The Rural Municipality of Manitou Lake No. 442
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November 6, 2020

RE: GOVERNANCE & STRATEGIC PLANNING FINAL REPORT

PREPARED BY: LADDERUP CONSULTING LTD

At the April 5, 2018 the RM of Manitou Lake Council passed a resolution to seek interested firms in performing a governance audit of the RM.

Governance **Audit**	18/126	**WRIGHT:** That Council request Administration to prepare an invitational tender to be sent to as many firms that may be interested in doing a governance audit of the municipality; and further, that the sealed tenders be submitted to the office prior to the regular meeting of Council to be held on May 3, 2018.
		Carried

The sealed tenders were reviewed at the May 5, 2018 meeting and Strategic Steps was contracted.

Governance **Audit**	18/143	**SWANSTROM:** That the RM of Manitou Lake No 442 Council contract Strategic Steps to perform a high level overview of governance and operations at the estimated cost of $4500 plus taxes.
		Carried

The governance audit process began in June 2018 with the governance report being presented to Council at the August 9, 2018 meeting with a Special Meeting set for August 23, 2018 for Council to further discuss the report.

Governance **Review** **Accept**	18/242	**WALDE:** That the RM of Manitou Lake No 442 Council accept the Governance Review completed by Strategic Steps Inc. as information for Council's further consideration.
		Carried

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Gov Rev **Meet**	**18/243**	**SWANSTROM:** That the RM of Manitou Lake No 442 Council hold a special meeting on Thursday August 23, 2018 at 9:00 am for Council to discuss the Governance Review Report.

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Carried

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Council accepted the recommendations contained in the Governance Report at the August 23, 2018 meeting. A Request for Proposals for a firm to complete the following:

        a. Governance Training,
        b. Strategic Planning Training,
        c. Policy Reviews,
        d. Committee Structure Reviews, and
        e. Mediation

Council reviewed the Proposals at the October 3, 2019 meeting and LadderUp Consulting Ltd was awarded the RFP.

RFP	**19/328**	**LINDSAY:** That LadderUp Consulting Ltd be awarded the RFP for Governance training and Strategic Planning training for Administration and Council, beginning in October and completion in March 2020, at a cost of $48,800.00 plus all applicable taxes.

        FOR: Lamb, Lindsay, Graham, Wright, Paterson, Swanstrom, Koch
        AGAINST:

<div align="center">

Carried

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The process began in November 2019. Due to the Covid-19 Pandemic, the in-person portions were delayed until June 2020. The Final Report was reviewed by Council at a Special Meeting on November 2, 2020. At the November 5, 2020 regular meeting the following resolution was passed:

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LadderUp **20/250** **SWANSTROM:** That the Governance and Strategic Planning
Report   Final Report prepared by LadderUp Consulting Ltd. be made
                available to the public with a cover letter attached advising that
                Council will be reviewing the recommendations in the report and
                will be setting goals and priorities and that all the
                recommendations are not necessarily binding with no cost for a
                copy of the report.

FOR: Lamb, Paterson, Swanstrom, Koch
AGAINST:

Carried

As stated in the above resolution, Council will be setting priorities and goals based on the recommendations contained in this report. Council may not accept all recommendations or any in their entirety. The process will take time.

RM of Manitou Lake #442 Council

LADDERUP
Consulting Ltd.

BASICS

LEGAL REQUIREMENTS

ROLES

DELEGATED AUTHORITY

GOOD DECISIONS

REPORTING

Governance & Strategic Planning
RM of Manitou Lake No 442
Final Report
September 2020

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‣ Improve trust & respect

3. **CAO Operational Management & Strategy Execution**

‣ Improve operations and management of the RM

‣ Improve trust & respect

4. **Bylaws, Policies & Council Committees**

‣ Clearer communication with CAO & the Community

‣ Improve operations and management of the RM

‣ Improve trust & respect

5. **Mediation, Communications and Culture**

‣ Better overall council relationships

‣ Improve trust & respect

‣ Improve communications between members of council, council & employees, council & the community

‣ Establish a more peaceful corporate culture

This content of this report together with the in-person Council Governance Retreat, forms the information and support that Council requested in its initial Request for Proposal. Each of these Focus Areas can be viewed as a stand-alone guidance documents. The complete set of Recommendations is set out in Appendix A.

FOCUS AREA ONE: COUNCIL GOVERNANCE AND OVERSIGHT OBLIGATIONS

In accordance with the Saskatchewan Municipalities Act (the "Act"), the RM has 5 established purposes. Those purposes guide every aspect of its operations.

1. Good Government
2. Essential & Desirable Services & Facilities
3. A Safe & Viable Community
4. Economic, Social & Environmental Well-Being
5. Wise Stewardship of Public Assets

In addition, based on our experience and research, there are four basic municipal premises that guide every aspect of governance and oversight for a municipality.

1. A municipality operates for the benefit of its citizens.
2. Benefit is a balance between what a citizen wants and what a citizen needs.
3. Council is elected by citizens to obtain what they want and to let them know what they need.
4. Administration is hired by Council as the competent experts that can advise as to what citizens need, can understand what citizens want, and can deliver the best balance between the two within the risk tolerance and budget set by Council.

The RM exists to serve the interests of the public. Every councillor and staff members is a public servant whose job it is to work for the best interests of the entire RM and the community within the confines of their respective roles (i.e. Councillors govern and oversee; Administration runs the operations and delivers the programs/services). Together, Council and staff (with public consultation) determine the wants and needs of the community and assess the assets of the RM to be used in an effective and efficient way in providing the community with their wants and needs.

Council and Administration are stewards of the environment and land within the RM in trust for use by the community, with an obligation to protect and enhance its natural resources. A basic principle of good governance is transparency – especially in terms of the underlying basis for any decisions that affect the public.

Components of Good Governance

Governance is the process of decision-making and the process by which decisions are implemented (or not implemented). Good Governance is responsive to the present and future needs of the organization and has a number of important and mutually inclusive components.[1]

Participation

Good governance requires participation by all parties. Governance is a social contract between governors and those being governed. In order to retain confidence in that contract, Council and Administration need to actively promote equitable participation by all sectors of society; and between one another. Participation can take many forms. It can be direct communication at Council meetings or through public institutions and stakeholder representatives. Society tends to project both majority and minority interests. Minority interests need to be protected and provided special consideration in order to be heard at the same level as majority interest. Listening to and understanding minority interests means that when decisions are made, those interests have been fairly and specifically considered and addressed. Finally, participation needs to be informed and organized. Although taking ad hoc calls from concerned citizens and receiving off the cuff commentary from employees provides some small context, it does not replace the requirement to ensure scheduled, timely and organized engagement and feedback sessions where a majority of impacted individuals can participate. Council needs to find a way to accommodate that requirement while ensuring health, safety and accessibility requirements are met for any attendees.

Rule of Law

Good government is grounded in the rule of law. The Saskatchewan Municipalities Act establishes the bare minimum framework for municipalities. The RM then enacts bylaws and policies that are fair and enforced impartially. Those same bylaws and policies must comply with all laws that impact the RM – including those that provide protection of human rights (in particular minorities and vulnerable populations) and privacy of personal information. The key to good and fair enforcement is consistency in application. It is important to track application of bylaw and policy; and to keep meticulous records of any variances in application and the specific reasons.

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[1]United Nations Economic and Social Commission for Asia and the Pacific, What is good governance?, Yap Kioe Sheng

Transparency

Transparency & communication are particularly important methods of providing information that is both wanted and needed by employees and the community. One of the ways in which Council ensures that it is being transparent in its communications is through passing bylaws and resolutions for policies. Bylaws and policies help the community understand how and why decisions are being made by Council. Bylaws and policies also set standards that Council must follow in making those decisions so that they can be held accountable to the standards articulated within bylaw and policy.

Transparency also means that decisions taken and their enforcement are done in a manner that follows rules and regulations (laws, bylaws, policies, procedures). In order for the public to understand that Council is being transparent, there needs to be freely available and direct access to information for anyone who is affected by decisions and enforcement. The type of information and how it is shared is dependent upon employee and public feedback and concerns. Information needs to be provided internally and externally in easily understandable and multiple formats to ensure accessibility.

Responsiveness

It Is best practice to have public engagement on bylaws and policies that impact the public. When there are social distancing requirements in place, as there are today, Council should devote resources to developing innovative methods of engagement that can still reach the majority of the community. In this way, uncertainty about economic and social issues and Council's efforts to mitigate that uncertainty can be shared and considered. Without feedback from employees and the community, Council cannot respond to concerns and wants; and cannot be responsive to economic and social changes within its RM. Flexibility should be built into all planning. Importantly, Council responses to questions, concerns and changing economic and social conditions need to be made within a reasonable timeframe. Being able to provide timely responses is dependent upon Council being clear about the information they want and Administration providing good reporting about what Council both wants and needs. Council is then in a position to make timely decisions rather than tabling them to a later meeting.

Equality and Inclusivity

Equality and inclusion in this context, means that the RM needs to be engaged with and understand all the different segments of its community to ensure citizens themselves feel committed to the activities of the RM. If community members can see the impact of their voices then they will be more likely to support the efforts of the RM in all areas.

Accountability

The elected members of Council are individually accountable to their divisions. However, Council as a whole is collectively accountable to the RM as a whole — the entire community and its stakeholders.. Council is accountable to all those who will be affected by their decisions and actions. Accountability cannot be enforced without transparency and the rule of law. If decisions and their rationale are not transparent, then it is difficult to hold Council responsible for those same decisions. Ensuring that the rationale for those decisions is communicated helps the public to realize that Council must balance both wants and needs, rather than catering to a single group or cause.

Effectiveness and Efficiency

Being both effective and efficient requires skill and training. It is arguably the most difficult requirement of good government. Council and the CAO must ensure processes produce results that meet the needs of the community and stakeholders while making the best use of resources. It is a delicate balancing act requiring good communication and trend tracking. Levels of services provided to the community vary depending on the financial, human and other available resources at any given moment. Throughout the juggling of desired impact and available resources is the requirement for the RM to make sustainable use of natural resources and to protect the environment for future generations.

Consensus Driven

Arriving at consensus decisions is ultimately the best practice. When decisions cannot be made by consensus, then there are provisions for voting and approval. However, it is important for the Reeve and Chair, in particular, to practice mediation of the different interests to reach a broad consensus on what is in the best interest of the community and stakeholders. In order to accomplish a consensus driven attitude, Councillor need to employ a broad and long-term perspective on what is required to fulfill the purposes of Council as a whole. Councillors should endeavour to ensure they obtain training on, and achieve and understanding of, the historical, cultural and social contexts of the community they serve.

Statutory Governance & Oversight

Council is provided with its authority (powers of governance and oversight), along with its responsibilities and accountabilities by virtue of the Saskatchewan Municipalities Act (the "Act"). In general, authority means the power over resources and decision-making that is provided to a role (in this case Council as a Whole) to ensure their accountabilities and responsibilities can be successfully carried out. Without having the power to carry out their accountabilities and responsibilities, Council would not be able to effectively govern.

Council Powers

The Act provides the authorization for the actions that Council can take in performing its duties. Generally speaking, Council can:

- Approve Bylaws in Public
- Make Resolutions in Public
- Hire, fire and manage the performance of the Administrator
- Delegate Responsibilities & Duties via Resolution/Policy to Committees of Council and Officers (ie. CAO)

Limits on Council Powers

The Act also provides limitations on actions that Council can take and provides limitations on Council's ability to govern. Generally speaking:

- A Council may act only by resolution or bylaw.
- A bylaw or resolution of Council is not valid unless passed at a council meeting held in public at which there is a quorum present.
- A resolution of a Council committee is not valid unless passed at a meeting of that committee held in public at which there is a quorum present.

Council Accountability & Responsibility

At various stages of governance & oversight, Council is either accountable for decisions, responsible for decisions, consulted on decisions or informed of decisions.

Accountability - cannot be shared — it means being ultimately answerable for actions and is specific to each role and the required skill set of that role

Responsibility - can be shared and delegated — it is task oriented and describes how ownership is taken for certain tasks

IMPORTANT: Authority must be commensurate with accountability and responsibility otherwise there is a frustration of ability to carry out requirements under each role.

Accountability

Accountability cannot be delegated. The Act and best practices determine Council's accountabilities. These are duties that Council cannot delegate to its CAO. Within its accountabilities, Council has both governance and oversight obligations. Below are a listing of key Governance and Oversight roles for which Council must actively accept Accountability.

Governance Accountability

‣ Review and approve the Bylaws (these generally set out the administrative mechanisms for Council and address specific legal requirements)

‣ Pass clear and achievable resolutions to enact governance & oversight policies

‣ Pass clear and achievable resolutions to provide further direction to the Administrator in material matters (this practice should be limited)

‣ Create (in collaboration with the Administrator and others) a vision, mission, values and a long-term Strategic Plan

‣ Review and approve annual operating and long-term budgets in alignment with strategic plan

‣ Review and approve any matters that fall outside the Administrator's delegated authorities

‣ Determine levels of materiality and risk that help define the Administrator's delegated authorities

‣ Determine the meaning of the words in its Vision, Mission, Values – these determinations will assist in setting materiality and risk levels

‣ Receive, review and question regular reporting by the Administrator on implementation of the Council's Strategic Plan – or on an annual operational plan

‣ Actively take and participate in regular training to ensure continuous learning in areas material to governance, oversight and sufficient operational understanding to make well informed decisions

‣ Setting the tone for the internal culture

‣ Set the Administrators performance plan, review the plan regularly with the Administrator and change the plan as necessary

Oversight Accountability

‣ Manage the CAO's performance

‣ Receive and critically review administrative reporting on strategy execution, budget variances, public engagement, legislative changes, etc.

Responsibility

Responsibilities are duties that Council may choose to delegate by resolution and policy. Best practice is to delegate all operational matters to the CAO. Council has neither the time nor the expertise to involve itself in the operational affairs of the RM, other than through rigorous oversight. Oversight is achieved through being clear with the CAO about what information Council wants to see reported upon and understanding from the CAO what information Council needs to see reported upon. Council then has a duty to review and critically assess that reporting as part of its oversight role.

Effective Delegation

Effective delegation of authorities and responsibilities is a hallmark of good governance. Council is not elected to be an operational body. Council is elected to hire an operational expert (or in the RM's current case — two operational experts).

Delegation of Authorities and Responsibilities

Effective and efficient implementation of strategy & direction is the role of the CAO. Council employs its CAO to oversee the day to day running of the RM, and entrusts its CAO with the authority to do so effectively, through hiring and management of additional staff and allocation of resources.

