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**INTEGRITY COMMISSIONER REPORT ON
CODE OF CONDUCT COMPLAINTS 2025-01-A TO J**

THE CORPORATION OF THE CITY OF CAMBRIDGE

Aird & Berlis LLP

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INTEGRITY COMMISSIONER REPORT CODE OF CONDUCT COMPLAINTS 2025-01-A TO J RE COUNCILLOR ADAM COOPER

A. INTRODUCTION

1. Ten (10) formal complaints were filed with our office in accordance with the requirements set out in the Complaint Resolution Process for the Integrity Commissioner at Appendix B of the *Code of Conduct for Members of Council* (the “**Code**”) of The Corporation of the City of Cambridge (the “**City**”).¹ The complaints were assigned file numbers 2025-01-A through 2025-01-J (collectively, the “**Complaints**”).
2. The Complaints allege that Councillor Adam Cooper (the “**Councillor**”) contravened a number of provisions of the City’s Code in relation to his conduct on social media.

B. APPOINTMENT & AUTHORITY

3. Aird & Berlis LLP is the appointed Integrity Commissioner for the City pursuant to subsection 223.3(1) of the *Municipal Act, 2001* and, as such, we have jurisdiction to review and investigate complaints made against members of Council pursuant to the Code.
4. As Integrity Commissioner, we are appointed to act in an independent manner on the application of the Code and other rules and procedures governing the ethical behaviour of members of Council. We are required to preserve secrecy in all matters that come to our knowledge as Integrity Commissioner in the course of our duties.
5. The principles of procedural fairness require us to provide reasons for our conclusions and recommendations, which we have done in this Report. Our investigation was conducted in accordance with the Code’s Appendix “B” Complaint Resolution Process of the Integrity Commissioner (the “**Complaint Protocol**”) and with a process that was fair to all parties. As such, we have assessed the evidence in an independent and neutral manner.
6. This Report contains our findings and conclusions on our investigation and makes recommendations to Council for consideration.

C. THE COMPLAINTS

7. The Complaints variously allege that the Councillor contravened Sections 4.1, 4.2, 4.3, 6.1, 9.1, and 9.2 of the Code in relation to his conduct on social media.
8. The Complaints refer to a Facebook post of a meme made by the Councillor on January 22, 2025 and the Councillor’s comments in response to online commentary about the meme (collectively, the “**Facebook Post**”). A copy of the Facebook Post is at Appendix “A” to this Report.

¹ We understand that the \$25 filing fee was waived for all complainants.

9. The Facebook Post was widely reported by various media outlets at the time.²
10. A CBC article titled “Cambridge councillor's meme alluding to Trump's 2-gender executive order causes outrage” described the meme within the Facebook Post as follows:

The post, which has since been deleted from the councillor's page, shows a person with blue hair screaming toward the camera. "He took my pronouns! I have to live in reality now!" is written on the image, in reference to an executive order by U.S. President Donald Trump that terminates a range of policies protecting 2SLGBTQ+ rights. Trump says the U.S. will now only recognize two sexes — male and female.

11. A *Cambridge Today* article titled “Mayor, councillor respond to criticism of social media post about gender pronouns” appended to Complaint 2025-01-H set out the same screen shots of the Facebook Post containing the back-and-forth comments between the Councillor and a member of the public under the meme.
12. Several individual Complaints noted that the Councillor responded to the commenter who raised concerns about the meme by stating, “I proudly represent reality and those who support it. To each their own, live as you wish and I will support you but I will not support those that wish to legislate others into forceful support of their own beliefs.”
13. The City’s Mayor made a public statement in relation to the Facebook Post given the attention generated by the meme, indicating that the insinuations within the meme merited a response from the head of council. Mayor Liggett’s formal statement, issued on January 23, 2025, is reproduced in full below:

Generally, I do not speak out when a member of council past or present makes public comments on the radio, print media nor social media, but a recent social media post has been brought to my attention while I am out of the country. The implications within the meme have brought distress and pain to families and members of our community, therefore in this instance, and as Mayor, spokesperson, and leader of our community I feel that this warrants a response. It does not represent council nor the corporation's thoughts on gender fluidity.

The world around us and within our own country is caught up with people being pitted against each other. In these uncertain times, we need to come together as a community, not tear each other apart. No one should have to wonder whether they are safe. Everyone living in, visiting, or working in our community deserves to know that they are not just safe but welcome, no matter their race, gender, sexual orientation, religion, or country of origin.

² For example, see “Cambridge councillor's meme alluding to Trump's 2-gender executive order causes outrage”, CBC News, January 24, 2025, online: [Cambridge councillor's meme alluding to Trump's 2-gender executive order causes outrage | CBC News](#); and “Cambridge city councillor under fire for Facebook post”, CTV News, January 23, 2024, online: [Cambridge city councillor under fire for Facebook post](#); and “Cambridge city councillor under fire for Facebook post”, Kitchener CityNews, January 23, 2024, online: [Cambridge city councillor under fire for facebook post](#).

Pronouns are a form of grammatical identification, for some only that, but for others a means of personal identification, not something to be fearful of nor weaponized. As people, particularly our young people, try to navigate the world, this council, knowing that roots are where one starts from, has tried to ensure our young people are at the top of mind when making decisions.

Acknowledging that there will never be a perfect response, my message is to those young people, while recognizing that differences of opinion can still exist; I want us to be known as a community who supports one another, stands against discrimination, creating a place where you and everyone can live authentically and without fear, that you may serve as an inspiration for others no matter where your path leads you. As a council we have created policies for that purpose, our staff then action them within our services, places and spaces, and all the while hoping the community embraces the same. I cannot begin to say I know how you feel so let us get that out of the way, but I can say you shouldn't have to feel bewilderment, anger, or fear. Sometimes adults learn through the grace of young people. I know that as leaders of a community we are not born with the knowledge of the role and we are imperfect creatures, but leaders are always in training.

14. Three other City councillors also issued or provided statements concerning the Facebook Post and meme.³
15. We are also aware that the Councillor made a statement to the media in respect to the attention generated by the Facebook Post. *Guelph Today* cites the Councillor as stating:

“I find it disheartening that a handful of individuals within this community have misconstrued my intentions,” Cooper said.

“Nevertheless, I maintain my original position which is a clear opposition to legislated speech and any laws that infringe upon free speech or obligate individuals to endorse the beliefs of others. This post that was made on a private account was never about opposing any particular social group, gender, identity or sexual orientation despite how some would like to portray it.”⁴
16. Finally, Complaint 2025-01-D also raised concerns about the Councillor’s conduct on a Facebook group platform. That Complaint alleges that the Councillor called the Complainant a “tantruming teenager”, deleted an exchange between the parties and removed him from a Facebook group in relation to an exchange over an encampment outside the Cambridge Shelter Corporation property (also known as “**The Bridges**”).

