

	RECOMMENDATIONS	PROJECTED DATE OF COMPLETION	ASSIGNED TO	STATUS
R1	Council and staff should immediately collaborate on a set of 3 to 5 focused priorities that will guide resource allocation for the remainder of this year and are based on councillors' agendas, community needs, and Municipality needs (as identified by staff).	April 2023	Manager of Strategic Initiatives	Complete
R2	The CAO and Manager of Strategic Initiatives should immediately redesign the strategic planning process to be executed on a 4-year cycle with annual refreshes that then inform annual priorities. See Appendix C for some tips for an effective strategic planning process.	October 2023	Manager of Strategic Initiatives	
R3	The Manager of Strategic Initiatives (and team) should implement the new strategic planning process and support the co-creation of a new term of council Strategic Plan as soon as possible. The new plan should have a manageable, realistic and focused set of strategic goal or pillars.	December 2024	Manager of Strategic Initiatives	
R4	Design and implement a Strategic Performance Management Framework that clearly articulates how Council will evaluate progress of the strategic plan and include a set of Key Performance Indicators (KPIs), the definition, owner, and target of each, and the frequency of reporting to Council.	February 2025	CAO	
R5	Once finalized, the strategic plan and associated information should be communicated broadly and live on the website as a public engagement tool, sharing the Municipality's plans and direction.	December 2024	Manager of Strategic Initiatives	
R6	The Municipality should amend its procedural by-law related to Ad-hoc Committees as well as Working Groups to:	August 2023	Clerk	Complete
	a)establish a set of criteria / guiding questions for staff and Council to use when determining whether an ad-hoc committee should be established;	August 2023	Clerk	Complete
	b)Establish guidelines for the creation, operation, and dissolution of each group including a provision that the number of committees do not exceed staff capacity to support;	August 2023	Clerk	Complete
	c)clearly articulate what responsibilities, if any, each group will have to Council;	August 2023	Clerk	Complete

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	d)define the role of individual Councillors as non-voting chairs on advisory responsible for ensuring that committees meet their Terms of Reference (ToR) as set by Council; and,	August 2023	Clerk	Complete
	e)state that all the statutory and discretionary ad-hoc committees/working groups established by Council are advisory in nature and are to provide advice to Council based on a consensus-basis.	August 2023	Clerk	Complete
R7	The Municipality should also eliminate the role of Policy Chair from its procedural by-law.	August 2023	Clerk	Complete
R8	The Municipality should remove the Committee of the Whole (CoW) and have only ad-hoc committees and working groups struck by Council for specific matters aligned with priority areas.	August 2023	Clerk	Complete
R9	The Municipality should reduce the frequency of Council meetings to twice per month (i.e., on the 1 st and 3 rd week), allowing for ample review time for materials, which supports Council's ability to make informed decisions. This means removing the Planning Meeting and shifting agenda items to one of the two remaining council meetings.	August 2023	Clerk	Complete
R10	The Municipality should add a minimum of two business days for Council to review materials before meetings (i.e., either move either Council meetings or the day materials are distributed). Then, require Council to submit all questions to staff by 12:00 pm, two business days before the Council meeting and require staff to provide all responses to the <i>entire Council</i> by 2:00 pm one business day before the Council meeting to provide Council enough time to review.	August 2023	Clerk	Complete
R11	The Chief Administrative Officer (CAO) and Mayor should include at their regular meetings Council meeting agenda management and development in addition to strategic performance, operations challenges or risks, etc.	August 2023	CAO	Complete
R12	Council direct a Delegation of Authorities review to streamline decisions on routine and/or statutory matters. If more duties or powers can be delegated, Council should then consider revising the Delegation of Power & Duties Policy By-Law accordingly.	August 2023	CAO	In progress
R13	The Municipality should standardize Terms of References (ToRs) for ad-hoc committees and develop a template that will be then approved by Council.	August 2023	Clerk	In progress

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R14	It is recommended that Council and staff work together to amend the Council-Staff Relations Policy to include best practices and principles for good Council-staff relations.	July 2023	Clerk	Complete
R15	The CAO/Clerk should review the existing templates to be more concise and consistent when sharing information to Council. The template shall ensure to provide the right level of information to Council to help them make informed and effective decisions.	August 2023	Clerk	In progress
R16	Councillors should receive more training, more regularly, so they are fully aware of their roles and what “hats” they are playing as well as the roles of different staff.		CAO	Ongoing
R17	Council, with the advice of staff, should adopt transparent criteria to guide the identification, evaluation, and appointment of public applicants on Council ad hoc committees.	August 2023	Clerk	In progress
R18	As detailed in Appendix G, which is first referenced in R12, committee ToRs should be standardized and include a section called ‘ <i>Committee Membership</i> ’ that, among other things, outlines the process and criteria for selecting members for that committee.* Each ToR will also include a section called ‘ <i>Reporting & Communications</i> ’ that will outline the committees’ accountabilities to the Council in terms of governance.	August 2023	Clerk	In progress
R19	The Municipality should ensure the Municipality’s website page on committees has only two purposes; to share information about, and drive engagement with, ad hoc committees and working groups.	September 2023	Manager of Strategic Initiatives	
R20	The Municipality should provide annual training to ad hoc committee chairs including elements on effective leadership skills, meeting facilitation, conflict management, delegating tasks and driving accountability, and fostering a positive and inclusive committee culture.	October 2023	Clerk	
R21	The Municipality should employ a range of outreach strategies to recruit public volunteers from more diverse backgrounds, communities, and demographics. This is important to ensuring that different perspectives are being captured on key issues being studied by committee on behalf of Council.		CAO	Ongoing
R22	The Municipality must ensure that all information and documentation published (both online and in print) or otherwise shared with the public in a way that is user-friendly and meets accessibility standards to drive public engagement.		Manager of Strategic Initiatives	Ongoing
R23	Council should receive formal communications training around how, when, and where to share information related to Council proceedings, including best practices around informing the public on the Municipality’s decisions.		CAO	

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R24	The Municipality should either amend its policy on the use of social networks or revise its code of conduct to provide explicit direction on the appropriate use of social media for communicating with the public as a municipal representative and specify the limitations and cautions for Council, staff, and committee members when engaging with social media, even through personal accounts.	August 2023	CAO	In progress
R25	The Clerk and CAO should collaborate with Council to redesign the Council onboarding process. This training should be required at the beginning of a new term, with a mid-term refresher. The training approach should include more diverse learning mediums to better suit the different learning styles of Councillors today and in the future (e.g., online learning module, in-person sessions, virtual sessions).	December 2024	CAO	
R26	Council should work set an annual learning and development plan for itself that sets out key issues/matters on which staff or outside experts will be brought in to present and answer Councillor questions. This will help to establish a culture of continuous improvement and growth for Council.		CAO	
R27	Introduce more formal performance management processes for Council and councillors should receive annual refreshers on good municipal governance, roles on Council, etc.		CAO	