Council delegates the day to day running of RM operations within the approved annual and long-term budgets. The CAO is expected to run those operations in alignment to Council's long-term strategic plan. The CAO is expected to create operational policies and processes to ensure consistency and clarity. The CAO also creates, modifies and terminates programs and services (in consultation with Council) from time to time.

Council also delegates authorities and responsibilities to committees of Council so that the majority of the work needed to be done, can be done in committee rather than at regular Council meetings where time is more valuable.

Governance & Oversight v. Operations

Fundamentally, the CAO's role is to provide Council with complete information that it both needs and wants in order to enable it to make informed decisions. Council's role is to be clear with the CAO about what information they want.

The CAO, as the expert, provides expertise (or relies on staff expertise, or retains outside expertise) for information that is needed. In collaboration with the Administrator, Council needs to provide clarity about content and format of reporting. Reporting is the fundamental method through which Council achieves oversight of operations. Therefore, Administrative reporting needs to be thorough, concise, transparent and empowering for Council.

Council needs to focus on the larger issues for which they were elected. The CAO and Foreman need to strategically elevate their reporting and requests for decisions to allow Council to focus on the larger issues of governance and oversight. If CAO and Foreman reporting draw Council into operational decision-making, then Council will not have time to focus on their non-delegable accountabilities and more important discussions and decisions. The CAO is accountable to the Council through regular reporting for expenses and resource alignment to the strategic plan. It is a delicate balance for both parties and takes planning, time and trust to establish.

Administration needs to inform Council about the risks to the RM as a whole, otherwise Council operates in a risk vacuum and cannot possibly make well informed decisions as it will not know how those decisions impact the RM as a whole. Without that information, Council will not be able to plan ahead based on trends.

Part of that determination will be an assessment of risk materiality. There are a number of risks that typically face municipalities: financial, environmental, legal, reputational, personnel, etc. Council needs to be made aware of the different types of risks, the likelihood that the risks will impact the RM and the consequences of impact. Risks need to be tracked across the entire organization and collated into a single report for Council. Risks should be analyzed as to likelihood and consequence. Based on that analysis, a materiality matrix can be developed. Council can then approve materiality levels and risk tolerance levels for the RM as a whole. That approval can then guide the implementation of decisions and alignment of resources and allow Council to make well informed decisions.

Role Clarity

There are various unique roles within the governance and oversight realm of Council. Ensuring that these these Roles are well defined and understood is a key component of a high functioning organization. These unique Roles within the RM are:

- ‣ Individual Councillor
- ‣ Council as a Whole
- ‣ Committee Member
- ‣ Reeve
- ‣ Vice Reeve
- ‣ Meeting Chair

Individual Councillor

As an individual elected representative of one division, each Councillor represents that division's interests to Council as a Whole. Each Councillor is accountable to bring forward the concerns of their unique divisions. Individual Councillors must also abide by the Council Code of Conduct in their behaviour and conduct towards every other individual. Additionally, Councillors are

accountable to embody and model the values that are adopted by the RM. In general, individual Councillors must:

- Attend and participate in all scheduled meetings of Council or its Committees
- Represent the RM to the public
- Keep in confidence matters discussed in private or to be discussed in private at a council or council committee meeting until discussed at a meeting held in public
- Be courteous and respectful to one another, to staff and to the public
- Support Council decisions in public once they have been made
- Maintain and seek out training in good government
- Strive for continuous improvement in governance and oversight practices

Council as a Whole

When acting as part of Council as a Whole, Councillors are accountable to, among other things:

- Represent the entire RM and to consider the well-being and interests of the entire RM
- Be a good boss to the CAO
- Provide constructive feedback on administrative reporting and evaluation of RM services
- Set service levels, risk levels and materiality levels
- Direct the CAO to put in place administrative practices and procedures to implement the decisions of Council
- Make resolutions and provide direction to the CAO with one unified voice – not as individual councillors
- Maintain the financial integrity of the municipality through review of financial reporting, training in how to read financial reports, setting annual and long-term budgets and critically questioning variances

Reeve & Chair

The Reeve has responsibilities as an Individual Councillor, as part of Council as a Whole and is the Chief Elected Official of the RM with the following additional responsibilities:

- Providing leadership to Council through thoughtful comment and feedback
- Chairing Council meetings, including overseeing Council and Councillor conduct
- Maintaining order through practical application of parliamentary procedure, bylaws, policies and the Administrative Bylaw
- Actively seeking consensus among members of Council and initially mediating any intra-Council disputes in accordance with RM bylaw and policy
- Acting as the liaison between Council and the Administrator to ensure the decisions, resolutions, policies and bylaws of Council are clearly understood; and to receive feedback

from the Administrator on any operational or relationship issues that the Administrator is uncomfortable bringing to Council as a Whole

▸ Liaising with senior elected officials outside of the RM and with other levels of government

▸ Sitting as an ex officio member on all Committees of Council and any Boards and Committees otherwise established by Council

▸ Acting as the RM's key representative for any ceremonial responsibilities

▸ Providing advice and leadership to Individual Councillors and Council as a Whole with regard to bylaw, resolution and policy development, in collaboration with the Administrator

▸ Speaking on behalf of Council

▸ Communicating information to Council, for example from the Administrator or from meetings with other bodies

▸ Performing any other duty imposed on a chief elected official by any other law, regulation, bylaw and policy

During the 2 Day Governance Training, Council and Leadership set out the top qualities they believe are needed in the roles of Reeve, CAO and Foreman. The below qualities should serve as a guide for the individuals in these roles during their day to day activities.

Role Qualities

Reeve	CAO	Foreman
Leader	Confident	Knowledgeable
Listener	Open Minded	Leader
Facilitator	Transparent	Accountable
Mediator	Leader	Results Oriented
Open Minded	Unbiased	Empowered
Transparent	Firm but Fair	
Honest	Results Oriented	
Accountable	Accountable	

FOCUS AREA TWO: STRATEGIC PLANNING

Proper planning prevents poor performance. Strategically planning for the future is critically important for every municipality. Without a future-focussed process, Council will not be able to maintain focus on the key issues that are strategically important to Council and the RM. Council needs to identify what success looks like for the RM and set out for the public how Council promises to achieve that success. Perhaps the most important component of strategic planning is arriving at a clear, understandable and shared plan that has both Council and Administrative input. Administrative input is required in order for Council to determine whether the plan can be achieved.

The strategic planning process incorporates the following:

1. Vision
2. Mission
3. Core Values
4. SWOT (Strengths, Weaknesses, Opportunities & Threats)
5. Foundations for Success – Areas of Focus
6. Strategic Priorities
7. SMART Initiatives Under Each Priority (specific, measurable, achievable, repeatable, timely)
8. SMART Metrics for Measurement & Reporting of Success

More detailed components of a successful strategic plan include:

‣ Annual Review of Overall Plan By Council
‣ Current and Future Actions & Initiatives Are Aligned with Plan
‣ Ongoing Community & Stakeholder Engagement to validate direction and be responsive where required
‣ Flexibility
‣ Operational Business Plan
   o Identify & Prioritize Activities & Initiatives to Implement Plan
   o Basis for Annual Budget
   o Identify Measurable Key Performance Indicators and Accountable Roles for Achievement of Activities & Initiatives
   o Council Approved
   o Reported Upon & Reviewed Quarterly by Management & Council to Ensure Continued Viability and Assess Obstacles & Mitigating Strategies
   o Has Supporting Programs/Area Plans

- ‣ Budget
    - o Aligned to Achievement of Council Approved Business Plan
    - o Based Upon Business Plan Activities & Initiatives
    - o Identify Approved Initiatives & Activities for A Forward-Looking Period of Time (Not Just One Year)

In order to keep the RM Strategic Plan and its implementation current and flexible, it's important to regularly and consistently review and potentially revise RM priorities and objectives. Matters may arise during the year that were not originally foreseen. With regular reviews, these matters can be incorporated into the planning process. The Strategic Plan should follow the same schedule as the budget. With a linked budget process, the finances of the RM can consistently reflect both the realities and the strategic plans of the RM.

Having joint Leadership & Council planning and review sessions encourages a culture of self-reflection, communication, collaboration and trust. Council will have a better understanding of how its strategy is being implemented and any obstacles that may arise. Administration will have a better grasp on the wants and needs of Council and the feedback that Councillors constantly receive from their wards and citizens in general. Leaving the regular office environment is a more productive way of ensuring focus.

During the governance Retreat, Council reviewed the strategic planning processes and put those concepts into action – learning by doing. Council worked through exercises, reviewed the initial survey data, dialogued, debated and brainstormed during the Retreat. As an outcome of that work, Council established a draft Vision, Mission and Values for the RM.

Vision
- ‣ Short and repeatable – A "One-Liner"
- ‣ Memorable
- ‣ Positive/Active/Present Tense
- ‣ Future Focussed
- ‣ Achievable

Council considered the following questions in determining a Vision for the RM.
- ‣ What words come to mind when you think about living and staying in Manitou Lake?
- ‣ Why do you stay here?
- ‣ Why would families come here to live?
- ‣ Why would industries come here to operate?

DRAFT RM OF MANITOU LAKE VISION

> *Manitou Lake – Come for the Beauty & Opportunities,*
>
> *Stay for the community.*

Mission

- ‣ Who Is the Target Client? Community Members
- ‣ What Does the RM Do? Deliver Efficient, Effective, Reliable Services & Infrastructure
- ‣ How Does the RM Do It? With transparency, engagement, to a service standard & with a long-term financial view

DRAFT RM OF MANITOU MISSION

> *We are accountable to provide fiscally responsible services and develop innovative resources that promote opportunity and community in an environmentally responsible way.*

Values

The values of an organization are the underpinnings of every single thing the RM does. They are the guide by which each individual measures their conduct and behaviour. It doesn't matter what you do, what your vision is, what your mission is, if you don't achieve them through a values-based approach. In good government, the end does not justify the means.

Values should be defined in the context of your most important relationships – they will have different meanings in different contexts. Values are the themes that repeat themselves throughout all policies & decisions. Howsoever you choose to define the values, you should then be able to look at each policy and decision and point out where it satisfies each of the values and their definitions.

As part of the initial survey, Council and Leadership shared key areas of importance and what they considered to be priority Values. At the Retreat, Council and Leadership worked collectively to come up with their top three values and short statements about what each value means to the RM in its words and actions.

Respect	Integrity	Accountability
‣ We listen without judgment ‣ We consider other opinions & perspectives ‣ We value the individual and the group ‣ We support Council and Staff decisions and actions ‣ We keep open minds	‣ We behave professionally ‣ We are ethical & honest ‣ We deliver what we promise ‣ We are consistent ‣ We speak positively about our Council, staff & community	‣ We provide unbiased information ‣ We provide factual information ‣ We communicate clearly ‣ We keep open minds ‣ We explain our decisions and actions

During the governance workshop, Council and Leadership also had the opportunity to consider the initial drafting of a strategic plan. Based on survey answers and work done during the retreat, the following Foundations for Success, SWOT analysis and Issues were identified.

Foundations for Success

These are the areas of strategic priority for the RM - the who, what and how from the mission statement. These are the building blocks of the organization and the thematic headings for strategic priorities. Council and Leadership identified 5 key areas of focus for the RM.

▸ Good Governance
▸ Services
▸ Resources
▸ Environment
▸ Community

SWOT Analysis

Strengths - internal, positive attributes that are within your control

Weaknesses - internal factors that detract from strengths - things to improve on

Threats - external factors not in your control – assess for risk mitigation or contingency plan

Opportunities - factors in your environment that are likely to contribute to success

SWOT elements form the basis of strategic initiatives. Weaknesses and threats need to be addressed in a strategic plan through mitigating use of the identified strengths and opportunities. Council and Leadership identified the following SWOT elements.

Strengths (Internal)	Weaknesses (Internal)
‣ Training ‣ Competent/Effective Staff ‣ Keeping Staff Happy (Morale) ‣ Having Honest & Interested Councillors	‣ Personality Conflicts ‣ Flow of Information ‣ Internal Culture ‣ Lack of Specific Skills in Key Areas ‣ Inability to Come to a Consensus ‣ Staffing
Opportunities (External)	***Threats (External)***
‣ Building Roads ‣ Project Funding ‣ Infrastructure Improvements ‣ Construction	‣ Environmental (Weather) ‣ Community Support ‣ Financial ‣ Partnerships ‣ Inability to Attract Development

Top Issues Facing the RM

When asked to identify the top issues facing the RM, which would then be considered either threats or weaknesses, Council and Leadership identified some further matters requiring RM focus.

Operations	**Governance**
‣ Roads	‣ Unity
‣ Gravel Purchase	‣ Better Governance
‣ Equipment Purchase	‣ Better Direction
‣ Infrastructure	‣ Employee Retention
‣ Better Operational Planning	‣ Loss of Revenue
	‣ Better Strategic Planning
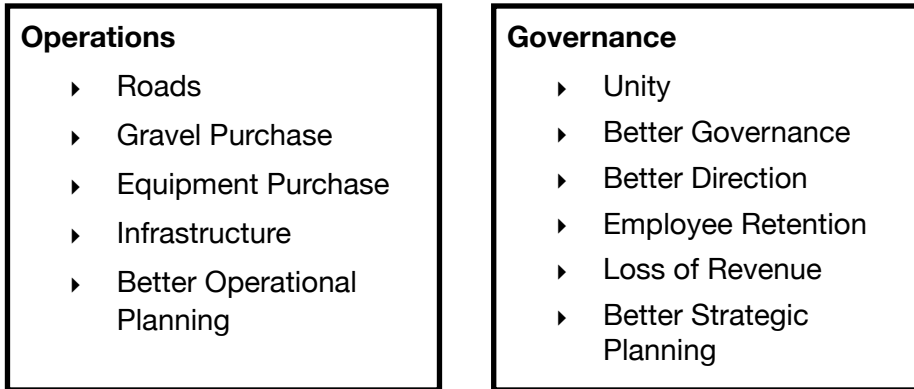
Community Member Wants v Needs

And finally, when asked to brainstorm what community members both want and need, Council and Leadership were able to identify a number of areas that would need to be addressed in any strategic plan.