³ *Waterloo Region Record*, “3 Cambridge councillors denounce fellow councillor’s ‘transphobic’ meme”, January 28, 2025, online: [3 Cambridge Councillors Denounce Fellow Councillor’s Transphobic Meme](#)

⁴ *Guelph Today*, “Cambridge councillor in hot water over social media post about gender pronouns”, January 23, 2025, online: [Cambridge councillor in hot water over social media post about gender pronouns - Guelph News](#)

D. CODE OF CONDUCT PROVISIONS AT ISSUE

17. The Complaints allege that the Councillor contravened Sections 4.1, 4.2, 4.3, 6.1, 9.1 and 9.2 of the Code. These provisions are appended at Appendix “B” of this Report.

E. REVIEW OF MATERIALS

18. In order to undertake our inquiry into the Complaints and make a determination on the alleged contraventions of the Code, we have reviewed the following:
- the Complaints and all materials referred to therein;
 - the Councillor’s response submissions (the “**Response**”);
 - the Complainants’ reply submissions (the “**Replies**”); and
 - the Councillor’s sur-reply submissions (the “**Sur-Reply**”).
19. We have also reviewed, considered and had recourse to such applicable case law and secondary source material, including other integrity commissioner reports that we believed to be pertinent to the issues at hand.

F. INVESTIGATION PROCESS

20. Our office received a large number of communications about the Facebook Post in January and February, 2025. The majority of the communications (48 in total) denounced the Facebook Post and/or the actions of the Councillor, while six (8) individuals wrote emails in support of the Councillor.
21. In addition to the written communications, we also conversed with a number of individuals, all of whom spoke passionately whether in support or in opposition to the Councillor’s actions.
22. A number of the communications purported to be formal complaints but did not comprise proper complaints via a sworn affidavit. We believed it was important to so advised those individuals and determined to hold the matter in abeyance while we offered those individuals wishing to file a formal complaint with our office an opportunity to do so by no later than March 3, 2015.⁵

⁵ On April 7, 2025 we provided a Confidential Interim Report to Council to advise of the status of our investigation to that point in time (given that it would take longer than 90 days to complete), including details respecting the process undertaken. Our Interim Report concluded with the following statement:

We fully acknowledge that a commitment to procedural fairness results in an investigative and reporting process that may not appear to be at all timely. However, we trust that Council supports not sacrificing due process for a rush to judgment.

23. We ultimately received ten (10) formal complaints which were validly filed pursuant to the Code's Complaint Protocol as of March 3, 2015. We determined to proceed with the investigation based on these ten complaints.⁶
24. Given the substantially similar subject matter of the Complaints, we elected to investigate the Complaints collectively to ensure that they proceeded efficiently, while at the same time ensuring that the Councillor was afforded due procedural fairness.

(a) The Councillor's Submissions in Response

25. We provided the Councillor with written notice of the complaints on March 13, 2025 (the "**Notice**"). The Notice provided the Councillor with an overview of the issues in the Complaints and appended copies of all of the Complaints and all supporting documents filed with our office. The Notice offered the Councillor an opportunity to respond and we asked that he file a sworn affidavit with our office in ten days, by March 24, 2025, pursuant to the requirements set out in the Code's Complaint Protocol.
26. The Councillor wrote to our office on March 16, 2025 and requested an extension of time to file a response to the Complaints. In light of the request and the number of Complaints that he was to respond to, we exercised our discretion pursuant to the Complaint Protocol to extend the time for a response. We provided the Councillor with an extension of time to provide his formal response to our office by April 14, 2025.
27. We subsequently received correspondence from the Councillor's legal counsel on April 7, 2025 advising that he had recently been retained and requesting additional time for the Councillor to provide his response.
28. We duly considered the request and wrote to the Councillor's lawyer on April 7, 2025 and advised that an additional one-week extension would be granted to allow him to file a response by April 21, 2025 (recognizing that we had already provided the Councillor with a four-week extension prior to the retention of his lawyer).
29. In reviewing the Notice, we noted that one of the Complaints' full submissions were inadvertently not included. It appeared that when converting the document to a PDF, the "scroll" function of the complaint form froze and repeated certain submissions. We duly wrote to the Councillor's lawyer on April 14, 2025 and provided a full copy of the Complaint in issue.
30. The Councillor's lawyer confirmed receipt of our correspondence appending the full complaint and filed the Councillor's Response with our office on April 17, 2025.

⁶ We did receive some additional inquiries from persons seeking to file formal complaints after March 3, 2025 and we explained the investigative process to them. No additional formal complaints were subsequently submitted.

31. Upon reviewing the Councillor's Response, we wrote to his lawyer on April 23, 2025 and inquired about the Councillor's characterization of the Facebook Post being posted to his "private Facebook group".⁷
32. The Councillor responded directly to us on April 25, 2025 and advised that the Facebook Post was made to his private Facebook page that had 790 "friends". In his correspondence, the Councillor advised that he had a separate "Councillor Adam Cooper" Facebook page.
33. In his correspondence, the Councillor also advised that reference to a private Facebook group was made in relation to a neighbourhood watch group of which he and four (4) other individuals act as administrators.
34. We were able to review both the Councillor's private Facebook page and his "Councillor Adam Cooper" Facebook page in the course of our inquiry. We note that both pages contain the same profile pictures of the Councillor, and both appear to contain material from the 2022 municipal election (see Appendices "C" and "D").

(i) Response to Facebook Post Allegations

35. In his Response, the Councillor confirmed that he had posted the meme and remarked on comments made in response to his Facebook Post. The Councillor stated that he did not recommend, suggest or condone the unequal treatment of people contrary to the Ontario *Human Rights Code*.
36. The Councillor also advised that he removed the Facebook Post early on January 23, 2025 and that the posting was not related to the activities of elected office.
37. The Response also asserted that discussions on pronoun use and compelled speech were within the bounds of legitimate political debate, but that it was not his intention to be transphobic or discriminatory. He asserted that "...Humour and hyperbole – as depicted in the picture – are forms of persuasion, often used in informal debate".
38. The Councillor appeared to deny in the Response that the Facebook Post was made in response to or in relation to U.S. President Trump's Executive Order of January 20, 2023 recognizing only "two sexes, male and female" (the "**Executive Order**").⁸
39. The Councillor stated that the allegations in the Complaints "...that this [the Facebook Post] references a specific politician are with out evidence and amount to bald assertions...".

⁷ We also formally wrote to the Councillor's legal counsel on April 23, 2025 to raise an issue pertaining to the lawyer's representation of the Councillor in relation to Section 6.3 of the Code. This correspondence will be addressed later in the Report.

