participating in the process of improving the quality of life of the Aboriginal people in the greater Montreal area.

F) **Cultural Responsibility** – Cultural responsibility includes acknowledging, utilizing and respecting the diversity of Aboriginal cultures and traditions in the urban setting in order to improve the delivery and accessibility of the NETWORK's strategy for the Aboriginal people in the greater Montreal area.

G) **Autonomy of the Working Committees** – The six (6) Working Committees are the NETWORK's expertise in each field of interest prioritized by the community and for which they are mobilized. They are autonomous entities in that they have each developed Terms of Reference specific to their operating mode and have developed action plans to address the challenges of their respective fields. However, they still have specific roles and responsibilities in the NETWORK's Terms of Reference (appendix A, section 5) and in its Strategic Plan. In addition, while pursuing their respective missions, they work in accordance with the vision, mandate and principles of the NETWORK and are accountable to both the members of their committees and the general membership of the NETWORK.

H) **Distribution of information** – The NETWORK has developed for its community members tools of communication for sharing and dissemination of information. Members of the NETWORK can therefore access and disseminate any public information through these tools with respect to the communication Policies and Procedures.

I) **Cooperation and non-partisanship** – The NETWORK is an initiative promoting unity as well as the positive outcomes resulting from collaborative efforts between Aboriginal and non-Aboriginal people, as well as between the public, private and community sectors. Therefore the NETWORK will avoid taking public positions that can jeopardize the spirit of cooperation and collaboration. However, the NETWORK is not neutral as it works tenaciously toward the improvement of the quality of life of Aboriginal people living in the greater Montreal area.

5) **MEMBERSHIP AND RESPONSIBILITIES**

Membership is open to all Aboriginal and non-Aboriginal people of the greater Montreal area and representatives of all organizations and governments.

- Attend meetings and activities on a voluntary basis;
- Share information proactively within the NETWORK and between the NETWORK and individual organizations;
- Collaborate in the coordination of meetings, workshops or other NETWORK forums (e.g. propose agenda items);
- Promote the purpose of the NETWORK;
- When feasible, host the NETWORK's meetings or activities.

6) **DECISION MAKING**

The NETWORK will make all decisions by utilizing the Aboriginal Consensus Model.

The model strives to arrive at unity of opinion rather than a unanimous opinion. Unity of opinion means that everyone in the group agrees with the essence of the decision and can support it, even if not wholeheartedly agreeing with it. The nature and values of the NETWORK are to create an environment that both seeks and respects diversity of opinion and encourages debate.

- Creation of Resolution: a consensus decision is tabled and broad input is sought from the group. Discussion occurs until unity of opinion regarding a specific proposal is reached.
- Support the Decision: the group agrees it has reached consensus on the issue at hand.

Where a disagreement occurs, two options exist:

- Blocking or Challenging; or,
- Standing or Stepping Aside.

Blocking or Challenging occurs when a person cannot support a decision and believes that allowing the decision to pass would bring significant harm to the group. Thus, one person has the power to stop a decision. The result of Blocking or Challenging can be final, in which the issue is set aside, or the NETWORK can continue to establish a consensus of opinion on the subject and create a proposal that satisfies the NETWORK as a whole.

Should the NETWORK be unable to come to consensus following an individual's decision to Block or Challenge, it is the responsibility of the Blocker or Challenger to propose an alternative on which the group can come to a consensus. Should this alternate suggestion not result in consensus through further discussion with the NETWORK, the Blocker or Challenger will be required to Stand or Step Aside.

Standing or Stepping Aside occurs when a person cannot personally support a decision but does not see the need to Block or Challenge the decision, as it would not harm the NETWORK in any important way.

Conflict of Interest

In the event of any real or perceived conflicts of interest, NETWORK members will abide by their Working Committee's Terms of Reference and/or the Steering Committee's Terms of Reference (as applicable).