Community Wants v Needs

Wants
- Value for Taxes
- Information
- To be Heard
- Low Taxes
- Security

Needs
- Good Roads
- Good Service
- Infrastructure
- Reliable Service Equipment
- Reliable Transportation
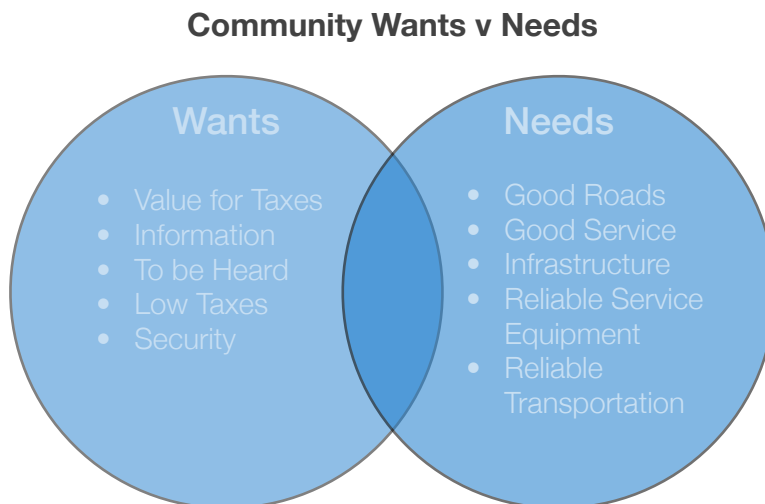
Draft Strategic Plan

Based on the information reviewed both at the Retreat and as part of the initial survey and interview process, a draft strategic plan is attached as Appendix B.

FOCUS AREA THREE: CAO OPERATIONAL MANAGEMENT & STRATEGY EXECUTION

Currently, the RM operates on a two-employee (Foreman and CAO) basis where Council has taken on the role of employer for every single employee. This is not feasible, nor is it in any way advisable. Best practice is that Council has only one employee – the CAO. However, the RM and Leadership advise they currently wish to maintain a two-employee relationship to run the operations – CAO and Foreman. Therefore, until such time as the RM is in a position to designate the CAO having overall accountability as the administrative head of the municipality, both the Foreman and CAO report to Council and are managed as employees of Council.

CAO Role

- Is the administrative head of operations
- Is on equal footing with the Foreman
- Is employed by Council and reports only to Council
- Creates and implements their own services and programs
- Ensures that the administrative policies and programs of the municipality are implemented
- advises and informs Council on the administrative operations and affairs of the municipality
- Performs the duties and functions and exercises the powers assigned to the Administrator under the Act and other laws; or as assigned by Council through resolution/bylaw
  - o Provide financial management
  - o Advise council on legislative and operational matters
  - o Provide overall administration of the municipality.
  - o Remain impartial in their role as advisor
  - o Ensure decisions made by Council are carried out
  - o Perform all other duties/responsibilities assigned under all legislation & Council bylaws & policies
  - o Many more duties outlined in bylaw, policy and legislation
  - o Takes direction only from Council as a Whole
  - o may delegate any of their powers, duties or functions to any employee
  - o Must work in collaboration with the Foreman

Foreman Role

- Is the technical head of the operations
- Is on equal footing with the CAO
- Is employed by Council & reports only to Council
- Creates & implements their own services and programs

- ‣ Advises and informs Council on the technical operation and affairs of the municipality
- ‣ Takes direction only from Council as a Whole
- ‣ may delegate any of their powers, duties or functions to any employee
- ‣ Must work in collaboration with the CAO

Governance & Oversight v. Operations

Overwhelmingly in the surveys, Council and Leadership stated that Council should let the CAO and Foreman manage operations but ensure they get good reporting for oversight purposes. In order to create an atmosphere of trust and respect, both Council and Administration need to work together towards clarity and shared understanding of wants and needs in reporting and direction.

The line between governance and operations is a tricky one to walk and a Council that does this well, will empower its Administration to more effectively manage the operations of the RM. Attached as Appendix C is a Guideline to use when determining Governance v. Operational matters.

Council has hired its Administrator to provide advice and recommendations to Council and to hire and provide leadership to staff. The staff then provide further operational management, training, advice and recommendations.

Council needs to let go of operational matters such as reviewing cheque runs, and focus on the much larger issues for which they were elected. Conversely, Administration needs to stop encouraging Council to make operational decisions which does not leave them with time to focus on their non-delegable accountabilities. Administration is accountable to Council through regular reporting for expenses and resource alignment. It is a delicate balance for both parties.

Administrative Reporting

Aligning Administrative reporting with strategic planning ensures that Council fulfills its dual roles of governance and oversight without diving too much into the weeds.

First, it's important that Council has access to an annual calendar showing legislatively required reporting and decision making - monthly, quarterly, annual. That way Council will know what its basic requirement are and when to expect reporting on those requirements to enable it to make timely decisions. Second, Council and Administration need to determine a calendar of monthly, quarterly and annually desired reporting towards fulfilment of Council's strategic plan. This reporting should include enterprise risks and mitigation strategies; and address the results of the SWOT analysis, challenges and changes requested through the survey.

Having a quarterly report allows better trend tracking, risk analysis and presentation of appropriate information. Material issues can be brought forward in a timelier manner as required, as long as Council determines what materiality means in the context of reporting.

Materiality in the context of when to raise matters outside quarterly reporting could include those that would create immediate and severe hardship to the RM and its citizens (environmental, infrastructure damage, etc); matters that would materially affect the approved budget (and a specified dollar value should be decided); and matters that would materially affect the reputation of the RM (legal issues). Often these issues are inter-related and they all affect the risk tolerance levels set by Council.

In a smaller municipality, if a department does not have an individual operational plan that aligns to the strategic plan, then the CAO should wrap up any important variances/issues in the CAO's report. If a department has its own operational plan and distinct budget, then it may have its own report. However, the best practice is for the CAO to be the only one putting forward a report on the operations of the RM. If the report is on the Consent Agenda, it is because the report does not require a decision from Council, but is simply for information to draw attention to any issues (good or bad) that are being handled operationally. Any requirement for a Council decision is a separate, stand-alone Request For Decision (RFD) report and does not belong in this type of administrative report.

These reports should not be a laundry list of the fact that a Director or CAO has done their job. These reports, to be useful, are to align with the objectives in the strategic plan and individual department operational plans. Issues that have arisen in terms of delay in project/objective or requirement for further funding or additional/heightened risks, etc., are to be addressed in these reports. Any specific issues that require a Council decision need an RFD.

Daily tasks for which a Director was hired and are in accordance with their job description are not appropriate information for Council meetings. Daily tasks are a matter between the CAO and Directors. The only time daily tasks should come to the attention of Council is when Council has received a complaint or requires further information as a result of an issue.

An example of a Request for Decision (RFD) is attached as Appendix D and an explanation of the sections of the RFD is attached as Appendix E.

Council should constantly be striving to make sound decisions based on facts. There are a number of important questions that enable Council should ask itself in order to satisfy itself that it is about to make a good decision.

1. What is the issue?
2. What is the recommended option from Administration? Pros/Cons
3. What are the other options? Pros/Cons
4. Background/Context – why is this issue before Council?
5. Who are the parties involved?
6. What is the capital/operational costs impact to each party? Money/Time/Effort
7. What are the risks? Lost opportunity, legal, reputational, missing information
8. What is the action plan for the recommended option?

9. What is the timeline to date and moving forward?

10. What are the next steps?

11. MOST IMPORTANTLY – HAS THERE BEEN AN EFFECTIVE DIALOGUE?

Attached as Appendix F is a checklist that, in collaboration with using a robust RFD, will help guide the RM in making well informed decisions.

Good Decision Making
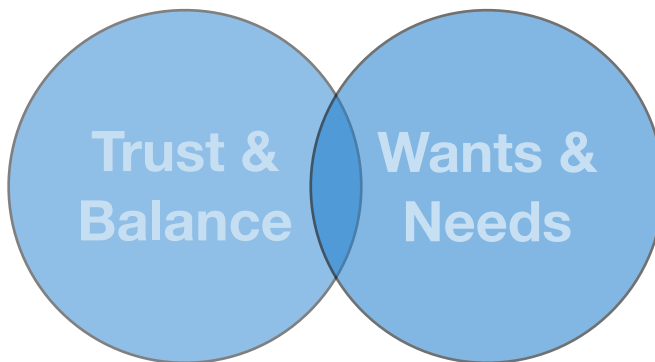
FOCUS AREA FOUR: SUPPORTING BYLAWS, POLICIES & PROCEDURES

LadderUp Consulting undertook a comprehensive review of bylaws, policies and committees earlier this year. That report was shared with Council at the governance retreat. It outlines a number of recommendations for Council and Leadership to consider in alignment with governance best practices. The Bylaw, Policy & Council Committee Report is attached as Appendix G.

FOCUS AREA FIVE: MEDIATION, COMMUNICATIONS AND CULTURE

Council requested mediation and training to deal with culture issues at the RM mainly at the Council level. In the initial survey, both Council and Leadership recognized a need for crucial conversation training. Areas needing improvement were identified in the survey and as part of the initial RFP:

‣ Respecting one another
‣ Putting aside individual differences at meetings
‣ Providing compliments on a job well done
‣ Encouraging informed risks & new approaches
‣ Providing constructive feedback
‣ Accepting accountability for directions and decisions
‣ Encouraging consensus building
‣ Encouraging debate

It is important for Councillors to realize that they do not have the same rights as an individual member of the public. Councillor rights can be summarized as follows:

‣ To respectfully say what I think & feel
‣ To be listened to and heard by other councillors
‣ To ask for what my voters need
‣ To make decisions in the best interests of the RM as a whole
‣ To change my mind based upon objective facts
‣ To ensure the success of the RM as a whole
‣ To stick to the RM values
‣ To help determine RM priorities as a whole
‣ To ask for and receive information to help make informed decisions
‣ To participate & vote
‣ To be accountable for my actions & those of all councillors
‣ To be honest & expect honesty

‣ To take risks within the limits approved by council

When asked during the retreat what Council and Leadership wanted to achieve during their terms in office or as employees, the following matters were identified:

‣ To be heard (by Councillors and peers)
‣ To make a positive difference in the community
‣ To work as a cohesive unit
‣ To provide consistent messaging
‣ To provide a standardized level of service
‣ To be valued (for work and effort)

In order to be able to achieve the results that were identified above, it is critical that Council and Leadership collectively and individually employ the tools learned at the workshop.

1. **Begin with You**
   ‣ Assume the best intentions from others – don't automatically assume things based on past hurt feelings or past negative actions
   ‣ Don't make it personal – this is not about you personally – it's about what is best for the RM
   ‣ Don't dwell on the past – let everything else go except what is important for the RM and what is important to arrive at good decisions in the best interests of the RM
   ‣ Keep an open mind – what you are telling yourself is a fact, is probably based on your personal perception of circumstance and not on provable data

2. **Act with Respect Towards Others**
   ‣ Be calm – do not attack with words or body language or retreat into silence
   ‣ Be positive – not negative
   ‣ Model the RM values – there is NEVER a reason to speak or act disrespectfully in your role as a Councillor or in Leadership – you control how you behave and you can ALWAYS choose to behave respectfully despite what anyone else chooses to do – be the better person
   ‣ Act by the Golden Rule – Treat others as you would want to be treated – choosing to be honest does not entitle you to be disrespectful – be honest with compassion and empathy – be honest in a respectful manner – honesty does not excuse poor behaviour

3. **Be the Change You Want**
   ‣ Make constructive comments – don't attack someone or retreat into silence
   ‣ Focus on the best interests of the RM – not your own hurt feelings or past issues
   ‣ Find a high-level mutual purpose that everyone can agree upon and work from there

▸ Brainstorm solutions together through inclusive dialogue

During the retreat, we talked about how to create mutual respect and a safe space to dialogue about issues affecting the RM. Some helpful tips from the exercises we did are as follows:

- ‣ Always start with you
- ‣ Deal in facts, not perception or story
- ‣ Create a mutual purpose
- ‣ Create mutual respect / a safe space – avoid silence/violence
- ‣ Share facts, tell your story
- ‣ Ask for their facts & story, mirror, paraphrase
- ‣ Brainstorm/dialogue to the mutual purpose
- ‣ Set a process for decision-making
- ‣ Assign accountability and follow up

Council and Leadership made a commitment to moving forward with mutual purpose and mutual respect. That commitment is central to every act and decision of both Council and Leadership. From the survey, individual Councillors and staff members listed the various obstacles and challenges they were facing to achieving mutual purpose and mutual respect. Individuals also listed the ways in which those obstacles and challenges could be overcome. A comprehensive list of Challenges and Suggested Changes are attached as Appendix H.

If Council and Leadership critically review the challenges and changes; if each person starts with self-reflection and improvement; and if everyone works together in a transparent and respectful manner, then true change in culture is possible. The information and tools have been provided to allow change. It is up to each individual and, in particular to Council, to set the tone, use the tools and achieve change.

APPENDIX A - RECOMMENDATIONS

Focus Area One - Council Governance and Oversight Obligations

RECOMMENDATION: That the Reeve, Vice Reeve and Committee Chairs (if different) get special training on Best Practices in Chairing meetings.

RECOMMENDATION: That the Council meeting agenda be revised in a manner similar to the attached Draft Council Agenda Example in Appendix I.

RECOMMENDATION: That agendas are revised to remove operational reporting (daily tasks) in order to focus on governance and oversight matters that align with the strategic plan. Create a consent agenda for task and program updates, along with communications to Council that do not require a decision of Council.

RECOMMENDATION: That the Chair specifically solicit opinions and reasons supporting opinions (both factual and perspective) from each Councillor during dialogue. However, opinions and facts need to be related to agenda items only and not dive into past matters and grievances. Each Councillor must approach decision making and dialogue with an open mind capable of seeing what is best for the RM as a whole and not based upon past personal conflicts.

RECOMMENDATION: That questions to Councillors from the Chair be framed as objectively as possible without encouraging a specific answer in order to avoid swaying the process one way or another before a dialogue has taken place.

RECOMMENDATION: That the Chair not open up the meeting at the end for general comments, which simply encourages Councillors to dive into the weeds of operations and raise matters that are not on the agenda. It is incumbent on Council, as a public body, to advise the public in advance as to what the agenda for each meeting will be in order to comply with the law and good governance. If issues are raised at the end of each meeting that are not on the agenda, then the RM is not compliant.

RECOMMENDATION: Given Council's history of internal disagreement and allegations of lack of transparency in decision making, minutes could include a brief supporting rationale for all resolutions in order to comply with transparency requirements and to keep the public informed. This is a best practice per Eli Mina, one of the foremost authorities on minute taking and parliamentary procedure (see Appendix L). Do not state who gave what opinions. Do not state opinions. Only state 3-4 points of supporting data and facts - or assumptions made based on a lack of data and facts. If you are using publicly published Requests for Decision like the template we have included, then you do not need to put the supporting facts in the minutes as they will be available in the RFD that was included with the published agenda. If a new rationale came up on the floor at a Council meeting

and that rationale was used to make the decision, then you should include a point about it in either the wording of the resolution or in a point under the resolution.