⁸ White House Executive Order, January 20, 2025, online: [Defending Women From Gender Ideology Extremism And Restoring Biological Truth To The Federal Government – The White House](https://www.whitehouse.gov/the-press-office/2025/01/20/2025-01-20-executive-order)

(ii) Response to “Facebook Group” and Social Media Exchange Allegations

40. With respect to the allegations raised in Complaint 2025-01-D in relation to comments regarding The Bridges, the Councillor explained that he is one of four (4) administrators of a Facebook Group called “Neighbourhood Watch Cambridge” which aims to raise awareness and take corrective action about crime and other issues (“**Facebook Group**”).
41. In response to the allegations in Complaint 2025-01-D that the Councillor removed the Complainant from the Facebook Group and engaged in a heated exchange whereby he called the Complainant a “tantruming teenager”, the Councillor advised that he had no memory of deleting the parties’ exchange or removing the Complainant from the group. The Councillor advised that he reviewed the administrative logs from the group, which did not identify the removal of the Complainant.
42. Moreover, the Councillor advised that while his memory of the exchange was uncertain, that he vaguely recalled using the term “tantruming teenager”, although not in reference to the Complainant.

(b) The Complainants’ Submissions in Reply

43. Pursuant to the Complaint Protocol, we provided a copy of the Councillor’s Response Submissions to all Complainants on April 29, 2025.
44. A number of Complainants wrote to us in respect to the Response Submissions. We duly advised them that they were required to submit sworn affidavits to our office pursuant to the requirements of the Complaint Protocol. Two Complainants filed formal executed affidavits in reply to the Councillor’s Response submissions with our office (the “**Replies**”).
45. Both Complainants referred to the language in Section 4.1 of the Code which sets out that members of Council are expected “at all times” to behave with decorum, courtesy, and respect. This was made in response to the Councillor’s submissions, which set out that that the Facebook Post was not related to activities of elected office.
46. The Replies also drew attention to the Executive Order and the increasingly hostile discourse concerning gender identity and its impact on the transgender and gender-diverse communities.
47. The Replies also contended that the Councillor had refused to acknowledge the harm caused by the Facebook Post.

(c) The Councillor’s Submissions in Sur-Reply

48. As required by the Code’s Complaint Protocol, we provided copies of the Complainants’ Replies to the Councillor on May 26, 2025.⁹

⁹ The mandatory requirement in the Code for a sur-reply by the respondent member is unusual and is not a typical feature of most complaint protocols that we have drafted or dealt with.

49. The Councillor again requested an extension to file his sur-reply due to his attendance at a municipal convention. We once again exercised our discretion and provided the Councillor with a further extension, allowing him to file his submissions by June 19, 2025.
50. In his Sur-Reply, the Councillor appended a large number of documents, including over 50 messages or recordings voicing support of the Councillor, approximately 46 messages to the Councillor which contained rude, threatening or derogatory comments and a series of documents and background photos and videos concerning commentary on The Bridges. The submissions also linked to a video by a transgender advocate who indicated that they had spoken with the Councillor about the issue.
51. In the Sur-Reply, the Councillor wrote that in posting the meme, he was not speaking about the gender-fluid community or any other community and that this was an assumption of others. He further wrote that he had little interest in U.S. politics and was not aware of "...any offending actions by the U.S. president...".
52. The Councillor also maintained that the meme posted in the Facebook Post was not intentionally harassing. He asserted that it was a statement of opinion without reference to "any community of any kind" and that hateful assumptions were being made about the meme.
53. With respect to the correspondence with the Complainant in relation to The Bridges, the Councillor re-asserted that his comment was made in relation to someone behaving like a "tantruming teenager" and not in specific reference to the Complainant.

G. FINDINGS

54. This section of our Report contains our findings regarding the allegations that the Councillor's Facebook Post and his communications and actions towards one Complainant with respect to The Bridges in relation to the Code. We deal with each provision in turn.

(a) Standard of Proof

55. In assessing the conduct of a Member, the Integrity Commissioner is required to apply the relevant provisions of the Code to the facts established through the investigation and to determine, on the civil standard of a balance of probabilities, whether a breach of the Code has occurred.

(b) Background Context

56. As a general matter, we note that the Facebook Post was made shortly following the issuance of the Executive Order by the U.S. President and in a time of intense scrutiny in the United States concerning the use of pronouns by people that identify in a non-binary manner.

57. While the Councillor has asserted that the Facebook Post was not made in specific reference to any politician and that he was not aware of the Executive Order, we note the timing of the Facebook Post was made during a period of heightened reporting on these issues.¹⁰
58. The timing of the Facebook Post did not go unnoticed and was referenced in a number of the Complaints, for example:
- “His post was done at a critical time when U.S. President Donald Trump signed an executive order that took away a person's right to self-identity, and that eliminated pronouns other than those assigned at birth (male/female). The timing of Mr. Cooper's post clearly indicates where his beliefs lie.”
 - “The meme was in direct reaction to recent Executive Orders signed by the current President of the United States.”
59. We have taken notice that the issuance of the Executive Order received widespread media attention, including in Canada.
60. We also have taken note of the Ontario Human Rights Commission's *Policy on preventing discrimination because of gender identity and gender expression* which provides:

Trans people and other gender non-conforming individuals are often judged by their physical appearance for not fitting and conforming to stereotypical norms about what it means to be a “man” or “woman.” They experience stigmatization, prejudice, bias and fear on a daily basis. While some may see trans people as inferior, others may lack awareness and understanding about what it means to be trans.

“The notion that there are two and only two genders is one of the most basic ideas in our binary Western way of thinking. Transgender people challenge our very understanding of the world. And we make them pay the cost of our confusion by their suffering.”¹¹

¹⁰ See *Robertson v. Rural Municipality of Murray Harbour*, 2025 PESC 60 (CanLII) at paras. 4 and 5 noting that a sign posted by a locally-elected official calling mass graves a hoax was posted on the day before the National Day for Truth and Reconciliation as a factor that was considered.

We also cite the article titled “Unclear how Trump's gender order would impact Canadians with 'X' mark on passports”, CBC, January 24, 2025, online: [Unclear how Trump's gender order would impact Canadians with 'X' mark on passports | CBC News](#) which notes that “Since 2019, Canadians who do not identify as female or male can list their gender as “X” on their passports” and that such individuals were concerned about the implications of the Executive Order.

¹¹ Policy on preventing discrimination because of Gender Identity and Gender Expression, Ontario Human Rights Commission, online: [Policy on preventing discrimination because of Gender Identity and Gender Expression](#) at page 8, citing Barbara Findlay, as cited in John Fisher & Kristie McComb, *Outlaws & In-laws: Your Guide to LGBT Rights, Same-sex Relationships in Canadian Law* (Ottawa: Eagle Canada Human Rights Trust, 2003) at 46.

61. We also have taken notice of the *Oxford English Dictionary*, which recognizes the growing acceptance of the word “they” as a singular pronoun in various contexts, including for people who identify as neither male nor female.¹²

(c) Sections 4.2, 4.3, 6.1 and 9.2 of the Code

62. With respect to the alleged breaches of Sections 4.2, 4.3 and 6.1 of the Code, it is our view that the Complaints did not provide sufficient grounds to warrant an investigation under these provisions. Specifically:

- (a) Section 4.2 and 4.3 both address the City’s Procedural By-Law and meetings of Council or committees.
- (b) Section 6.1 of the Code prohibits members of Council’s inappropriate use of City resources and/or direction of City staff.