Revision Process for Terms of Reference:

The Steering Committee will recommend amendments to these Terms of Reference on an annual basis (at the NETWORK's Spring Gathering). Likewise, members of the NETWORK can propose revisions of these Terms of Reference during NETWORK Gatherings.

See Appendix A for the NETWORK Steering Committee's Terms of Reference

See Appendix B for the Steering Committee's Confidentiality & Conflict of Interest Guidelines

APPENDIX A
Terms of Reference for Steering Committee

Working Committees' Representatives (Decisional Members)

Health
Social Services
ART•CULTURE
Employability and Education
Communications
Youth

Governmental Representatives and City of Montreal (Non-Decisional Members)

Federal
Provincial
City of Montreal

Aboriginal Organisations' Representatives (Decisional Members)

Assembly of First Nations of Quebec and Labrador
Makivik Corporation

Other Representatives (Non-Decisional Members)

Elder
Coordinator

1) **VISION**

To improve the quality of life of the Aboriginal people in the greater Montreal area through a coordinated and concerted approach that will align our collective interests in supporting locally-driven initiatives.

2) **MANDATE**

The Steering Committee's mandate is to be the operational body of the NETWORK and to be:

- a) Supporting the NETWORK's vision and mandate;
- b) Implementing all strategic orientations;
- c) Recommending the prioritization of holistic, transversal and intersectorial projects to the NETWORK during the Gatherings.

3) **PRINCIPLES AND PRACTICES**

The Steering Committee will operate under the same principles and practices of those of the NETWORK.

4) **MEMBERSHIP**

As endorsed at the NETWORK's Gathering held on September 29, 2009, the NETWORK's Steering Committee has twelve (12) seats and a seat for the NETWORK Coordinator. Steering Committee members may only represent one Working Committee on the Steering Committee at a time.

One seat is reserved for each Working Committee's representative (Health, Social Services, ART•CULTURE, Employability and Education, Communications, and Youth). There are five additional seats for a representative from each level of government (Federal, Provincial, Municipal: City of Montreal), for the representative of Aboriginal organisations (Assembly of First Nations of Quebec and Labrador and Makivik Corporation), one seat designated for an Elder and one seat designated for the Coordinator.

All participants act on a voluntary basis. Members are responsible for their own travel (unless otherwise indicated and pre-approved by the Steering Committee) and responsible for the workload they have accepted.

A) **Selection Process**

There are multiple ways an individual may become part of the NETWORK's Steering Committee:

i) Members of Working Committees nominate their representative or two co-representatives and an alternate to the Steering Committee.

ii) All the other representatives (Federal, Provincial, Municipal, First Nations and Inuit) will designate a representative or two co-representatives along with an alternate.

iii) In the event that any designated representative is no longer able to fulfill their duties and in the absence of a co-representative, and if the alternate agrees, that alternate will become the Steering Committee member and the new representative for that Working Committee or level of government. In that case, a new alternate will have to be nominated or appointed by the Working Committee in accordance with their respective Terms of Reference or appointed by a level of government. In the event that the alternate does not agree, the process for selection follows as above.

iv) Elders will be appointed by the Steering Committee.

B) **Duration**

The duration of the Working Committee Representatives' mandate is for a two-year term. After the designated period, each Working Committee will elect a Steering Committee member (with the possibility of re-electing the same member). The representatives will be elected by their respective Working Committee's members and announced at the NETWORK's Winter Gathering.

C) **Duties**

i) **All Steering Committee Members**

The members of the Steering Committee shall be responsible for and exercise such duties as follows:

- Attend each meeting (at least five times per year) or send their co-representative or alternate to act on their behalf. The representatives have the responsibility of introducing their alternate to the Steering Committee in advance of a meeting, as well as briefing them on all of the NETWORK's activities and processes;
- Be present or make sure that their co-representative or alternate is present;
- Review and edit all documents including minutes before coming to the meeting.