RECOMMENDATION: Create performance plans for the CAO and Foreman that are aligned to the long-term strategic plan and are appropriately scaled down throughout the organization. This document is the guideline for annual operational business plans. It contains the accountabilities and responsibilities of the CAO and Foreman for which Council may hold them accountable. It needs to be measurable and specific and timely. This clarity will assist both Council & the CAO and Foreman in staying on track each year.

RECOMMENDATION: Train staff and councillors on how to simplified parliamentary procedure and have a checklist. Attached as Appendix J is an explanation of simplified Roberts' Rules by Eli Mina. Eli Mina is a great resource for further training.

Focus Area Two - Strategic Planning

RECOMMENDATION: Confirm the Vision, Mission & Values through Council Resolution

RECOMMENDATION: Review the RMs Existing Policies to ensure alignment with Confirmed Values and adjust where required.

RECOMMENDATION: Review the Draft Strategic Plan and continue to develop it into finalization.

RECOMMENDATION: Have bi-annual strategic planning and review sessions with all Councillors and the Leadership team. Strategic retreats are critical to being able to focus on strategy without the day to day matters getting in the way. It is preferable to have this take place off site. Council and Directors need to be involved as this is a group effort. Management & Council are a team in running the RM. Council provides the voice of the people, direction and decisions and Management provides the expertise and advice necessary to make those decisions.

RECOMMENDATION: Do an annual community survey to get input, set expectations and receive feedback.It is also possible to do spot surveys much more frequently to get feedback on issues that arise throughout the year. Initial expense will be required to obtain an online link to community members; or to determine the best method to reach a representative majority. However, the RM has set public engagement, openness and transparency as priorities, so should commit to achievement.

RECOMMENDATION: Have an online, public dashboard showing progress towards the strategic plan along with other things (like road service levels and status) that the community may be interested in seeing. Ensure it is easy to read, geared towards a grade 4 level, clearly written, easy to find and short.

Focus Area Three - CAO Operational Management & Strategy Execution

RECOMMENDATION: That Council immediately recuse themselves from all employee matters except those related to oversight of Foreman and CAO performance. Currently both the CAO and

Foreman are accountable without having any actual authority to carry out their accountabilities. The lack of delegated authority more than likely will frustrate the ability for them to perform their jobs.

RECOMMENDATION: That Council stop reviewing cheque runs as part of the general meeting. This is not an effective use of Council time. Council receives financial reporting and variance reporting. The CAO is accountable for how resources are allocated within the approved annual and long-term budgets. Councillors are not accountants, nor are they auditors. Even if they were, they are not insured as accountants and auditors. The majority of cheques are for payments already incurred (ie. credit card statements).

RECOMMENDATION: That Council not have a Councillor sign every single cheque. Delegate signing authority to Leadership up to a specific dollar value. In particular, reviewing credit card statements after the money has been spent adds no value to governance, oversight or operations; and actively erodes trust between Council and Administration. A Councillor is required to be one of the signatories on a security (s. 174 of the Act). However, in accordance with s. 115(5), "Cheques and other negotiable instruments must be signed by the administrator and at least one other person designated by council." Nowhere in the Act does it require a Councillor to sign cheques. In fact, doing that creates real liability issues for a Councillor who is not a party in any way to the transaction in the first place.

RECOMMENDATION: In accordance with the recommendation above, Council should not allocate individual salary increases. Council should approve a regularly scheduled global salary increase through resolution and allow the CAO/Foreman to assign wage increases to staff based upon performance. If there are no salary guidelines, then those should be developed. Council should not be involved in any performance appraisals except those of the CAO and Foreman. The only two people that Council should be hiring in the foreseeable future, until Council moves to a one-employee best practices model - are the CAO and Foreman.

RECOMMENDATION: Use the provided Request for Decision (RFD) template (or similar template) as a cover document for any decision requested from Council by Administration. Work with Council to determine what information Council wants and needs for their decisions to be well-informed.

This will likely require a facilitated discussion and a review of former requests that became an issue to determine what went wrong; the patterns in requests; and to apply best practices. This will also require a review of the regular reporting done by Directors and revisions to assist them in providing the most meaningful information to Council on a timely basis. Efficiencies in meeting and staff time can be realized in this process as well.

RECOMMENDATION: Do not provide semi-monthly or monthly lists of what was done in each are, but provide shorter, perhaps quarterly targeted & strategic reporting – also consider having staff rotate monthly, providing training on each Department's high or critical risks & mitigation strategies instead. Administration seems to ask Council's advice on purely operational matters. This behaviour puts Council in a position of being operational. Leadership is the expert in the room and needs to

confidently provide advice and a recommended option (along with other options, risks and associated costs).

RECOMMENDATION: Have quarterly formal Council reviews of implementation and performance of operational objectives against strategic priorities. This should be a standard report brought forward by the CAO for Council Review. The report should be based upon Monthly reviews done by the CAO and Foreman with their staff to ensure their upward reporting is aligned as well. The quarterly report to Council will be part of the bi-annual strategic sessions.

Keep the reporting to Council succinct and targeted to the agreed strategic priorities – and aligned with the Vision, Mission & Values. This will ensure community members and stakeholders can easily determine what is happening & also that all staff and Council remain on the same page. Keep the planning flexible enough that changes can be made when required – ie. COVID-19.

RECOMMENDATION: Use attached Appendix K as a checklist of what to do before bringing any issues to Council for decision.

Focus Area Four - Bylaws, Policies & Council Committees

RECOMMENDATION: Based on the Appendix G Report (the "Interim Report"), the RM needs to do a comprehensive rewrite of its 94 Polices. The Report identified 48 policies requiring Significant Revisions. 29 policies were identified as requiring Slight Revisions. 12 policies were identified as being suitable for inclusion in a Council Orientation Manual, and 4 policies described the activities of a Committee of Council and should be included in a Terms of Reference for the appropriate committee. All policies should be reviewed in light of changes in legislation and best practices and revised accordingly.

RECOMMENDATION: Based on the Interim Report, given the size of the RM, its current strategic concerns, and the amount of administrative effort required to appropriately support Committees of Council, only three standing committees should be maintained in addition to the regular council meetings: Committee of the Whole, Operations Committee and Road Committee. Road Committee Meetings can be conducted immediately adjacent to the Operations Committee so as to limit the amount of administrative effort required.

RECOMMENDATION: Realign duties, accountabilities and authorities as outlined in the Interim Report.

RECOMMENDATION: Create Terms of Reference (TORs) for each Council Committee that clearly identify purpose, duties, authorities, roles, reporting, decision making and procedures. Clearly defined TORs ensure transparency, efficiency and effectiveness.

RECOMMENDATION: Create a detailed bylaw and policy review schedule. That schedule should include reference to minutes and resolutions, dates of approval, dates of review (and any changes made), dates of schedules reviews, related policies and bylaws, related documentation/agreements, etc.

RECOMMENDATION: Create a Master Fees, Rates & Charges Bylaw with schedules for each component, ie. Planning, etc.

Focus Area Five - Mediation, Communications & Culture

RECOMMENDATION: Create a Role Policy document that defines and sets parameters for critical roles within the RM.

RECOMMENDATION: Clearly define points of contact for types of information. Staff should have clearly defined points of contact within Administration as well. Clarity of communication, coming partly from understanding and mapping the flow of information and communication, will prevent misunderstandings and perceived "crossing of the line" by either Administration or Council. Staff should have a clear understanding that the CAO or Foreman is the main point of contact for Council (complaints about other staff members do not go to Council directly).

RECOMMENDATION: Undertake a third party employee satisfaction and culture survey every two years. The results and analysis of the survey will provide Council with information it needs to know about internal culture for staff.

RECOMMENDATION: That respectful behaviour be modelled by all Councillors and staff; and that, after a formal warning, the Chair eject any Councillor or staff member from a meeting who does not model respectful behaviour. Personal grievances are not a reason for speaking or acting disrespectfully towards other Councillors.

RECOMMENDATION: That Council and staff implement community engagement strategies beginning as quickly as possible. Council and staff cannot plan for the future of the community if they do not frequently speak with, and obtain feedback from, the community. In the same way that there is never a reason to speak or act disrespectfully towards one another, refusing to engage in a formal manner with the people Council serves is ultimately disrespectful towards the community. If there are legitimate concerns, then mitigation strategies can be implemented.

RECOMMENDATION: Ensure all Councillors have been provided with consistent speaking points on crucial matters. Every single Councillor has a duty to support Council decisions once they have been made. In order to do so, each Councillor must be provided with consistent messaging.

RECOMMENDATION: Provide Councillors and staff with regular training sessions in areas where there are knowledge gaps. A review of Crucial Conversations Training should be conducted in approximately 6 months to ensure Council continues to move towards best behaviours and continuous improvement. Privacy training and risk management training should be provided.

RURAL MUNICIPALITY OF MANITOU LAKE #442

2021-2024 STRATEGIC PLAN

VISION

Manitou Lake – Come for the Beauty & Opportunities, Stay for the Community.

MISSION

To provide fiscally responsible services and develop innovative resources that promote opportunity and community in an environmentally responsible way.

VALUES

We commit to the following core values in every aspect of governance, oversight and operations.

Respect

We listen without judgment.

We consider other opinions & perspectives.

We value the individual and the group.

We support Council and Staff decisions and actions.

We keep open minds.

Integrity

We behave professionally.

We are ethical & honest.

We deliver what we promise.

We are consistent.

We speak positively about our Council, staff & community.

Accountability

We provide unbiased information.

We provide factual information.

We communicate clearly.

We keep open minds.

We explain our decisions and actions.

We support decisions and actions.

KEY PURPOSES

1. To provide good government.
2. To provide essential & desirable services.
3. To ensure safety & prosperity.
4. To cultivate economic, social & environmental well-being.
5. To ensure the protection of public assets.

STRATEGIC PLAN

This Strategic Plan identifies our key strategic priorities over a 3-year period from 2021-2024. The Strategic Plan, and each Department's 3-year Business Plan, is updated annually as part of our Budget process.

BUSINESS PLANS

Department Business Plans outline each Department's 3-year operational plans, their top operational objectives, key strategies to achieve those objectives, and performance measurements and indicators that will showcase our success. Department Business Plans are aligned with the overall RM of Manitou Lake Strategic Plan and Budget.

5 FOUNDATIONS FOR SUCCESS

SERVICES

We will work with neighbouring municipalities and other governments to ensure fair & sustainable delivery of services to all community members. We will take action within our fiscal means.

RESOURCES

We will attract and retain new industries.

COMMUNITY

We support collaboration, education and inclusion. We will work collaboratively with neighbouring municipalities. We will support local business.

ENVIRONMENT

We will ensure long term sustainable use of land. We will support sustainable and environmentally friendly services and structures. We will plan for the effects of climate change.

GOOD GOVERNANCE

Respect, integrity and accountability are more than just words. We will provide accessible, timely and transparent reporting. We will obtain input from affected individuals and organizations. We will plan for the future.

SERVICES

STRATEGIC PRIORITY: Integrate Asset Management & Level of Service into all RM processes to enable qualitative and quantitative decision making.

Key Initiative: Council sets accurate and data-informed Levels of Service for all community members that are clearly communicated to community members.

> **Success**: By _____, publish an Infrastructure Report Card that incorporates Asset Management & Level of Service.

> **Success**: By _____, road maintenance decisions and equipment service decisions are based upon established service levels.

Key Initiative: By the end of 2022, publish known level of service information, progress towards critical projects and progress towards strategic plan success on a quarterly basis.

> **Success:** Engagement with the Community & Stakeholders is overall positive with decreased numbers of concerns & decreased times for concern resolution.

STRATEGIC PRIORITY: By _____ complete a reliable transportation network plan within the Community and to all nearby municipalities.

Key Initiative: **[TBD]**

Success: **[TBD]**

RESOURCES

STRATEGIC PRIORITY: Focus on sustainable financial planning for the future.

Key Initiative: By _____ develop a long-term financial plan for the RM that includes 10, 15 & 20-year milestones to ensure financial sustainability.

Success: There are specific plans & partnerships in place to mitigate future financial issues. Risk level is low.

STRATEGIC PRIORITY: Sustainably grow and diversify business & industry within the RM.

Key Initiative: Sustainably grow the RM's business & industry sector to generate new revenue & opportunities.

Success: **[TBD]**

Key Initiative: Work with community partners to sustain & grow local business & industry.

Success: [TBD]

Key Initiative: Promote the RM provincially as a place of growth, prosperity and opportunity.

Success: [TBD]

Key Initiative: Achieve at least three new funding opportunities each year.

Success: [TBD]

COMMUNITY

STRATEGIC PRIORITY: Invest in the community.

Key Initiative: Develop and implement a community growth plan by _____.

Success: [TBD]

STRATEGIC PRIORITY: Increase confidence in safety.

Key Initiative: **[TBD]**

Success: Reduction in rural crime.

Key Initiative: Publish an annual Report to Council on Community Safety.

Success: Increase awareness and confidence in residents.

Key Initiative: **[TBD]**

Success: **[TBD]**

STRATEGIC PRIORITY: **[TBD]**

Key Initiative: **[TBD]**

Success: [TBD]

ENVIRONMENT

STRATEGIC PRIORITY: Recognize the impacts of climate variability & infrastructure on the environment and plan ahead to ensure community resiliency.

Key Initiative: By _____, publish a comprehensive report on how the RM is sustaining community resiliency by addressing the impact of climate variability and infrastructure on the environment.

> **Success**: Council approval of Report and Implementation plans.

Key Initiative: Identify gaps & opportunities for future planning towards a sustainable environment.

> **Success**: Implementation of 2-3 opportunities and mitigation plans to   address gaps.

STRATEGIC PRIORITY: [TBD]

Key Initiative: **[TBD]**

> **Success**: **[TBD]**

GOOD GOVERNANCE

STRATEGIC PRIORITY: Accessible, timely and understandable information about Council decisions, actions and priorities.

Key Initiative: Finalize and publish a long-term strategic plan for the RM by June, 2021, in alignment with a long-term financial plan.

> *Success:* We have finalized a draft for community engagement and feedback by the end of 2020. Community engagement and feedback has been successfully incorporated into the plan by April 2021 and the plan is sent for final comment to the Community.

Key Initiative: Publish quarterly reporting on progress towards achieving the RM's long-term strategic plan beginning the quarter following publication of the long-term strategic plan.