63. As the Complaints all addressed the conduct of the Councillor via social media, we found that Sections 4.2, 4.3 and 6.1 of the Code were not engaged as the conduct in question did not occur during a meeting of Council and comprised of online communications. We have accordingly exercised our discretion under the Complaint Protocol not to investigate the allegations with reference to Sections 4.2, 4.3 and 6.1 of the Code.

64. Section 9.2 of the Code likewise requires that members of Council abide by the “Corporate Core Values and Behaviours” attached at Appendix A to the Code as “guiding principles”. We have accordingly taken note of the principles in our in our review and assessment of the Complaints. However, as “guiding principles”, the Corporate Values and Behaviours are guiding tenets and they do not constitute free-standing independent obligations which can be separately and independently.¹³

65. Therefore, while the Corporate Values and Behaviours will assist in an interpretation and application of the Code, we will not be examining the allegations in light of an alleged contravention of these provisions.¹⁴ However, as noted below, we have considered them for the purposes of our analysis of other operable provisions in the Code.

(d) Section 4.1 of the Code

66. We have carefully considered the Facebook Post, including the meme and the Councillor’s comments in response to comments critical of his post, in light of the provisions set out at Section 4.1 of the Code.

¹² Oxford English Dictionary, online: [they, pron., adj., adv., n. meanings, etymology and more | Oxford English Dictionary](#) see 1.2.c “Used with reference to a person whose sense of personal identity does not correspond to conventional sex and gender distinctions, and who has typically asked to be referred to as *they* (rather than as *he* or *she*).

¹³ See Ruth Sullivan, *Sullivan on the Construction of Statutes*, 6th ed. (2014), at p. 454.

¹⁴ See, for example, *Re Ford*, 2013 ONMIC 12 and *Re Wilson*, 2017 ONMIC 13 at paras. 16 and 118-119.

67. The Councillor has asserted that the Facebook Post was made from his personal Facebook page and unrelated to his role as an elected official. We also note, however, that the Facebook post was circulated in the media and was widely reported. The Councillor also expressly noted that his page was followed by over 790 individuals, which suggests a larger reach than a private post to just family and close friends. In reviewing the Councillor's private Facebook page we also found reference to the 2022 municipal election.
68. As an elected official, the Councillor implicitly represents the City at all times and, as such, is expected to operate from a base of integrity and courtesy, regardless of whether he is in speaking at a meeting of Council or typing on a computer screen.
69. We, therefore, find that there is sufficient evidence to suggest that the Facebook Post went beyond a personal matter given our summary above and the manner in which it was reported on in the media and that the Facebook Post may therefore be assessed according to the applicable standards of the Code.
70. In our view, the Councillor's Facebook Post is a form of political expression and opinion.
71. Freedom of expression is a fundamental right in Canada.¹⁵ We take direction from the Supreme Court of Canada in our interpretation of political speech in that the Code must be interpreted in a manner consistent with the freedom of expression, and in a way that provides as broad an interpretation as possible.¹⁶
72. In its decision in *Committee for the Commonwealth of Canada v. Canada*, the Supreme Court of Canada wrote:

Hence the justification for the widest freedom of political speech stems not only from some abstract search for truth, but also from the tangible goal of preserving democracy. As this Court stated in *Reference Re Alberta Statutes*, [1938 CanLII 1 \(SCC\)](#), [1938] S.C.R. 100, at pp. 145-46, where Cannon J. held that freedom of expression was beyond provincial competence since expression is necessary to the functioning of a democracy:

Freedom of discussion is essential to enlighten public opinion in a democratic State; it cannot be curtailed without affecting the right of the people to be informed through sources independent of the government concerning matters of public interest. There must be an untrammelled publication of the news and political opinions of the political parties contending for ascendancy Democracy cannot be maintained without its foundation: free public opinion and free discussion throughout the nation of all matters affecting the State within the limits set by the criminal code and the common law.¹⁷ [Emphasis added]

¹⁵ Freedom of expression is guaranteed by s. 2(b) of the *Canadian Charter of Rights and Freedoms*, Part I of the *Constitution Act*, 1982, being Schedule B to the *Canada Act 1982 (UK)*, 1982, c. 11 (the "Charter").

¹⁶ *Re Noel*, 2025 ONMIC 1, at para. 179.

¹⁷ *Committee for the Commonwealth of Canada v. Canada*, [1991] 1 S.C.R. 139 at para. 77.

73. Moreover, as Integrity Commissioner, we are unable to police the truth or falsity of political speech. Municipal officials are democratically elected to represent their communities' interests and, as it has been recognized, it is important for elected officials to exercise free speech in order to ensure effective participation while acting as conduits for the voices of their constituents.¹⁸
74. However, it has been recognized that freedom of expression is not an absolute, unfettered right.¹⁹ The right is limited by reasonable restrictions prescribed by law that than can demonstrably justified in a free and democratic society, including by requirements to protect the rights and freedoms of other persons, such as those imposed by standards set out in municipal codes of conduct.
75. Likewise, it has been held that it would be entirely unacceptable for an elected official to make statements in support of abhorrent views, such as slavery, regardless of whether these views were held by their constituents.²⁰
76. A recent integrity commissioner report relating to conduct on social media summarized the interplay between municipal codes of conduct and the right to freedom of expression under the *Charter* as follows:

...The statutory purpose of the Code of Conduct in Ottawa is similar to that in Pickering, Chatham Kent, and other municipalities in Ontario. The Code of Conduct recognizes that Members are elected to lead the community, look after its interests, and act as the voice of their constituents. The Code does not restrict Members from participating in debate; rather, it sets a standard of conduct which regulates how Members express their views. For example, the Code of Conduct requires civility and prohibits abuse, intimidation, and harassment. These limits are important to foster respectful debate and ensure community members are not fearful of repercussions if they express an opposing viewpoint. Freedom of expression is critical to allow Members to share dissenting opinions and enhance participation in municipal issues. However, targeting individuals in a manner which intimidates them and others from participating in public debate, contributes little to the marketplace of ideas.²¹

¹⁸ See for example, *Robinson v. Pickering (City)*, 2025 ONSC 3233 (CanLII) at para. 126.

¹⁹ Indeed, s 1 of the *Charter* expressly provides that the guarantee of rights and freedoms in the *Charter* are subject to "such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society."

²⁰ *Robinson v. Pickering (City)*, *supra* note 18 at para. 127, summarizing the Integrity Commissioner's findings in the Second Report.

²¹ "Report on an Inquiry Respecting the Conduct of Councillor Plante", Integrity Commissioner of the City of Ottawa, August 21, 2025, online: [Document 1 - Report on an Inquiry Respecting the Conduct of Councillor Plante](#) at p. 29.