Members shall review necessary materials before meetings and agree to abide by the “Confidentiality & Code of Conduct Guidelines”. Decisional members will make their decisions as indicated in article 6, page 4 of the NETWORK’s Terms of Reference.

Members shall participate in the promotion of the work of the Steering Committee and the NETWORK. There shall be a commitment to contribute to monitoring, evaluation, strategic planning, partnership and community outreach activities. Members shall also report back to the Steering Committee on any meetings or functions they attend as a delegate on behalf of the NETWORK.

In order to encourage capacity building, co-representatives and alternates may attend meetings alongside, (as opposed to instead of) the Steering Committee member they represent but only one vote will be given by seat.

ii) Co-Chairs

The Co-Chairs, with the assistance of the Coordinator as necessary, shall be responsible for and exercise such duties as follows:

- Preside over all meetings of the Steering Committee and the NETWORK;
- Adopt the agenda and ensure the meeting is conducted in an orderly fashion;
- Commence meetings in a timely manner and ensure that meetings are structured with an agenda, record of decisions and minutes.
- Carry out the responsibilities directed by the Steering Committee;
- Supervision of the Coordinator;
- Submit a report at each NETWORK Gathering covering the activities of the Steering Committee and the NETWORK since the preceding NETWORK Gathering.

iii) Secretary

The Coordinator, with the assistance of the Secretary, shall be responsible for and exercise such duties as follows:

- Ensure that minutes are kept for all meetings of the Steering Committee as well as all NETWORK Gatherings;
- Ensure the keeping of all other records and proceedings pertaining to meetings of the Steering Committee and NETWORK;
- Ensure the safe-keeping of all legal documents of the Steering Committee and NETWORK;
- Maintain an accurate list of the membership of the NETWORK.

iv) Treasurer

The Coordinator, with the assistance of the Treasurer, shall be responsible for and exercise such duties as follows:

- Ensure the keeping of all books of accounts of the NETWORK and make them available to the auditor in time for preparation of the annual audit;
- Ensure the audit statement is made available to the NETWORK members at the NETWORK Spring Gathering;
- Prepare and submit a comprehensive statement to each regular meeting of the Steering Committee covering all financial transactions of the NETWORK ensuing since the preceding regular Steering Committee meeting.

v) Elder

The Elder shall be responsible for and exercise such duties as follows:

- Support the discussions of the Steering Committee members according to the consensus decision making process;
- Open and close all meetings.

vi) **Coordinator**

The Coordinator shall be responsible for and exercise such duties as follows:

- Ensure the reservation of the room and any other logistics needed for Steering Committee meetings;
- Ensure that agendas are made in advance of meetings with the assistance of the Co-Chairs;
- Ensure that all members have the required documentation;
- Ensure that quorum is obtained;
- Call meetings of the Steering Committee at least five times per year in September, November, January, March, May;
- Take notes, edit minutes and approve recorded minutes;
- Ensure the follow-up of actions and decisions taken during the meetings.

D) Nominations and Elections Process

Composition and Election of the Executive Committee:

The NETWORK's Executive Committee is made up of four (4) positions:

- Two (2) persons for the Co-Chair positions elected and chosen by the NETWORK's members;
- Two (2) persons for the Secretary and the Treasurer positions: elected and chosen by the decisional members of the NETWORK's Steering Committee during the meeting following the elections of the Co-Chairs.

Term:

The term of office on the Executive Committee is two (2) years, beginning immediately following the election and ending at the following election of the member's position for a maximum of three (3) consecutive terms of two (2) years each.

In order to respect the principle of alternating years, for the first election only, the term for one of the Co-Chair positions and the Secretary will be one (1) year, while the term for the second Co-Chair position and the Treasurer will be two (2) years. This will ensure a continuity on the Executive Committee by alternating positions.

Date and Elections for the Executive Committee:

The election of the Co-Chairs will be held at the NETWORK's Winter Gathering.