> *Success:* Positive feedback on the quarterly publications. Use of the strategic plan to elevate Council discussions on strategy and oversight; and to elevate Administrative reporting to Council.

Key Initiative: Beginning in December, 2020, we will conduct an annual satisfaction survey in order to, among other things, determine how the community wishes to receive information and to get community input into our long-term strategic initiatives.

> *Success:* Information is accessible, timely & understandable to the Community & Stakeholders.

Key Initiative: In 2021, publish a multi-year engagement strategy based upon the 2020 initial survey results & council decisions.

> *Success:* Council accepts the recommendations in the engagement strategy and allocates an annual budget for targeted engagement in accordance with the strategy.

STRATEGIC PRIORITY: A healthy and constructive workplace culture based on our values and supported by our decisions, actions and priorities.

Key Initiative: Beginning in 2021, we will conduct an annual staff satisfaction & culture survey in order to, among other things, determine staff satisfaction with their roles & the culture & direction of the RM.

> *Success*: Staff understand their roles and feel valued for their contributions. Staff individually and collectively understand & support the direction of the RM. Staff   have authority commensurate with their accountabilities & responsibilities.

Key Initiative: Beginning in 2021, we will hold bi-annual strategic planning sessions with senior leadership and Council, and publish the results to the community with a request for feedback.

> *Success*: **[TBD]**

Key Initiative: By first calendar quarter, 2021, Council and staff to obtain further training in areas identified through the Governance Reviews - ie. privacy, risk, etc.

> *Success*: Council and staff have a shared understanding following training and create robust and clear policies and processes as a result.

Key Initiative: Revise bylaws, policies and procedures based upon governance reviews.

> *Success*: Council, staff and the community understand processes and policy considerations. Fewer complaints.

APPENDIX C - GOVERNANCE VS. OPERATIONS

COUNCIL	CAO
Bylaws 1. Review and Approve 2. Receive Public Input through the approval process 3. Monitor Implementation and Progress 4. Review and approve recommended changes annually	**Bylaws** 1. Draft for Review and Approval by Council 2. Track obstacles and trends – provide Council with solutions determined to overcome obstacles 3. Maintain annual review list and ensure Council Policy Committee reviews all governance and oversight bylaws & policies annually for any changes provided by CAO for consideration based on changes in law, common law or RM practice
Policies 1. Review & Approve Governance & Oversight Policies (Accountable to Decide & Must Monitor & Be Informed) 2. Review reporting on trends and obstacles to implementation, including progress on implemented solutions to obstacles 3. Review and approve recommended policy changes annually	**Policies** 1. Draft Governance & Oversight Policies (Advise & Responsible to Implement) 2. Track obstacles and trends in appropriate policies vis a vis implementation – provide Council with solutions determined to overcome obstacles **3.** Maintain annual review list and ensure Council Policy Committee reviews all governance and operational policies annually for any changes provided by CAO for consideration based on changes in law, common law or practice 4. Ensure that Bylaws are followed and enforced 5. Create and maintain operational policies, procedures, processes, guidelines, directives that support implementation of Council Bylaws & Policies

Financial	**Financial**
1. Review & Approve Budget 2. Review regular reporting and obtain any required clarification 3. Set total portion of budget or % of budget that is to be used for personnel salary and benefits 4. Delegate authority to CAO, and set limits, for purchases, contracts, and moving money between accounts 5. Authorize Procurements/Contracts/ Transfers above CAO delegated authorities 6. Review & Approve - Wage mandate & Collective Agreement Settlements – by Resolution	1. Draft long-term and annual Operational & Capital Budgets 2. Provide regular reporting on adherence to budget 3. Authorize expenditures, procurements & contracts within Delegated Authority 4. Sub-Delegate Financial, contractual & procurement authorities into organization as appropriate. 5. Regular reporting to Council on use of Delegated Authority 6. Negotiate Wage / Collective Agreements 7. Ensure Departments create aligned budgets
Personnel	**Personnel**
1. Hire & Fire CAO 2. **Create CAO Performance Plan** 3. **Annually review CAO performance** 4. Receive information on hiring of Assessor and any other legislated role requirements (ie. Fieldman appointment) 5. Review results of employee satisfaction & culture surveys	1. Delegate or perform hiring and firing of all other staff 2. Create performance plan template that aligns with strategic plan and create review cycle & process for approval by Council 3. Provide advice on, and collaborate on creating CAO performance plan & job profile 4. Set or delegate authority to set job descriptions and role profiles for staff 5. Set annual performance plans for Directors 6. Provide Directors with annual Performance Review 7. Conduct Administrative Staff Succession Planning

Strategy 1. Collaborate with CAO and Directors on Creating and Approving long-term Strategic Plan 2. Monitor implementation of Strategic Plan through review of regular reporting	**Strategy** 1. Collaborate with Council on creation of long-term strategic plan 2. Set annual operational plan to implement Strategic Plan 3. Create operational priorities and objectives to implement strategic plan 4. Recommend and Support RM Strategy 5. Oversee Department Business Plans / Implementation Plans to support Strategy 6. Report Regularly to Council on implementation of Strategic Plan and alignment of resources
Service Level 1. Review & Approve Service Levels 2. Monitor performance of approved Service Levels through review of regular reporting 3. Allocate appropriate resources in long-term budgets to achieve approved service levels	**Service Level** 1. Draft & set process for implementation 2. Oversee performance through of Approved Service Levels and ensure transparent, data driven metrics 3. Recommend changes to Service levels or Resources as required 4. Allocate resources within budgets
Risk 1. Review & Approve Risk Tolerance Levels 2. Review & Approve Materiality Types and Levels	**Risk** **1.** Risk Tolerance – Draft & determine how to Implement – set process **2.** Materiality - Draft & determine how to Implement – set process

APPENDIX D - SAMPLE REQUEST FOR DECISION REPORT

Rural Municipality of Manitou Lake # 442
Council Request for Decision
Agenda Item #

Requested By:
Provided By:
Date Requested:
Date Provided:
Purpose:
Urgent:
Closed Session:
Strategic Alignment:

RECOMMENDATION

THAT; and

THAT; and

THAT; and

THAT

SUMMARY OF KEY POINTS

BACKGROUND

RATIONALE FOR RECOMMENDATION

Applicable Policies

Legislation

Strategic Alignment

Success Metrics

Financial Implications

Community Implications

Industry Implications

Inter-Governmental Implications

Inter-Departmental Implications

Cost & Resource Allocations

Environmental Considerations

Consultations

Legal Considerations

ALTERNATIVES

1. **THAT**

Benefits:

Risks:

2. **THAT**

Benefits:

Risks:

ATTACHMENTS

Attachment A –

Attachment B –

Attachment C –

Attachment D –

Attachment E –

Attachment F -

Attachment G –

NEXT STEPS/IMPLEMENTATION

Prepared By	Reviewed & Approved for Agenda
_____	_____
Director of…; or CAO; or Committee…	CAO

APPENDIX E - EXPLANATION OF RFD CATEGORIES

Recommendation: Does the Report have a clear and concise recommendation (including any required source of funds to implement the recommendation) that gives the Administration's best advice and Council can debate?

Background: Does the Report have enough background information so that an average member of the public could read it and understand the context?

Discussion: Does the Report have a full discussion of the issues, the key points that need to be considered and the support for the Recommendation?

Rationale for Recommendation: Does the Report have specific linkages to ......

- Applicable Policies: What Organizational Policies are related to this Issue?

- Legislation: What Legislation (municipal or otherwise) is related to this issue?

- Strategic Alignment: How does this issue relate to the organization's Strategic Plan?

- Success Metrics: How will Council know or be able to measure success of the?

- Financial Implications: What Financial Implications are related to the Recommendation? What is the Source of funds if resources are required? Is Staff time required to implement?

- Community Implications: How will the Recommendation impact the Community?

- Industry Implications: How will the Recommendation impact Industry?

- Inter-Governmental Implications: What other Governments (local, Provincial, Federal) are impacted by this Recommendation?

- Inter-Departmental Implications:

- Cost & Resource Allocations:

- Environmental Considerations: How does this Recommendation impact any environmental considerations?

- Consultations: What Consultations have been undertaken

- Legal Considerations

Alternatives: Does the Report have at least one and preferably two Alternatives that Council can consider as part of their deliberations? The Recommended Alternative should be the Administrative Recommendation, followed by one or two other decision alternatives that were not recommended. Each Alternative should have a concise listing of "Pros" and "Cons" to assist Council in understanding the implications of each.

NOTE: As the First Alternative is the Recommended option from the CAO/Administration, this is the option that undergoes the most significant Administrative analysis. The other options, while identified with pros and cons relative to the Recommended Option, do not typically receive as robust an analysis in the RFD - although it's expected that all options have undergone a thorough analysis before being brought to Council.

Attachments: Are there any attachments required to be submitted as part of the Council record? List them here so the reader knows what they are.

Next Steps / Implementation: Outline the next steps as a result of Council's adoption of the Recommendation as written. This will provide a timeline that describes the next steps and action items.

APPENDIX F - COUNCIL DECISION CHECKLIST

Council Resolutions are based on the collective will of the participating Councillors. They are based on the individual positions and perspectives of all the individuals to arrive at a decision through a majority vote of Councillors (or as otherwise provided in the Procedure Bylaw).

To assist individual Councillors in reaching the collective Council Resolution, there are a series of questions that may support your position. Reviewing the listing below can ensure that you have sufficient information in hand to cast an informed vote towards a Motion.

1) Item is Raised from the Agenda for discussion.

2) Questions are asked of Administration

3) Has Council explored Pros and Cons of the Recommendation and Alternatives?

4) Does Council have all the information they need to make an informed decision?

   1) How does this issue support your Strategic Plan?

   2) What Resources (financial, human, etc) are required? Can the RM effort them?

   3) What are the Risks associated with the Recommendation? Are they manageable? What about the Alternatives?

   4) Reviewing the Report, is there any additional information that you would require to make an informed decision on a course of action?

   5) Has the public or stakeholders been consulted? Is there a need to?

5) Motion is made by a Councillor (for the Recommended Alternative, one of the identified Alternatives, or a new option all together).

6) The Chair accepts debate on the Motion as Moved.

7) Council Debates the Motion

8) Any changes to the Motion are Debated by Council as an Amendment to the Main Motion. Council debates the Amendment, and it is either supported or lost. The debate then continues by returning to the Main Motion (potentially as amended).

9) Council continues to debate the Motion until debate is exhausted and the Chair calls for a Vote.

10) Council Votes on the Motion as Moved.

THE RURAL MUNICIPALITY OF
MANITOU LAKE
NO. 442

RM of Manitou No 442

Council Decision Checklist

Meeting Date:

Agenda Item:

Identifying Factors	Yes	No
Background Information		
Am I Familiar with all the background and context of the issue to make a decision?		
Do I know if this issue has been at Council before? or is this the first time?		
Do I know if there are any previous Council Decisions on this issue?		
Decision Rationale		
Are there RM Policies that impact this decision?		
Do I know what the Legislation Allows / Requires?		
Does this Decision align with our Strategic Plan?		
Do I know how we will measure success and track progress? (Metrics)		
Do I know what the short and long term Financial Implications are?		
If Financial Resources are required, do I know where they will come from?		
Do I know if there are any implications for the Community or Stakeholders?		
Do I know if there are implications for Industry?		
Do I know if there are implications for other levels of Government? (Provincial / Federal)		
Do I know if this decision has implications for other Departments in the RM?		
Does the Administration have sufficient Resources (Time, Money, etc) to complete this?		
Do I know if there are Environmental Implications from this Decision?		
Do I know if stakeholders have been consulted?		
Do I know if there are any Legal Implications or Considerations?		
Alternatives		
Do I agree with the Recommendation from the Administration / CAO?		
Are the Alternatives proposed viable and reasonable?		
Do I know what the Implications of the Alternatives are?		

APPENDIX G - BYLAW, POLICY & COUNCIL COMMITTEE REPORT

COMMITTEE & POLICY REVIEW

RM OF MANITOU

TABLE OF CONTENTS

EXECUTIVE SUMMARY

LadderUp Consulting Ltd. (LadderUp) was retained by the RM of Manitou Lake 442 (RM) following its August 2018 Governance Audit Report (the "Audit"), to, among things, review its committees and policies in light of the related recommendations. The overall stated goals of the RM in the requested review are to:

> a. Improve operations and management of the RM
> b. Improve communications between members of Council, Council and employees, Council and ratepayers
> c. Establish a more peaceful corporate culture and improve respect
> d. Enhance the ability of the RM to plan for the future

This report builds on the recommendations of the Audit to provide practical solutions for committees and policies that work for both Council and Administration. It is important to find a practical solution that works for the RM and not to simply focus on reaching "best practice" immediately. A phased approach can be started to implement change in a way that can be sustained and improved upon moving forward.

POLICIES

Introduction

Council is responsible for developing and evaluating policies, services and programs of the RM (s. 92 of MA) & carrying out expressly given powers, duties, functions. Council develops governance and oversight policies for the RM – not operational policies. Responsibility for developing and evaluating operational policies and programs that meet the strategic direction of Council is delegated to the Administrator (s. 126 of SMA) and staff who have the required & regularly exercised expertise in specific operational areas. Council is not an operational body – it is a governance and oversight body. Council MUST NOT exercise any powers, duties or functions assigned or delegated to an Administrator or Authorized Officer. This means that Council must oversee, at a high level, the RM operations but does not make decisions or give directions on how operations are carried out.

The line between governance and operations is a tricky one to walk and a Council that does this well, will empower its Administrator to more effectively manage municipal operations. Council hired its Administrator to provide advice and recommendations and to hire and provide leadership to staff. The staff then provides further operational management, training, advice and recommendations. Council's role is to focus on the big picture. The Administrator's role is to support Council through implementation. The Administrator is accountable to Council through regular reporting for expenses, resource alignment and for achieving results. It is a delicate balance for both parties and takes time, trust and deliberate intention to establish.

As mentioned, Council sets governance and oversight policies. Governance describes the role of Council in setting the strategic direction for the RM. Oversight describes the role of Council in ensuring the effective and efficient implementation of its overall direction.

Governance & Oversight Policies v. Operational Policies & Procedures/Processes

Council governance & oversight policies answer the WHY and WHAT questions about RM strategy and direction – why the RM needs or wants to do something, what part of the RM strategy it achieves, what the RM's goals are and what the RM is doing to promote its vision, mission and values.