77. The issue with respect to the Code of Conduct is whether the Councillor conducted himself pursuant to the requirements of Section 4.1 of the Code, that is, with the understanding that all members of the public are to be treated with dignity, courtesy and empathy. We note, in particular, that Section 4.1 Code specifies that members *shall at all times* comport themselves in accordance with the standards expected therein.²²
78. We are mindful of the need to balance the Councillor’s right to freedom of expression, on one hand, and consider conduct which may purport to impair the rights of others as this could have a corrosive effect on democracy.
79. With respect to the Facebook Post, we find that the meme was not sensitive to the wider social conversation occurring at that time about the inclusion of people who use pronouns such as “they” or “them” to self-identify. The meme was interpreted by many who viewed it as mocking individuals who chose to identify themselves by pronouns other than “she/her” or “he/him”.
80. While we are aware that the Councillor has stated his intention was not to demean or oppose any particular group, regardless of their gender identity or sexual orientation, we found that the meme posted in the Facebook Post can be interpreted in such a way as to suggest that it mocked individuals who self-identify in a non-binary manner.
81. While the Councillor has defended the meme as a form of political debate that used humour to assert a point, we instead have determined that the meme within the Facebook Post, in the context in which it was posted, demeaned a specific group of individuals so as to make them feel secondary or devalued. As such, the meme set out in the Facebook Post did not uphold the Code’s requirements that members of Council conduct themselves at all times with decorum, courtesy, respect and decency.
82. Various Complaints referenced the potential harm and harmful impact that the Facebook Post had created:
- “...it is still unbelievably callous for any human to post content that could very well lead to physical violence against an already marginalized group, and will no doubt do mental and emotional violence to them just in the posting of such rhetoric.”
 - “For a city council member to disparage and bring potential harm to a community group who already received the most hate crime in our region is beyond reprehensible; it’s callous, dangerous and I’m not sure unprofessional is a strong enough description.”
 - “If Mr. Cooper himself is prejudiced and bigoted, that is his personal choice, but posting as he [did] encourages the spread of hatred, and puts innocent people in danger.”

²² In this regard, we take note of the “Corporate Core Values and Behaviours” in Appendix A of the Code which serve to support the standards in the Code and which speak to the principles of Integrity, Respect and Inclusiveness.

- “People in public office should show tolerance and respect for peoples choices, not post inflammatory and crude memes mocking and denigrating other human beings for not living his chosen lifestyle.”
 - “Formal complaint stems from Mr. Cooper's backward and unwarranted attack on a marginalized community in Cambridge.”
 - “The councillor chose to make these disrespectful and uncourteous comments in a public setting on social media, at a time that some of his most vulnerable constituents face significant threats of violence and loss of legal protections. He further chose to make these comments repeatedly; this was not a single post but a series of comments where he chose to continue his position at his cruel comments in a public setting. While the councillor’s comments were not directed at a specific individual, they create a hostile environment.”
 - “Those is transphobic in nature, creating a threat on the representation and safety of trans people.”
 - “... this brings me to the hateful example of intolerance Adam Cooper displayed when he posted transphobic hate on social media. Even the Mayor was forced to publicly address and denounce the blatant hatred, although she neglected to mention Cooper by name. Cooper hasn't apologized or taken responsibility for the inappropriate, hateful meme. He actually responded publicly on the local news that he did nothing wrong. Clearly he's not representing all people from his ward and the city.”
 - “Is deeply hurtful to see mockery of an issue like this that affects not just transgender people but their families and those around them as well. While people may hold differing opinions, I find that it is entirely unacceptable to mock others in a public space such as social media, especially for someone who holds a role of leadership within our city. It undermines any value that the city might place in inclusivity, respect, and kindness, which I do believe that [are] our city values.”
 - “The timing of the post, which coincided with high profile anti trans gender declarations in the United States, clearly contextualises the image as mocking and marginalizing trans-gender and gender-diverse people. Regardless of his stated intent, the effect was discriminatory and deeply harmful, as evidenced by the large volume of public complaints and the community response.”
83. The harm that the Facebook Post was causing was expressly acknowledged by Mayor Liggett when she took what she herself indicated was an unusual step to “speak out” about the comments made by the Councillor. In her public statement on January 23, 2025, the Mayor explicitly referred to the anguish and hurt caused by the Facebook Post:

The implications within the meme have brought distress and pain to families and members of our community.

84. The Mayor's statement is rife with language referring to "people being pitted against each other" and persons being left "to wonder whether they are safe"; references to "fearful" "weaponized"; "living without fear"; and concluding that young persons should not "have to feel bewilderment, anger, or fear."
85. When considered with the news coverage, commentary and official comments speaking to the harms generated, we find that the meme contained within the Facebook Post contravened the requirements of Section 4.1 of the Code.
86. However, we do not find the Councillor's comments set out below the meme to have contravened the Code. We have determined that the Councillor's comments below the meme in response to a commentator were attempting to characterize his overall position and did not rise to such a level in and of themselves to contravene the provisions of Section 4.1 of the Code.
87. With respect to allegations that the Councillor's interaction with the Complainant from a Facebook Group and that he had called the individual a "tantruming teenager", we find that they are not sustained on a balance of probabilities. No supporting documentation was proffered by the Complainant and the Councillor indicated that he did not remember addressing the Complainant in such a manner. We accordingly, cannot conclude that the statement was made.
88. We also find that the conduct of removing someone from a Facebook group or calling them a "tantruming teenager", even if proven, would likely not amount to a breach of the Code. While describing someone in the manner which has been alluded to is not courteous, it does not rise to such a level as to seriously merit consideration for a sanction. We accordingly dismiss all allegations pertaining to the parties exchange over The Bridges with respect to contraventions of Section 4.1 of the Code.

(e) Section 9.1 of the Code

89. We do not find that the Facebook Post (including specifically the meme or comments exchanged under the meme and as reported on) contravened Section 9.1 of the Code.
90. Our interpretation of Section 9.1 of the Code is that it seeks to import the requirements of the Ontario *Occupational Health and Safety Act*, the Ontario *Human Rights Code* and the City's *Respect in the Workplace Policy*. Each of these pieces of legislation and/or policies govern standards in relation to the workplace.
91. Moreover, Section 9.1 of the Code specifically sets out that it applies to situations in which a member of Council is engaged in official business:

Harassment, whether it occurs inside or outside the workplace, but is related to the activities of elected office, is considered to be inappropriate behaviour for the purposes of the Code. [emphasis added]

92. While we find that the Facebook Post constituted inappropriate behaviour amounting to conduct of a degree sufficient to engage the Code under the language of Section 4.1 of the Code, we find that the post itself was not sufficiently related to the formal activities of elected office to merit scrutiny under the specific wording of Section 9.1.
93. We have determined that the Facebook Post was not made directly in relation to the activities of the Councillor's elected office and, therefore, it did not contravene Section 9.1 of the Code.