Should it prove impossible to hold the election for whatever reason, the election will be postponed to the following Gathering. The elections for Treasurer and Secretary will be held at the Steering Committee meeting following the elections of the Co-Chair. If it is impossible to hold the election for whatever reason, the election will be postponed to the next Steering Committee.

Nomination Procedure:

Each representative at the Steering Committee may run for the NETWORK's Executive positions. However, to be eligible for the Co-Chair positions, the person must be Aboriginal. In the event that a Working Committee or an Aboriginal Organisation (decisional members) has co-Representatives, only one may be eligible to apply for the Co-Chair position. It is up to that Working Committee or organisation to choose the candidate who will represent them at the elections. The Co-Chairing candidacy must be officialised by filling out the intention/nomination ballot which is available during the electoral Gathering.

A NETWORK member can also propose the nomination of an Aboriginal Steering Committee representative for the Co-Chair position during the period of candidacy and nominations at the electoral Gathering. The new elected persons will be presented in the NETWORK's newsletter and on its website.

Election Procedure:

If the number of candidates for the Executive Committee positions is equal to or less than two (2), for the first elections, they will be elected by acclamation. However, because we respect the principle of alternating years, if the number of candidates for the Co-Chair position is equal to one (1), for the other elections, he or she will be elected by acclamation. If the number of candidates is greater than the number of position(s) to fill, the members of the NETWORK shall hold a secret ballot for the Co-Chairs' positions and the Steering Committee members shall hold a secret ballot for the Treasurer and Secretary positions.

All members of the NETWORK have the right to vote at the electoral Gathering with the exception of those who are a NETWORK employee under the direct supervision of the Co-Chairs. All Steering Committee members have the right to vote for the Treasurer and Secretary positions.

Every member of the NETWORK who is present at the Gathering in which the election is held, shall mark the name(s) of the candidate(s) of their choice on the ballot provided and the same applies for the Steering Committee members, but Quorum should be reached for the elections of Treasurer and Secretary positions to take place.

The two (2) candidates having received the most number of votes shall be declared elected.

In the case of a tie between two or more candidates for the same position(s), a second vote will take place in order to determine the winning candidate(s). If, a tie still exists, the Election President will proceed to a draw in order to settle the matter.

In the case that a Co-Chairing position becomes vacant during a term, an interim election would be held in order to fulfill the position for the balance left on the term.

In case of a tie or if a position becomes vacant, the same procedure will be respected by the Steering Committee members for the election of the two (2) other positions of Secretary and Treasurer.

Nomination of an Elections Chairperson and Secretary:

For each election of the Executive Committee, the NETWORK members gathered at the NETWORK Gathering or the Steering Committee members (with quorum) will elect a President of Elections.

Those who may occupy these functions must be other than the NETWORK's Steering Committee members (representatives, co-representatives and alternates).

The NETWORK's Coordinator will act as the Election Secretary for the elections of the Co-Chairs and as the Election President, without any Election Secretary (therefore also taking on these responsibilities), for the Treasurer and Secretary positions. He/She will respect the confidentiality agreement, included in his/her contract, develop and implement the intention/nomination ballot as well as the election ballot in order to allow the Aboriginal members of the Steering Committee as well as all NETWORK members to propose a candidacy, to nominate a candidate and to vote, compile the preliminary results and coordinate the entire election process.

The President of Elections will also sign a confidentiality agreement, verify and validate the preliminary results, chair the electoral period during the Gathering, compile the last votes, announce the final results and assure the appropriate destruction of ballots.

Ballots will be destroyed following the election process or at the end of the Gathering.

The terms of the President and Secretary of Elections will end once the ballots are destroyed.

E) Resignation and Absenteeism

Upon missing three (3) consecutive meetings without just cause, the member will be notified of his/her withdrawal from the Steering Committee by writing. The Working Committee members will be informed by the Coordinator and mandated to find a new representative within the Steering Committee.