In general, Council *governance & oversight policies*:

- guide change
- set out the RM's position on certain issues
- change infrequently
- are owned and approved by Council
- are drafted at the management level, with input from Council, for approval by Council
- provide high level guidance
- articulate corporate culture
- create liability
- back up organizational values
- ensure effective and efficient implementation through regular review of reporting

Operational policies answer the general HOW questions raised by Council policies. They are approved by the Administrator as a means of implementing Council policies at a management level. Operational policies ensure procedures, processes and practices align with strategic directions, core principles and the regulatory, governance and oversight requirements.

In general, *operational policies:*

- interpret Council policies through an operational lens
- set out Administration's position on certain issues
- change infrequently
- are owned and approved by the Administrator or delegated lead who is responsible to implement Council policies in the given area of operations
- are created at the management level and flow down to the department/business levels and then to individuals

- meet specific regulatory and legal requirements
- establish required business conduct
- support overall Council strategy

The RM should have an active and dedicated high level oversight of policies from management, legal, regulatory compliance and risk perspectives. That oversight should work with specific business areas (legal, financial, human resources, safety, infrastructure – whether outsourced or not) to identify stakeholder requirements for programs and services that must be articulated in written policy in order to satisfy demand and regulatory or legal requirements.

Department procedures, processes, guidelines, practices, etc., answer the detailed HOW questions about implementing operational policy. Procedures for implementation, communication and compliance monitoring should be developed for each policy. There may be many procedures for each policy. For example, there must be an employee handbook or manual that will detail sick leave, holidays, dress code, etc. There must be similar financial and record keeping procedures; and similar health & safety procedures. These are all documents that support policies, are integral to the effectiveness of policies, but are NOT policies. Some pieces of legislation require that organizations inform and train employees with respect to matters such as health and safety, for example, and privacy. The way in which an organization proves its compliance to that requirement is similar to policy: a. have written procedures that are operationally specific, b. provide training and education to affected employees, c. ensure a mechanism for compliance audit.

In general, *procedures, processes, guidelines & practices*:

- ensure operational policies are carried out effectively and with purpose
- are specific to business areas and operations
- provide information to employees who have a right to know what is expected of them
- prevent confusion in application of policy
- provide consistency in interpretation of policy
- save time
- can be an effective communications tool

Procedures should be as precise as possible to avoid misinterpretation. Precision helps avoid potential organizational liability.

2018 Governance Audit-Initial Review: Policy Observations

The 2018 Governance Audit- Initial Review reviewed a number of policies and conducted a number of interviews with respect to policies. There were a number of identified issues with the current policies and policy structure:

- lack of understanding of oversight & governance policies v operational policies
- lack of appropriate review and approval process
- lack of organization of policies
  lack of clarity
- lack of consistency
- lack of communication about policies to the public
- inappropriate policies approved by Council that should otherwise be within the CAO purview

Methodology

We identified approximately 94 distinct policies from the manual and other policies combined. Individual policies have been assessed to determine whether each requires major or minor changes, or no changes. Additionally, a determination has been made as to whether each policy is: properly governance & oversight (and therefore within the purview of Council), purely operational (and within the purview of the CAO) or a combination of both (and should be split into separate documents). Those results are described in the attached Appendix I.

Following our extensive review of all active Policies, we can categorize them into 3 areas of ownership as follows:
1. Governance (Council Owned)
2. Operational (CAO Owned)
3. Mix (Contains parts of both & needs to be split)

Each Policy is also identified, for transparency & publishing purposes, as being either:
1. External (should be published on the website as it affects the general public)
2. Internal (should be published internally to staff)

Each Policy is also identified as falling within one of 5 thematic areas:
1. Governance
2. Service
3. Financial
4. Human Resources
5. Public Relations/Engagement

Review Results

Based on the results of our Review, we have made the following observations and identified that the following actions are appropriate for the RM's 94 Policies with the complete review shown in Appendix I.

Thematic Areas:
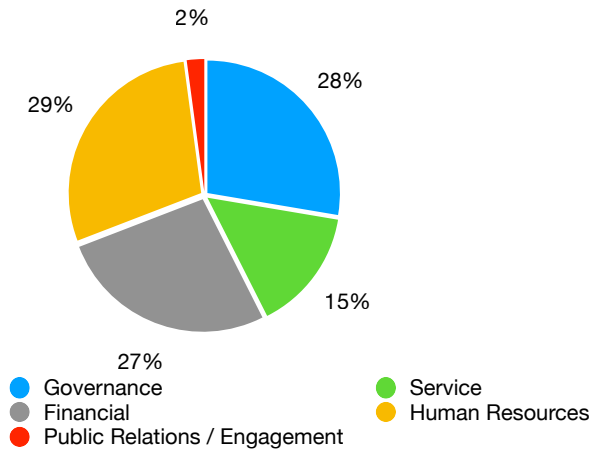
Policies by Type

Policy Types	Number
Governance	26
Service	14
Financial	25
Human Resources	27
Public Relations / Engagement	2
Total	94

Areas of Ownership:
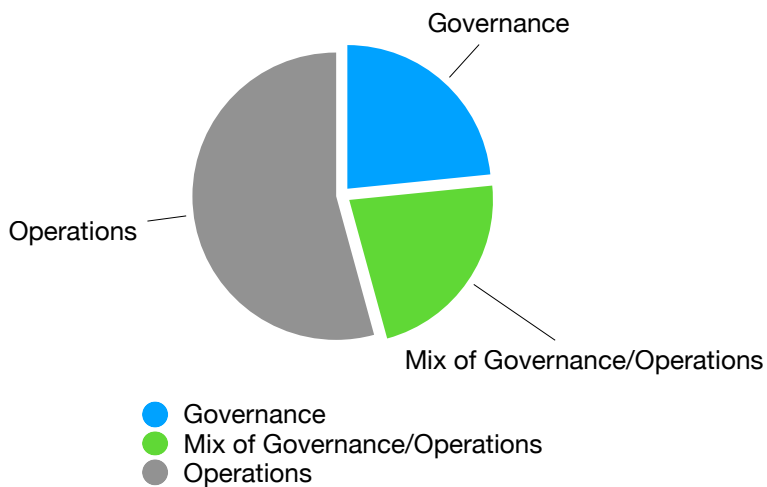
Current Policy Focus

Current Policy Focus	Number
Governance	22
Mix of Governance/ Operations	21
Operations	51
Total	94

Required Policy Changes:

Committee Terms of Reference
4

Council Orientation Manual
13

Amend - Slight Revisions
29

Revise - Significant Revisions
48

- 🔵 Amend - Slight Revisions
- 🟢 Revise - Significant Revisions
- ⚪ Council Orientation Manual
- 🟡 Committee Terms of Reference
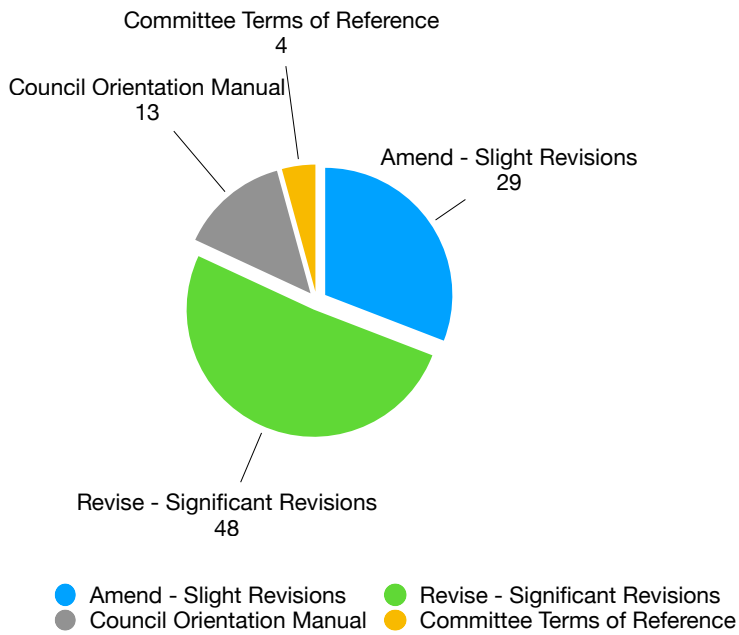
Action to be taken on Current Policies

Recommended Action	Number
Amend - Slight Revisions	29
Revise - Significant Revisions	48
Council Orientation Manual	13
Committee Terms of Reference	4
Total	94

Internal or External Facing Policies:

46%

54%
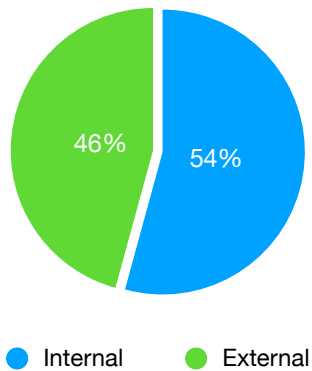
- 🔵 Internal
- 🟢 External

Internal or External Facing

Policy	Posting
Internal	51
External	43

Based on the review of RMs 94 Polices on the above criteria, 48 have been identified as requiring Significant Revisions. 29 have been identified as requiring Slight Revisions. 12 have been identified as being suitable for inclusion in a Council Orientation Manual, and 4 describe the activities of a Committee of Council and should be included in a Terms of Reference for the appropriate committee. The breakdown of required actions for each of the policy categories is shown below.

Policies - Recommended Action by Category
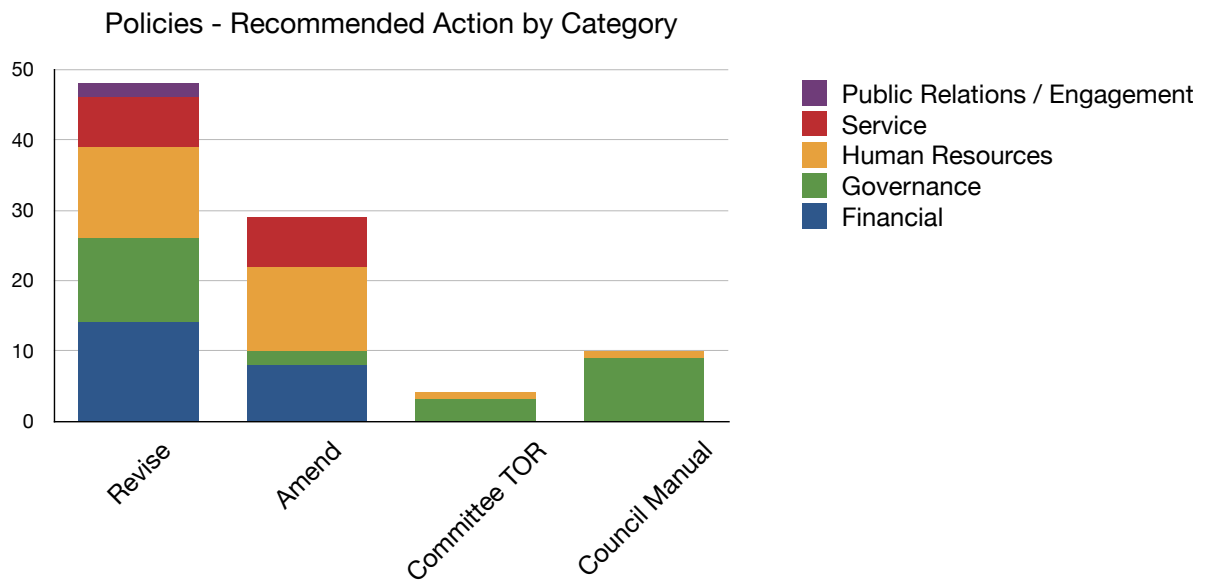
COMMITTEES

Aside from the MA requirements for Committees, LadderUp reviewed the Regulations, RM Procedural Bylaw and Provincial Guidelines. Committees of Council are only as effective as their structure, effort and reporting. To be effective and efficient, each Committee needs a clear Terms of Reference that outlines purpose, authorities and responsibilities delegated by Council and expectations for success. At the same time, this clarity also highlights the responsibilities of Administration providing effective reporting to each committee to support its success.

Governance Audit Committee Observations

A significant recommendation from the Audit was that Council seek professional advice in establishing local committees and redefining the RM's committee structure. The rationale for the recommendation was:

- Many existing committees are operational/administrative rather than governance/oversight focused

- This duality of roles creates confusion of responsibilities
- Some committees elevate councilors as operational subject matter experts
- Council is too into the "weeds" on operational and project supervision matters
- Current committee structure enables inappropriate council involvement in operations *"In one road project example shared by a councillor, he stated that "council members were fighting over a road, and neither of them have built a road in their life."*
- Certain committees consisting of all of council would be suitable for a "committee of the whole" structure
- Committee of the whole is not used by the RM council
- Some committees such as the roads committee and HR committee are largely operational/ administrative in nature and should be reconsidered to ensure that Council remains focused on their high-level governance role, rather than staff management or project supervision
- Payment for Council involvement in committees has a material budget impact
- Operational-focused committee involvement is a significant overreach of Council's governance responsibilities, and often duplicates the duties of the public works foreman and engineers

Methodology

LadderUp has reviewed the existing Committees of Council in detail, including: current role & mandate, minutes and decisions, as well as financial impact with operating those committees. We compared the RM's current Committee structure and operating practices to general best practices, and made recommendations for effective and efficient improvements.

In particular, we paid close attention to:

- Committee Purpose
- Value Added
- Clarity of Mandate and Authority
- Clarity of Goals & Priorities
- Transparency
- Results and Accountability
- Policy Orientation

Keeping in mind all of the above information, LadderUp did an extensive review of all past and present committees since 2018, the requirements of the MA and its Regulations, the RM's Procedure Bylaw, the RM's Policy Manual and its policies. We applied best practices first and then suggest a practical reorganization of Committees.

Review Results

Based on the results of our Review and observations, we have identified that the committee structures and duties need to be realigned to become more effective and efficient. Currently, through policy or various annual resolutions, there are many more committees that have been established, than actually function. Due to the variety of locations that committee information is documented, and the changes over the years, there exist different names for the same committees; some committees still exist that are never used; and some committees that should exist do not.

Additionally, the MA (Section 120(1)) requires that Council and Committees of Council meetings must be conducted in public (with the exceptions noted in s. 120 (2) & 120(3)) with respect to exemptions in Part III of *The Local Authority Freedom of Information and Protection of Privacy Act*; long range or strategic planning; or a committee or body established by Council solely for the purpose of hearing appeals).   Regularly scheduled meetings (of Council or Committees) held at the same time, day and location do not require public notice, however as outlined in Section 122(4) "If a council or a council committee does not have regularly scheduled meetings*, the council shall give notice of each meeting to the members of council or the committee members, as the case may be, and to the public at least 24 hours before the meeting*"[emphasis added]. That is, for each of the Committees of Council, they either need to be conducted at regularly scheduled dates/times/locations so that the public has the opportunity to attend, or advance notice of the date/time/location of irregularly scheduled meetings must be given to allow the public the opportunity to attend. There are no provisions in the MA for meetings to be conducted without advance notice. Additionally, minutes from all meetings should be posted online as soon as they are approved.