(f) The Councillor's Comments on the Draft Report

94. Pursuant to the requirements of the Code, we provided the Councillor and all Complainants with a copy of our preliminary report on September 2, 2025 on a strictly confidential basis so that the Councillor and Complainants could provide their final comments on our findings.
95. The Councillor responded on September 15, 2025 and confirmed that he had received and read the draft report. The Councillor provided no substantive comments on our findings.
96. In his communication, the Councillor raised concerns that the preliminary report had been shared with other persons and that he had been under the impression that he would be the only individual to receive an advance copy.
97. We responded to the Councillor and noted the requirements of the Code that the Integrity Commissioner provide a copy of its draft report to the responding member as well as to the complainants. We noted that this requirement was not a typical provision in a municipal code of conduct:

The Integrity Commissioner shall provide a copy of the draft report to the complainant and the Member subject to the investigation within 20 days of the due date.

98. We did not receive any substantive comments from any of the Complainants with respect to the preliminary report.

H. ADDITIONAL ISSUE

99. During the course of our investigation, an additional issue came to light. Upon receiving correspondence from the legal counsel engaged by the Councillor, it appeared to us that the lawyer may have been providing legal services to the Councillor on a no-cost basis.
100. We reviewed the website cited on the lawyer's letterhead labelled "The Democracy Fund" and noted the following statement: "All of our clients are represented free of charge thanks to the generous support of our donors." A number of testimonials on the website also included statements that clients had received free legal representation.

101. The foregoing caused us some concern in view of the prohibition in the Code related to the receipt of gifts and benefits by members in relation to their roles as members of Council. Section 6.3 of the Code provides, in part, as follows with respect to Gifts, Hospitality and Benefits:

No Member shall accept a fee advance, gift or benefit that is connected directly or indirectly with the performance of their duties in office.

102. On April 23, 2025, we advised the lawyer for the Councillor of this provision and cited the entirety of Sections 6 and 7 of Appendix C to the Code which provide that members who are parties to a complaint shall be reimbursed for actual and reasonable legal expenses up to various maximum amounts, subject to certain restrictions. We also noted as follows:

If Councillor Cooper is receiving legal services from The Democracy Fund in relation to the Code of Conduct Complaints on a no-cost or discounted basis, this may constitute a contravention of Section 6.3 of the Code of Conduct.

We are therefore writing to draw this specific provision to the attention of your client, Councillor Cooper, in light of his role as a member of Council and his obligations under the City of Cambridge's Code of Conduct.

103. The Councillor's legal counsel wrote to us on April 24, 2025 to advise that they:
- were unaware that the Councillor's receipt of legal services on a no-cost or discounted basis might contravene Section 6.3 of the Code;
 - had no intention of being involved – even inadvertently – in such a Code violation; and
 - would withdraw immediately from the matter out of an abundance of caution.
104. The Councillor also wrote to us the same day and claimed that we had stated he was or would be “under investigation” for breaching Section 6.3 of the Code and that it was “incredibly unfair and discriminatory” for him not to be able to receive free legal representation. The Councillor claimed that he was “entitled to a defence but that defence has now been taken away from me through no fault of my own.” The Councillor also indicated that his lawyer would continue to act for him if we provided a “written waiver” from us.²³
105. We wrote to the Councillor on April 25, 2025 disclaiming his assertions that we had stated he was “under investigation” and that he was prohibited from obtaining legal advice and representation. We also indicated that we could not provide a “waiver” to permit him or any member to conduct themselves in contravention of the Code. Finally, we also refuted his assertion that he had been discriminated against or treated unfairly in any way with respect to his ability or inability to retain legal services.

²³ The Councillor's correspondence also included the following statement: “I know of more than one occasion when an elected official in Cambridge was represented for free by their lawyer and there was no consequence whatsoever.”

106. We have included this matter in our Report for an educational purpose, both for the Councillor and for the others members of Council. Contrary to the Councillor's assertions, he was not under investigation for any breach of Section 6.3 of the Code. However, based on the facts as we have set out above, we believed that it was not appropriate for us to remain silent and to not advise the Councillor's lawyer of our concern with respect to the unauthorized benefit that he would be receiving by way of free legal representation.
107. We reiterate that the Councillor was never precluded from obtaining legal representation and, in fact, we expressly noted to the Councillor's lawyer that the Code itself provided members of Council with funding of up to \$5,000 for actual and reasonable legal and related expenses, subject to the various findings being made by the Integrity Commissioner.
108. We make no finding of contravention of Section 6.3 of the Code against the Councillor but have included this in our Report as a caution to other members of Council that they cannot accept gifts and benefits connected directly or indirectly with the performance of their duties in office, including free or discounted legal advice and representation.

I. CONCLUSIONS

109. Based on our review of the entire evidentiary record and for the reasons set out above, it is our finding, based on the civil standard of a balance of probabilities, that the Councillor contravened Section 4.1 of the Code by virtue of posting the meme contained in the Facebook Post.
110. The remaining portions of the Complaints with respect to Sections 4.2, 4.3, 6.1, 9.1, and 9.2 are hereby dismissed.
111. As noted above, we have made no finding of a contravention by the Councillor of Section 6.3 of the Code and have not considered it in making our recommendations.

J. RECOMMENDATIONS

112. As Integrity Commissioner we act in an investigative capacity. We review and assess formal complaints, make findings, provide our opinion and make recommendations as warranted to Council. We have no authority to impose penalties or sanctions nor to order the rectification of wrongdoing, if any is found.
113. In accordance with the statutory scheme of the *Municipal Act, 2001*, Council has an adjudicative role. As recently noted by the Ontario Divisional Court,

it is the [Integrity] Commissioner who, following an investigation, determines if the complaint is sustained. Where a complaint is sustained, in whole or in part, the Commissioner is required to report to Council with his findings and any recommended corrective actions. Council's duty is to "consider and respond to the report" of the Integrity Commissioner.²⁴

²⁴ *Chiarelli v. Ottawa (City)*, 2021 ONSC 8256 (Div. Ct.) at para. 148.

114. Subsection 223.4(5) of the *Municipal Act, 2001* and the Code authorize the Integrity Commissioner to recommend, and Council to impose, the following penalties on a member who has been found to have contravened the Code:
- (a) a reprimand; and
 - (b) a suspension of remuneration paid to the member for up to ninety (90) days.
115. The *Municipal Act, 2001* currently authorizes only the above-noted two penalties. At present, a member of council cannot be removed from office for breach of a code of conduct although Bill 9 – the Municipal Accountability Act, 2025 – to be considered by the Provincial Legislature, may contain a provision authorizing the removal of members from councils and local boards for egregious misbehaviour.
116. We have determined that the Councillor has contravened Section 4.1 of the Code. In arriving at this conclusion, we particularly considered the following:
- (a) The Councillor is a first-time member of Council, elected in 2022, and had not previously held public office.
 - (b) At the commencement of his term of office, the Councillor attested that he had reviewed, understood and accepted the Code.
 - (c) The Councillor has asserted that it was not his intent to single out a single group or cause harm, but rather, engage in debate on the issue of legislated speech.
 - (d) The Councillor stated that he deleted the Facebook Post within twenty-four (24) hours of its posting.
 - (e) The Councillor has noted that he was subjected to a form of “cancel culture” by an orchestrated series of complaints.²⁵
 - (f) The Councillor’s right to freedom of expression and the necessity of interpreting Section 4.1 of the Code of Conduct in a manner consistent with the *Charter* and that, as Integrity Commissioner, we should be reluctant to interfere with how the Councillor exercises his political judgment.