F) Public Attendance at Meetings

Non-members may request – in advance of a meeting – to attend by submitting a written inquiry to one of the Co-Chairs or the Coordinator. Guests may be invited with the consensus of the Steering Committee prior to a meeting.

5) COMMITTEE PROCESS

A) Quorum

For the purposes of scheduling and conducting a meeting, 50% plus one (1) of the Steering Committee must be present and come to consensus on decisions provided that at least four (4) of the Working Committees' representatives and one of the two Aboriginal organisations' representatives are present. For all purposes, co-representatives and alternates who are representing their Steering Committee member will be considered full quorum participants. However, the quorum of 50% plus one is based on the number of actual seats filled on the Steering Committee (excluding the seats of the Coordinator and Elder). If there is no quorum, a meeting can still be held but without making decisions.

B) Decision Making

The Steering Committee will make all decisions by utilizing the Aboriginal Consensus Model (see NETWORK Terms of Reference) and only when quorum has been established. Decisions can also be made by email.

C) Ad Hoc Working Groups

The Steering Committee may strike ad hoc working groups to work on issues of a more specialized nature. The Steering Committee members should be active participants on these occasional ad hoc working groups. In addition, the Steering Committee may invite external expertise to participate on the ad hoc working groups. All ad hoc working groups are accountable to the NETWORK through the Steering Committee.

D) Conflict of Interest

In the event of any real or perceived conflicts of interest, the Steering Committee representatives, co-representatives and alternates will abide by the measures contained in the "Confidentiality & Conflict of Interest Guidelines" attached to these Terms of Reference in Appendix B.

E) Revision Process for Terms of Reference:

The Steering Committee will recommend amendments to these Terms of Reference on an annual basis (at the NETWORK's Spring Gathering). Likewise, members of the NETWORK can propose revisions to these Terms of Reference during NETWORK Gatherings.

CONTACT LIST

Montreal Urban Aboriginal Community Strategy NETWORK (NETWORK Steering Committee)

Communications

Steering Committee Representative – Vicky Boldo (**Co-Chair**): vboldo@gmail.com
Alternate – Vacant

Social Services

Steering Committee Representative – Nakuset (**Co-Chair**): nakuset@gmail.com
Alternate – Alana-Dawn Phillips: director@cperisingsun.ca

Health

Steering Committee Representative – Carrie Martin (**Secretary**): carrie.nwsm@gmail.com
Alternate – Pascale Annoual: pca@sympatico.ca

ART•CULTURE

Steering Committee Representative – Marie-Josée Parent: mj.parent@destinationscarrefourintl.org
Alternate – Vacant

Employability and Education Circle

Steering Committee Representative – Dolorès André: dandre@cdrhpnq.qc.ca
Alternate – Louise Legault: louise.legault@johnabbott.qc.ca

Youth

Steering Committee Representative – Nahka Bertrand: nahkab@gmail.com
Alternate – Vacant

Municipal

Steering Committee Representative – Carole Chouinard: cchouinard@ville.montreal.qc.ca
Alternate – Vacant

Provincial

Steering Committee Representative – Céline Létourneau: celine.letourneau@mce.gouv.qc.ca
Alternate – France Boulé: france.boule@mce.gouv.qc.ca

Federal

Steering Committee Representative – Catherine Langlais: catherine.langlais@aadnc-aandc.gc.ca
Alternate – Marie-Claude Leclerc: marieclaud.leclerc@aadnc-aandc.gc.ca

Assembly of First Nations of Quebec and Labrador

Steering Committee Co-Representatives – Odile Joannette: ojoannette@cdrhpnq.qc.ca
and Francine Buckell: fbuckell@cdrhpnq.qc.ca
Alternate – Vacant

Makivik Corporation

Steering Committee Representative – Donat Savoie: donatsavoie@hotmail.com
Alternate – Sylvie Cornez: sylviecornez2013@gmail.com