We therefore recommend that, given the size of the RM, its current strategic concerns, and the amount of administrative effort required to appropriately support Committees of Council, only three standing committees be maintained in addition to the regular council meetings: Committee of the Whole, Operations Committee and Road Committee. Road Committee Meetings could be conducted immediately adjacent to the Operations Committee so as to limit the amount of administrative effort required.

We have taken all of the duties that are set out under all the existing committees and reassigned them accordingly across the three recommended standing committees. In addition, we have recommended that some authorities and duties be removed from Council and delegated to the Administrator in accordance with best practices. The recommendations should be reviewed between Council, the Administrator and the Foreman to determine each one's comfort level, skills & abilities in assuming additional duties. In so doing, it is important to keep in mind what

Council members are currently insured for (as a Councillor) and where they are taking on personal liability as a result of performing an administrative role. A spreadsheet comparison of committees can be found in Appendix II.

Regular Council Meetings

- any issues arising from committee where there isn't sufficient delegated authority for decisions at the committee level
- capital purchases/repairs/replacements over $25K in machinery
- approve all governance policies and bylaws
- approve risk tolerance, profile & assessment
- approve annual and long-term budgets
- approve all procurements above delegated authorities

Committee of the Whole

- use thematic agendas – finance/policy/human resources/etcetera
- oversight of CAO performance
- oversight of Foreman performance
- long term strategic planning
- review governance policy changes & CAO recommended new policies
- review bylaw changes and CAO recommended new bylaws
- develop delegated authority bylaw re purchasing/contracting/management, etc.
- financial planning & budget – provide boundaries and parameters for draft budgets
- capital planning – provide boundaries and parameters for draft budgets
- short term and long term
- develop risk tolerance, profile and assessment

Operations Committee

- cattle guards – adjudicate any issues brought by Foreman after all other process points exhausted – create a bylaw – approve standards for enforcement
- gravel – approve recommended road condition standards – dissolve gravel committee – ensure adequate stockpiles of gravel & plan for the future in accordance with strategic plan
- machinery – needs delegated authority from council to authorize expenditures between $5K to $25K to repair, replace or purchase in case of emergency
- roads – review and recommend a snow removal policy and road standards
- infrastructure

Road Committee

- issuing road use orders
- filing orders, posting notices, canceling orders
- road bans and weight restrictions

Administration Responsibilities – Formerly Council Committee Work

Council has passed a stand-alone policy called the Council Communication & Information Policy. That policy states that Council only has one employee – the Administrator. Currently, Council appears to be employing all employees in the RM, as per its Policy Manual wording. At the most, we suggest Council only have two direct reports - the Administrator and the Forman. Having two direct reports would be a phased approach to moving towards the one employee best practice. At no time should Council be overseeing staff who are not legislated to report directly to Council. Using an interim phased approach of two direct reports, we have divided operational duties from Committees divesting to General Management & Operations (the Administrator) and External Operations (the Foreman).

General Management & Operations - Administrator

- all duties as per the MA
- all duties within policy
- all management and oversight of operations that do not specifically fall within the Foreman's area
- Vt all times, the Administrator needs to be in the loop on the Foreman's activities as they pertain to a roll up in overall RM reporting done by the Administrator – i.e. Risk, budget, etc.
- any decisions about operations that affect the RM as a whole
- human Resources (apart from the Foreman)
- strategic matters together with the Foreman
- budgeting with Foreman input

External Operations - Foreman

- cattle guard inspections & complaints & actions
- IDEALLY - develop standards to recommend for adoption & make decisions based on approved standards
- develop a process leading to adjudication by Council Operations Committee
- inspect roads for gravel, review standards & advise Council of actions undertaken in accordance with standards

- regularly inspect (in accordance with established inspection timetable) all high value machinery, recommend emergency replacements to committee & any other replacements/purchases/repairs over $25K to Council as a Whole
- purchase maintenance supplies up to $5K and maintain equipment
- regularly review road conditions in accordance with approved Council Schedule and standards – responsible for oversight of road design and construction – responsible for effective snow removal in accordance with snow removal standards/policy set by Council
- road ban – recommend to committee appropriate weight restrictions
- monthly cattle guard item on Council Operations Committee
- monthly report on gravel conditions & activities/plans
- monthly report on road conditions
- road bans and weight restrictions as required – update the map
- develop decision making process with appeal points potentially – check legislation
- develop and recommend standards for Council approval

GENERAL OBSERVATIONS

1. LadderUp concurs with all observations and recommendations of the 2018 "Governance Audit-Initial Review" report.

2. Committees are poorly defined overall and definitions are scattered throughout the policy manual. There are no terms of reference. Each committee should have detailed Terms of Reference (TORs) that clearly identify purpose, duties, authorities, roles, reporting, decision making and procedures. Clearly defined TORs ensure transparency, efficiency and effectiveness.

3. The policy manual states that it is for the sole use of council. If this is, as the preface states, intended to be for the sole use of Council, then the policies are all unenforceable and inapplicable as they relate to staff. The preface makes it seem like this is a Council orientation manual and that means it has no force and effect as policy.

4. Most policies are severely out of date and have not been reviewed annually and updated. All policies should be reviewed in light of changes in legislation and best practices and revised accordingly.

5. Many policy statements are not currently being followed by Council and can create significant municipal and personal liability as a result.

6. Currently there are a number of definitions within policies that may be contradictory or simply unnecessary. Creating a definitions policy ensures all references in policies are consistent rather than open for interpretation and a differing range of results. Where terms are unique to the policy, then define those terms within the policy (ie. Harassment).

7. Ensure there is a consistent referencing of legislation. Refrain from putting specific sections as those change over time. Having a regular review schedule will ensure changes in legislation are captures in revisions to bylaws and policies.

8. If there is a stand-alone policy, then do not copy sections into a different location. In the current RM policies, different sections of policies are scattered in different documents - stand-alone policies, the policy manual, in bylaws and in the legislation. It is vital to keep information coordinated and in one place for reference. Putting sections of documents in multiple places will result in discrepancies and may result in all of the referencing documents being unusable or challengeable in court.

9. Create a detailed bylaw and policy review schedule. That schedule should include reference to minutes and resolutions, dates of approval, dates of review (and any changes made), dates of schedules reviews, related policies and bylaws, related documentation/agreements, etc.

10. In the schedule of review, for each policy, have any applicable legislation/MGA section references so you can review those to see if they've changed in any way, so you can determine any changes to bylaws/policies. This also provides an easy reference for on the spot information when required in a council meeting, etc.

11. Do a Master Fees, Rates & Charges Bylaw with schedules for each component, ie. Planning, etc.

12. All policy documents should have the following information hard coded into the document itself:

Approved On:	month, day, year
Effective On:	month, day, year
Previous Version:	month, day, year
Next Review Date:	month, day, year
Approved By:	Council (or Administrator if Operational)
Recommended By:	Administrator or Council Policy Committee (or staff title if Operational)
File Location:	<electronic or paper> <Last Page of Policy - Page No.>

LIST OF APPENDICES

Appendix I – Policy Review Spreadsheet
Appendix II – Committee Review Spreadsheet

APPENDIX I
POLICY REVIEW SPREADSHEET

Policy Name	Currently Governance / Operational / Mix	Policy Type	Action	Final Notes / Recommendation	Posting?	Currently Approved By	Should be Approved By
COUNCIL DEVELOPMENT	Governance	Human Resource	Amend - Slight Revisions	The last sentence "The Municipality shall pay the councillor's indemnity and travel for the time spent on attending the MLDP courses" belongs in an HR procedure on Travel and the Council Orientation Manual.	External	Council	Council
			Amend - Slight Revisions	This is a policy that outlines and defines the RMs support for elected officials through RM funded training. This is an important disclosure for the public, and should remain as a Council approved Policy. The content is inadequate and should contain a description of the types and kinds of training (and timeframe) that Councillors should be expected to take (e.g. Privacy Training within 12 months of election, etc).			
COUNCIL REMUNERATION	Governance	Financial	Revise -	Having a multiple locations increases the risk of misinformation.	External	Council	Council
MEETING PROCEDURES	Governance	Governance	Revise - Significant Revisions	The Procedure Bylaw should be reviewed to ensure it meets Council's needs and then be attached/included in the Council Orientation Manual. This is part of and incorporated into the Procedure Bylaw. The Procedure Bylaw is an overarching document that defines how Council operates and should be required to be modified through Bylaw (vs. Policy).	External	Council	Council
PECUNIARY INTEREST	Governance	Governance	Revise - Significant Revisions	Pecuniary Interest is defined and prohibited by the Saskatchewan Municipal Act, Sections 141-146. This policy reiterates the key components of the Act, and should be part of the Council Policy on Code of Ethics / Conflict of Interest.	External	Council	Council
DISCLOSURE OF PECUNIARY INTEREST	Governance	Governance	Revise - Significant Revisions	Pecuniary Interest is defined and prohibited by the Saskatchewan Municipal Act, Sections 141-146. This policy reiterates the key components of the Act, and should be part of the Council Policy on Code of Ethics / Conflict of Interest.	External	Council	Council
OIL & GAS WELL DEVELOPMENT	Governance	Service	Revise - Significant Revisions	This is similar to a Zoning Bylaw that regulates development in certain zones. Whether Council can regulate development through Policy rather than Bylaw (as authorized under the Saskatchewan Planning & Development Act) requires confirmation.	External	Council	Council
AUDIO RECORDINGS	Governance	Public Relations / Engagement	Revise - Significant Revisions	This should be considered in the context of the Records Retention Bylaw, as these are considered Records of the Corporation.	External	Council	Council
CONFIDENTIALITY POLICY	Governance	Governance	Revise - Significant Revisions	This should be part of the Privacy Policy - Privacy & Confidentiality Policy - should have operational procedures underneath	External	Council	Council
COUNCIL BENEFITS	Governance	Governance	Revise - Significant Revisions	This provision is outlined in S. 82 of the Act. Council must approve the benefits of council members by Resolution and could consider doing by Bylaw to ensure that changes are publicly transparent.	External	Council	Council
SIGNING AUTHORITIES	Governance	Financial	Revise - Significant Revisions	This needs to be part of a delegation of authorities policy.	Internal	Council	Council
ADMINISTRATION - DUTIES	Governance	Governance	Revise - Significant Revisions	This is part of a roles policy and also part of the requirements of the act so can be operational as well.	External	Council	Council
FIRE PROTECTION	Governance	Service	Revise - Significant Revisions	This Policy needs to be reviewed as to compliance with Legislation and revised accordingly.	Internal	Council	Council

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Public Disclosure Statement	Governance	Governance	Revise - Significant Revisions	This should also be included in the Council Orientation Manual. This should also be a Procedure and a Form (CAO Approved). This should form part of Council's Conflict of Interest Policy / Guidelines.	Internal	Council	Council
Duties of the Reeve & Deputy Reeve	Governance	Governance	Revise - Significant Revisions	This should be combined and coordinated with all the other information regarding the Reeve & Deputy Reeve duties and put into a single Role Policy that also defines the CAO Duties, Council as a whole Duties and individual Councillor duties. This should go into the Council Orientation Manual.	Internal	Council	Council
Code of Ethics	Governance	Governance	Revise - Significant Revisions	This is inadequate for a Code of Conduct and Ethics policy. This is one of the foundational documents for Council and Governance as a whole. Complaint Policy & Procedure need to be also included.	External	Council	Council
COMMITTEE OF THE WHOLE	Governance	Governance	Revise - Significant Revisions	This appears that the Policy is written to make the Bylaw more readable/understandable. The appropriate way to do this is to ensure the Bylaw is rewritten to be clear.	External	Council	Council
REGULAR MEETINGS	Governance	Governance	Council Orientation Manual	This is specifically laid out in the Procedures Bylaw. This should not be a 'Policy' per se, but the Bylaw should be attached to the Council Orientation Manual.	External	Council	Council
SPECIAL MEETINGS	Governance	Governance	Council Orientation Manual	This is specifically laid out in the Procedures Bylaw. This should not be a 'Policy' per se, but the Bylaw should be attached to the Council Orientation Manual.	External	Council	Council
MEETINGS BY ELECTRONIC MEANS	Governance	Governance	Council Orientation Manual	This is specifically laid out in the Procedures Bylaw. This should not be a 'Policy' per se, but the Bylaw should be attached to the Council Orientation Manual.	External	Council	Council
TYPES OF COMMITTEES	Governance	Governance	Council Orientation Manual	This is specifically laid out in the Procedures Bylaw. This should not be a 'Policy' per se, but the Bylaw should be attached to the Council Orientation Manual.	Internal	Council	Council
APPOINTMENTS AS PER BYLAWS AND R.M. ACT	Governance	Governance	Council Orientation Manual	These committees should not be in policy. They are appointments made annually by resolution. They can be in a tracking document that is updated by the CAO with suggestions	Internal	Council	Council
Duties of Councillors	Governance	Governance	Council Orientation Manual		Internal	Council	CAO
COUNCIL COMMUNICATIONS AND INFORMATION POLICY	Mix	Governance	Amend - Slight Revisions	This currently written as a mix of Policy & Procedure. Should be separated out into two separate documents.	External	Council	Council
ADMINISTRATION SALARY AND BENEFITS	Mix	Human Resource	Amend - Slight Revisions	Nothing about role specifics should be in a policy - that is all negotiated in contracts - there can be levels and those are included in an HR manual	Internal	CAO	CAO
GENERAL INSURANCE	Mix	Financial	Amend - Slight Revisions	This needs to be part of one policy that is financial, operational and includes bonds, etc - aa Council policy would simply say that the CAO ensures the RM carries sufficient insurance as per the Act and to offset liabilities.	Internal	Council	CAO