²⁵ This was referenced throughout the Councillor’s Response and Sur-Reply and stated directly to us.

A new article quoted him as stating his Facebook Post and ensuing on-line discussion with a complainant “led to a deliberate and malicious mob-like attempt by [a complainant’s] numerous followers to cancel me with a deluge of hateful, bullying emails and messages that nobody should ever have to endure”: CTV News, January 23, 2024, online: [Cambridge city councillor under fire for Facebook post](#), *supra*, note 2.

We acknowledge that one of the complainants did encourage other persons to file complaints, however, having closely reviewed the ten validly submitted complaints, we found that they were all largely individualized and did not appear to consist of duplicative “carbon copies” of one another.

- (g) The meme set out in the Facebook Post appears to clearly mock individuals who self-identify in a non-binary manner and these individuals constitute a marginalized group in society.
 - (h) Almost all of the Complainants cited the harm caused to gender non-conforming individuals by the meme and the attention generated by the Facebook Post, especially in the period of time surrounding the Executive Order and discourse over gender-identity.
 - (i) The Mayor issued a public statement acknowledging the “distress and pain” caused members of the community and their families.
 - (j) The Code requires members of Council to treat members of the public at all times with dignity and empathy, in accordance with the principles of respect, integrity and inclusiveness.
 - (k) The Councillor has not apologized for any harm his Facebook Post and meme may have caused.
117. Based on this violation of the Code, we recommend the following penalty on the grounds of specific and general deterrence and in order to maintain public confidence with respect to the ethical framework put in place by the Council to govern its members. It is our view that the proposed penalty is appropriate and is proportionate to the conduct of the Councillor.
118. We recommend that Council:
- (i) denounce the actions of the Councillor by way of a formal reprimand; and
 - (ii) suspend the Councillor’s remuneration for ten (10) days.
119. In addition, the courts have recognized that remedial measures or corrective actions may also be imposed to carry out the objectives of a code of conduct,²⁶ so long as those measures have an essential nexus between the wrongdoing and the remedial measure or corrective action.²⁷
120. This Report has been prepared for and is forwarded to Council for its consideration pursuant to subsections 223.4(5) and 223.6(2) of the *Municipal Act, 2001*. Council is being asked to make a decision solely on the Recommendations sets out in this Report.
121. Council can accept our recommendations in full, reject them outright or accept them in a modified manner.

²⁶ *Magder v. Ford* (2013), 7 M.P.L.R. (5th) 1 at para. 67 (Ont. Div. Ct.).

²⁷ *Altmann v. Whitchurch-Stouffville (Town)* (2018), 81 M.P.L.R. (5th) 1 at paras. 43 & 44 (Ont. S.C.J.); *Dhillon v. Brampton (City)*, 2021 ONSC 4165 at para. 94 (Div. Ct.).

122. This Report is to be made public pursuant to subsection 223.6(1) of the *Municipal Act, 2001*.

Respectfully submitted,

AIRD & BERLIS LLP

A handwritten signature in blue ink, appearing to read "John Mascarini". The signature is stylized with a large loop at the beginning.

John Mascarini
Partner

A handwritten signature in blue ink, appearing to read "Meghan A. Cowan". The signature is cursive and fluid.

Meghan A. Cowan
Partner

Integrity Commissioner for the City of Cambridge

Dated this 7th day of October, 2025

APPENDIX "A"

FACEBOOK POST CONTAINING THE MEME AND COMMENTARY

The screenshot shows a Facebook post by Adam Cooper. The post features a meme with a woman with bright blue hair and glasses, shouting. The text on the meme reads: "HE TOOK MY PRONOUNS!" at the top, "Your municipal governments need to be better than they are...guaranteed" in a black box in the middle, and "I HAVE TO LIVE IN REALITY NOW!" at the bottom. Below the meme are interaction buttons for Like, Comment, and Send, and a notification that Mike Salt and 17 others reacted. A comment from Eric Bolton is visible at the bottom of the post, stating: "Dude...you're a city councillor. You should be better than this." To the right of the post is a scrollable thread of comments. Adam Cooper replies to Eric Bolton: "Dude, respect others opinions. Be better than your comment." Eric Bolton replies: "You can have your opinions, but you're making jokes about people you're supposed to represent in your district. Also, this week sooo many queer people feel scared and uneasy because of decisions south of the border. You're just adding to that. No, I stand by this. Be better." Adam Cooper replies: "I'll proudly represent reality and those that support it. To each their own, live as you wish and I will support you but I will not support those that wish to legislate others into forcefully supporting their own beliefs. Enjoy your night Eric." Eric Bolton replies: "You're publicly bullying a minority. And if you're cool with that then you should not hold the role you do. Truly...be better and consider the position you hold before you post." Adam Cooper replies: "Bullying? You're entering accusational territory that you need to think twice about entering Eric. My position is not a weapon for you to use. If you can't handle opposing opinions then I suggest you either stop throwing accusations or start delivering a sound and legitimate argument that does not make baseless and exaggerated accusations. This conversation is over as far as I am concerned. Feel free to bring this topic up in person when you see me and I will be happy to have a mature conversation. I wish you well Eric as I always have." Eric Bolton replies: "Adam Cooper I cannot believe how wrong you are, and it's extra unbelievable that you're doubling down. Confirmed, you should not be a councillor. Any further conversation will be with all of council, Cambridge and Waterloo. Night night."

Source: "Mayor, councillor respond to criticism of social media post about gender pronouns", *Cambridge Today*, January 23, 2025, online: [Mayor, councillor respond to criticism of social media post about gender pronouns - CambridgeToday.ca](https://www.cambridgetoday.ca/news/mayor-councillor-respond-to-criticism-of-social-media-post-about-gender-pronouns) and as appended to Complaint 2025-01-H.

APPENDIX “B”

Code of Conduct Provisions Cited in the Complaints

SECTION 4: CONDUCT OF MEMBERS

- 4.1 A Member shall at all times conduct themselves with decorum, courtesy, respect, propriety, decency and respect and with the understanding that all members of the public, other Members and staff are to be treated with dignity, courtesy and empathy, recognizing that a member is a representative of the City and of their elected office.
- 4.2 Such conduct shall also adhere to the provisions of applicable law including the Act and the Procedural By-Law.
- 4.3 A Member recognizes the importance of co-operation and strives to create an atmosphere during Council and Committee meetings that is conducive to solving the issues before Council, listening to various points of view and using respectful language and behavior in relation to all those in attendance.