Elder - Vacant

APPENDIX B CONFIDENTIALITY & CONFLICT OF INTEREST GUIDELINES

CONFIDENTIALITY

The Steering Committee's representatives, co-representatives and alternates will ensure the following principles are upheld in the daily work of the NETWORK:

- The Steering Committee's representatives, co-representatives and alternates need for privacy with regards to decisions, opinions and personal views voiced during the consensus building process will be respected;
- When talking about the Steering Committee or sharing general learning from the group, members will exercise extreme caution and discretion to protect the group as a whole and the individuals involved;
- By committing to the consensus process, individual members and alternates are committing to supporting the Steering Committee's recommendations. Accordingly, care must be taken by the Steering Committee to ensure consistent messaging around key recommendations; and,
- NETWORK members will respect the need for the Steering Committee to communicate certain consensus decisions to outside parties by the designated NETWORK Coordinator and/or the Co-Chairs.
- None of the information received by representatives, co-representatives and alternates during the conduct of the Steering Committee's business will be used for advancing their personal interests or the interests of any agency or organization to the detriment of the NETWORK.

CONFLICT OF INTEREST GUIDELINES

Situations may arise where a real or perceived conflict of interest exists with one or more of the Steering Committee's members. The Steering Committee will discuss potential conflicts of interest and will come to consensus whether one or more individuals must declare a conflict of interest, excuse themselves from further deliberation and abstain from any of the decision-making processes relative to the issue in question.

The Steering Committee's representatives, co-representatives and alternates will ensure the following principles are upheld in their daily work and activities:

- The Steering Committee's representatives, co-representatives and alternates or any member of their immediate families shall not be allowed to benefit from contracts, agreements or other undertakings that are associated with the Steering Committee's activities unless such awards are through open and fair competitions;
- The Steering Committee's representatives, co-representatives and alternates shall not take part in discussions or participate in deliberations that would directly benefit himself, herself or any members of their immediate family;
- The Steering Committee's representatives, co-representatives and alternates shall not use information obtained as a result of their position on the Steering Committee for personal gain;
- The Steering Committee's representatives, co-representatives and alternates shall not give out official and/or confidential information acquired as a result of their position, unless they have authorization from the Steering Committee;
- A Steering Committee representative, co-representative or alternate who is also an employee or board member of an organization applying for NETWORK funding, shall not participate in consensus-building discussions that will directly or indirectly affect the operation and services of her or his program;

- It is the responsibility of all Steering Committee members to inform the Steering Committee and the Co-Chairs of any real or perceived, potential and existing personal, professional and family conflicts of interest.

DEFINITION OF IMMEDIATE FAMILY

- father, mother (natural, adoptive, step or common-law), or foster parent
- brother or sister (natural, adoptive or step)
- spouse (including common-law spouse)
- natural child, stepchild, ward or legally adopted child
- father-in-law or mother-in-law (including common-law)
- grandmother or grandfather (including common-law)
- great grandmother or great grandfather (including common-law)
- first uncle or first aunt
- nieces and nephews (including common-law)
- first cousin
- brother-in-law or sister-in-law (including common-law)

ACTIONS OUTSIDE OF CONFIDENTIALITY & CONFLICT OF INTEREST GUIDELINES

Failure of a Steering Committee member to abide by the Confidentiality & Conflict of Interest Guidelines shall be subject to discipline. Such discipline, as administered by the Steering Committee's members on a consensus basis might include the following:

- Verbal warning from the Co-Chairs
- Formal letter of reprimand
- Request for resignation

The level of discipline shall be determined by the consensus of the Steering Committee. The individual in question will not be included in the consensus decision-making process. Just cause for discipline shall include behaviour that is not in keeping with the principles of the Confidentiality & Conflict of Interest Guidelines.

The process of discipline shall, where the Steering Committee members deem it to be appropriate, be progressive in nature and always administered in a fair and reasonable manner.