...

SECTION 6: USE OF RESOURCES AND CITY EXPENDITURES

6.1 Use of Corporate Resources

No Member shall use City property, including land, facilities, equipment, supplies, services, staff or other corporate resources for activities other than the business of the Corporation.

Members shall respect that the powers of the municipality are exercised by Council. Council, as a whole, is responsible for policy making that directs staff in the delivery of services. For tasks or actions that require the commitment of significant staff time and/or City resources, Members must obtain approval through recommendation by decision of Council. By doing so, Council confirms that the corporate interests and business are being advanced in compliance with all applicable rules and policies respecting the use of corporate resources.

...

SECTION 9: HARASSMENT

- 9.1 Harassment includes, but is not limited to, any behavior, conduct, form of imagery or comment by any person that is directed at or is offensive to another person on the protected grounds of discrimination: age, ancestry, colour, race, citizenship, ethnic origin, creed, disability, family status, marital status (including single status), gender identity, gender expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding), sexual orientation and sexual harassment and any other grounds under the provisions of the *Ontario Human Rights Code* and the City's Respect in the Workplace Policy.

In accordance with the *Ontario Human Rights Code*, the *Occupational Health and Safety Act* and the City's Respect in the Workplace Policy, all persons will be treated with dignity and respect in an environment free of discrimination and harassment.

Harassment, whether it occurs inside or outside the workplace, but is related to the activities of elected office, is considered to be inappropriate behavior for the purpose of this Code of Conduct.

- 9.2 Members will abide by the Corporate Values and Behaviours as guiding principles and are attached as Appendix A.

...

Appendix A

Corporate Core Values and Behaviours

Staff interactions are guided by the Corporate Core Values and Behaviours established in 2014.

The City of Cambridge is committed to:

RESPECT

We will...

- Have mutual and fair understanding of the wants, needs and expectations of others
- Practice open, honest and sincere communication

INTEGRITY

We will...

- Conduct ourselves in a professional manner with emphasis on effective communication, accountability for actions, and a strong moral compass
- Be committed to maintaining a safe, trusting, and supportive environment
- Demonstrate professionalism, good judgement, and personal leadership

SERVICE

We will...

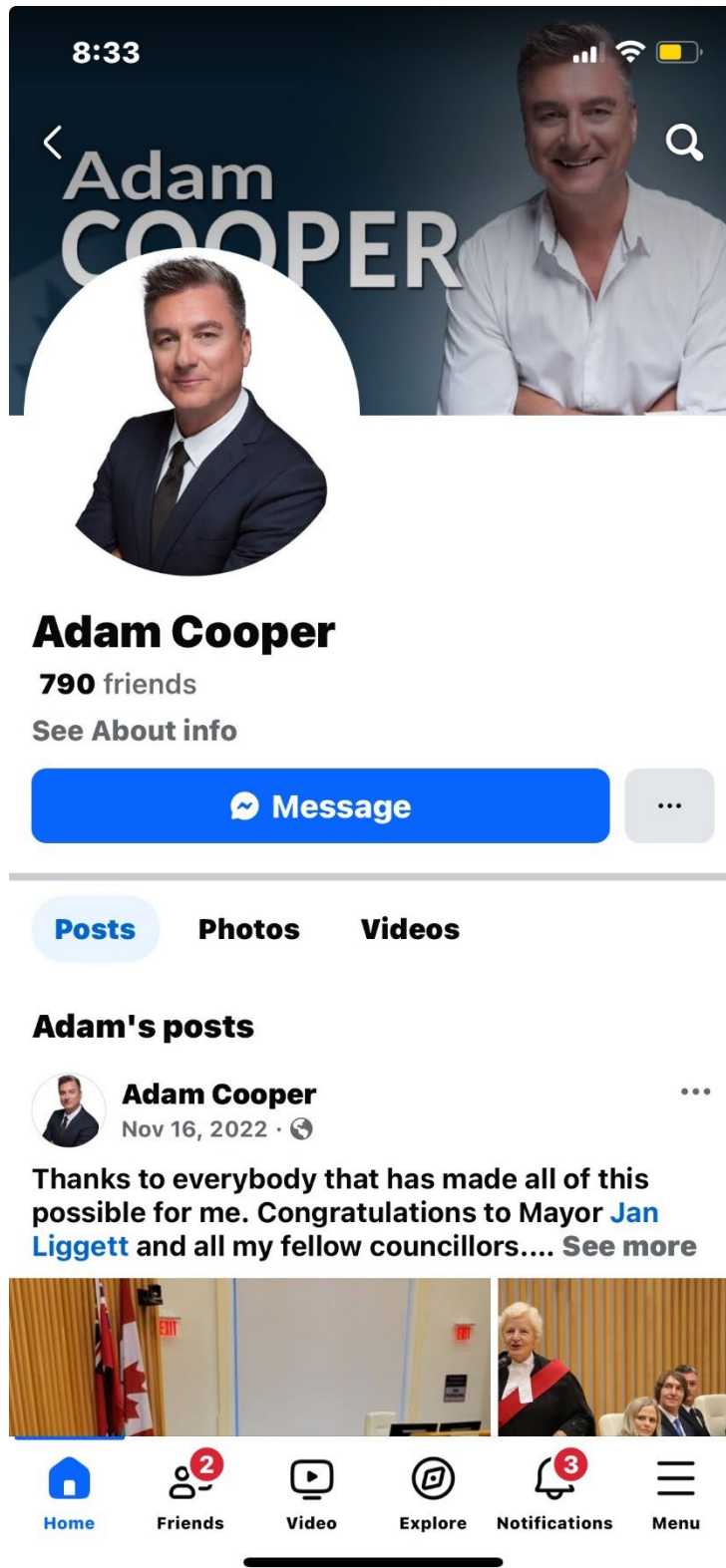
- Strive to provide timely, respectful and knowledgeable responses focusing on communication information in a friendly and accessible manner to all
- Seek feedback and use it to enhance and continually improve our services
- Demonstrate genuine enthusiasm and take pride in our work to achieve common goals
- Demonstrate hard work and dedication in an effort to enhance community pride

INCLUSIVENESS

We will...

- Commit, to welcome, learn and understand
- Foster an environment of respect and a sense of belonging for all

APPENDIX "C"



Appendix "D"

8:34

Councillor
**Adam
COOPER**
Cambridge, Ward 6

Councillor Adam Cooper, City of Cambridge

82 followers • 1 following

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adamcooper.ca

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Featured

 **Councillor Adam Cooper, City of Cambridge**
Oct 11, 2022 · 🌐

Many in our community, especially seniors, no longer feel safe walking our downtown areas and neighbourhoods.

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