Policy Name	Currently Governance / Operational / Mix	Policy Type	Action	Final Notes / Recommendation	Posting?	Currently Approved By	Should be Approved By
ANIMAL PEST CONTROL	Mix	Service	Amend - Slight Revisions	This is a Service Policy that outlines the Level of Service (i.e. two tours per year) and Activities (e.g. identifying sites, setting bait, etc). This Service Policy drives the budget and costs as outcomes of the Service Policy.	External	Council	Council
RIGHT OF WAY PURCHASES	Mix	Financial	Amend - Slight Revisions	This is a Policy Outlining the purchase price for Agricultural Lands used for Road Right of Way. The Policy sets the purchase price tied to Assessed Value. This policy should give consideration to a third party assessment of value (rather than a policy mandated multiplier) to ensure the RM is paying fair value.	External	Council	Council
COMPENSATION FOR CROP DAMAGE	Mix	Financial	Revise - Significant Revisions	Council can set the policy to compensate for impacts to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts. The amount of compensation should be based on a recommendation from Administration, and on a 3rd party assessment of value.	External	Council	Council
COMPENSATION FOR AREAS DISTURBED OUT OF RIGHT OF WAY	Mix	Financial	Revise - Significant Revisions	Council can set the policy to compensate for impacts to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts. The amount of compensation should be based on a recommendation from Administration, and on a 3rd party assessment of value.	External	Council	Council
BORROW PITS	Mix	Financial	Revise - Significant Revisions	Council can set the policy to compensate for impacts to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts. The amount of compensation should be based on a recommendation from Administration, and on a 3rd party assessment of value.	External	Council	Council
CATTLE GUARD POLICY ON ROAD ALLOWANCES	Mix	Service	Revise - Significant Revisions	This is a Regulatory Policy that requires the Citizens of the RM to register and maintain them to ensure a safe driving standard. The RM may have a requirement to inspect the condition of these regularly (as it has assumed a regulatory role) and the Cattle guards are in public Right of Way. Council could give consideration to a fee (One Time or Annual) for registration and inspection subject to the provisions of the Saskatchewan Municipalities Act. This needs to be reframed as a Bylaw to have the force of applying fees and enforcing compliance.	External	Council	Council
RECREATION	Mix	Financial	Revise - Significant Revisions	Council should set the broad policy decision that outlines the partnership contribution between the RM and the Marsden Recreation Board. Operationally, the CAO should have a Procedure that outlines the calculation mechanics. Alternatively, an Agreement could be entered between the RM and the Recreation Board that sets out these principles, and this information could be placed in an Orientation Manual.	External	Council	Council
DRUG & ALCOHOL POLICY	Mix	Governance	Revise - Significant Revisions	There needs to be an overarching drug and alcohol policy, by Council but most of this is administrative in nature and belongs in the HR manual. This is an important HR policy, and should be approved by the CAO as head of the organization.	Internal	Council	CAO

Policy Name	Currently Governance / Operational / Mix	Policy Type	Action	Final Notes / Recommendation	Posting?	Currently Approved By	Should be Approved By
Harassment Policy Rm 442 May 2018	Mix	Human Resource	Revise - Significant Revisions	This is an Organizational policy that covers employees of the corporation. It should be moved to n Operational Policy. Council also needs an overarching Harassment, Bullying, Whistleblower policy that is publicly available. This needs to be included in the: - Staff Manual - Council Orientation Manual - Public Posting - Internal Procedures	Internal	Council	CAO
TAX COLLECTIONS	Mix	Financial	Revise - Significant Revisions	There are both operational and governance matters in this policy and it needs to be split. Council sets parameters for tax collection and instalments and CAO sets how it's done.	External	Council	Council
BOND	Mix	Financial	Revise - Significant Revisions	This could be separated into Council/Governance Policies and Administrative Procedures. The Governance Policy should indicate the regular review of appropriate insurance levels by a Qualified professional. The Administrative Policy could outline the action steps to achieve that. This should be combined with an Insurance Policy.	Internal	Council	Council
GRAVEL POLICY	Mix	Service	Revise - Significant Revisions	This is a combination of a Service Policy (indicates Roads are to be gravelled to maintain safe driving conditions), a Procurement Policy (speaking to tendering cycles and award decisions) and operational tracking (Load Tickets). This should be revised to separate out the key themes into appropriate (Governance / Operations) Policy documents. Additionally, the brief mention respecting Procurement ("the lowest amount will not automatically be awarded the tender, it is in the Council "Good Faith" that the tender will be awarded") may not be compliant with current Canadian Purchasing Law and should be reviewed for compliance.	External	Council	Council
FENCES	Mix	Financial	Revise - Significant Revisions	Council can set the policy to compensate for damage to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts.	External	Council	Council
TEMPORARY FENCES FOR CATTLE CONTAINMENT DURING ROAD CONSTRUCTION	Mix	Financial	Revise - Significant Revisions	Council can set the policy to compensate for impacts to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts.	External	Council	Council
TEMPORARY FENCES FOR RECLAMATION AREAS	Mix	Service	Revise - Significant Revisions	Council can set the policy to compensate for impacts to private property where required for a municipal purpose. There should be an Administrative Procedure to carefully track the expenses related to this Policy so Council can monitor the impacts.	External	Council	Council
MUNICIPAL RESERVE CASH IN LIEU	Mix	Financial	Revise - Significant Revisions	This appears to be a development related policy which sets the requirement for the dedication of Park Lands to be replaced with a cash contribution. If so, this should be expanded upon so that it is clearer and more specific.	External	Council	Council
THE COUNCIL	Mix	Governance	Council Orientation Manual	The Majority of this information should be incorporated into an Orientation manual, and not be codified in formal Policy. Some of the information in this Section is incorrect and contrary to best practice.	Internal	Council	CAO

Policy Name	Currently Governance / Operational / Mix	Policy Type	Action	Final Notes / Recommendation	Posting?	Currently Approved By	Should be Approved By
Standing Committees - HR Committee Policy	Mix	Human Resource	Committee Terms of Reference	The HR Committee currently assumes significant responsibility that goes beyond a typical Council role. This should be reframed from a Policy to a Committee Terms of Reference with the appropriate boundaries for Council's involvement and exposure - just applicability to the CAO (and perhaps the Foreman). Other Council Policies (Council Communications and Information Policy) make reference to the CAO being Council's only employee. Procedure is fine as written, although the Authority and Mandate are not (those belong to the CAO).	Internal	Council	Council
APPROACH DEVELOPMENT	Operational	Financial	Amend - Slight Revisions	This is very much like a Development Standard. This could be moved to an Administrative Policy that includes a set of specifications and typical drawings for ease of use by industry.	External	Council	CAO
ROAD CROSSINGS - PIPELINES	Operational	Financial	Amend - Slight Revisions	This could be converted to an Administrative Policy with appropriate specifications and drawings. This specification is related to the approval of work within the Right of Way. The policy contains language that places costs on the 3rd party in the event that the RM requires the pipeline be moved. This should be reviewed for the ability of the RM to enforce this, and that appropriate Agreements are in place when the project is approved.	External	Council	CAO
SICK DAYS POLICY	Operational	Human Resource	Amend - Slight Revisions	Don't record this as a separate policy of council on the policy tracker - the policy manual (HR & Operational) should be updated whenever an HR policy changes and those changes are made by the CAO. This is an important HR policy, and should be approved by the CAO as head of the organization.	Internal	Council	CAO
TANGIBLE CAPITAL ASSET POLICY	Operational	Financial	Amend - Slight Revisions	This is an Administrative Policy and a guide for appropriate accounting. The Public Standards Accounting Board sets out requirements for municipal audits.	Internal	Council	CAO
PHONE LIST	Operational	Human Resource	Amend - Slight Revisions	This is not a Policy, but a Contact listing. This should be separated out as such, as a change of contact information or employment should not put the entire Policy Manual out of date. There are also Privacy concerns here with the publishing of personal contact information.	Internal	Council	CAO
Social Media Policy	Operational	Human Resource	Amend - Slight Revisions	This is an important HR and Operational policy, and should be approved by the CAO as head of the organization. This is a significant policy and should form part of employee contracts via reference in those contracts. This is also part of the complaints policy and code of ethics & conduct.	Internal	Council	CAO
Employee Code of Conduct	Operational	Human Resource	Amend - Slight Revisions	This is an employee conduct policy, and the CAO has the authority to approve. Should be part of a Staff / HR Manual and be updated to be current and contemporary.	Internal	Council	CAO
RECORD RETENTION	Operational	Governance	Amend - Slight Revisions	This repeats the authorization of Bylaw 2014-05 that the RM has delegated to the Administrator. This is redundant and can be either deleted or incorporated into a Staff manual.	Internal	Council	CAO
ADMINISTRATION TRAVEL	Operational	Financial	Amend - Slight Revisions	This is part of contractual matters - or it falls under non-specific levels in the HR manual - and it is by resolution of Council	External	Council	Council
OFFICE ACCESS	Operational	Human Resource	Amend - Slight Revisions	This is an Operational and Organizational Security policy, and should be approved by the CAO as head of the organization.	Internal	Council	CAO
OFFICE HOURS	Operational	Service	Amend - Slight Revisions	This is purely operational and should be in an HR manual. Hours may change (ie. COVID-19) and the hours need to be changed without having to go to council to do so. of course, there must be a contingency planning & emergency management & disaster relief policy as well	Internal	Council	CAO
OFFICE SERVICES	Operational	Service	Amend - Slight Revisions	This is a frequently changing financial matter for the CAO to deal with for the most part. If the Act requires approval of Council for tax cert prices, then that should be in a fee bylaw	External	Council	CAO
ANIMAL PEST CONTROL PRODUCTS	Operational	Service	Amend - Slight Revisions	This is a Service Policy that outlines the Level of Service (i.e. two tours per year) and Activities (e.g. identifying sites, setting providing pest control products for free to residents). This Service Policy drives the budget and costs as outcomes of the Service Policy. While this public facing Service Policy should be approved by Council, an internal Procedure as to how this actioned and reported on is appropriate. This could also be included in a Master Rates Bylaw.	External	Council	Council

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Snow plow Policy	Operational	Service	Amend - Slight Revisions	This is a Service Policy that outlines the Level of Service (i.e. limits of custom work and appropriate rates). This Service Policy has less impact on budget, but does define the work that the RM will do upon request. While this public facing Service Policy should be approved by Council (what Services, and at what Cost), an internal Procedure as to how this actioned and reported on is appropriate. This could also be included in a related Master Rates Bylaw.	External	Council	CAO
WAGES AND BENEFITS	Operational	Human Resource	Amend - Slight Revisions		Internal	CAO	CAO
HOLIDAYS	Operational	Human Resource	Amend - Slight Revisions		Internal	Council	CAO
TRUCK ALLOWANCES	Operational	Human Resource	Amend - Slight Revisions	This is an HR policy and should be approved by the CAO as head of the organization.	Internal	Council	CAO
Medical / Sick Leave	Operational	Human Resource	Amend - Slight Revisions	This needs to be incorporated into a Staff/HR Manual for all employees.	Internal	Council	CAO
No Smoking	Operational	Human Resource	Amend - Slight Revisions	This should be part of a Staff / HR Manual.	Internal	Council	CAO
CONTRACTORS	Operational	Financial	Amend - Slight Revisions	This is an operational Decision, and should rest with the CAO.	External	Council	CAO
	Operational	Service		This is a Service Policy that outlines the Level of Service (i.e. limits of custom work and appropriate rates). This Service Policy has less impact on budget, but does define the work that the RM will do upon request. While this public facing Service Policy should be approved by Council (what Services, and at what Cost), an internal Procedure as to how this actioned and reported on is appropriate.	External	Council	Council
MAINTENANCE OF RESIDENTIAL LANES	Operational	Service	Amend - Slight Revisions	This is a Service Policy that outlines the Level of Service (i.e. when and how much of the ditches the RM cuts). This Service Policy defines the impact on budget. It also outlines the requirements for individuals wishing to cut the Ditches for feed. This could also be included in a Master Rates Bylaw	External	Council	Council
MOWING ROAD ALLOWANCES	Operational	Service	Amend - Slight Revisions	While this public facing Service Policy should be approved by Council, an internal Procedure as to how this actioned and reported on is appropriate.	External	Council	Council
PROPOSALS FOR NEW CATTLE GUARDS:	Operational	Service	Revise - Significant Revisions	This should be reframed to an Administrative Policy and Procedure that outlines the Application, Construction and Inspection process. The RM can regulate this like other development applications. The Bylaw framework can be overarching and set rates and requirements, and this is a very operational procedure.	External	Council	CAO
DRILLING LICENCES	Operational	Financial	Revise - Significant Revisions	This may need to be a Bylaw to enforce the collection of Fees and Charges.	External	Council	Council
BEREAVEMENT LEAVE	Operational	Human Resource	Revise - Significant Revisions	This is an important HR policy, and should be approved by the CAO as head of the organization and included in a HR/Staff Manual.	Internal	Council	CAO
HARASSMENT POLICY	Operational	Human Resource	Revise - Significant Revisions	This duplicates the Harassment policy of Council that is a stand alone and likely rewrites parts of it inappropriately. Delete this section and put procedural areas into the HR manual. It's a mix of internal and external posting.	External	Council	Council
COUNCIL/EMPLOYEE COMMUNICATIONS POLICY	Operational	Governance	Revise - Significant Revisions	This is a duplication of stand alone policies that already exist - do not rewrite policy into a different document as changes occur and updates are missed. However, this is an operational procedure and belongs in the council orientation manual and also in the roles policy		Council	Council

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DISCIPLINE POLICY	Operational	Human Resource	Revise - Significant Revisions	This is an important HR policy, and should be approved by the CAO as head of the organization. The contents vis a vis council intervention is significantly contrary to best practice and good governance. It is also contrary to existing Council policy.	Internal	Council	CAO
PLANNING PROCEDURE	Operational	Financial	Revise - Significant Revisions	This is a Procedure/Operational Policy that is good operating practice. The RM should update this and develop procedures around it so that it becomes a routine part of work.	Internal	Council	CAO
EMAIL POLICY	Operational	Human Resource	Revise - Significant Revisions	This is an important HR and Operational policy and should be approved by the CAO as head of the organization. Also, portions of this belong in the codes of conduct for employees and council so should be incorporated into those policies. The premise for this policy should be part of an operational social media policy as well that applies to employees and council.	Internal	Council	CAO
Internet use policy	Operational	Human Resource	Revise - Significant Revisions	This is an important HR and Operational policy, and should be approved by the CAO as head of the organization. This should be part of the Social media policy and it pertains to staff and council.	Internal	Council	CAO
LOCAL AUTHORITY FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY POLICY	Operational	Public Relations / Engagement	Revise - Significant Revisions	This is an operational Policy that describes how the corporation will comply with the provisions of the Act. This is essentially a Procedure.	Internal	Council	CAO
TELECOMMUNICATIONS POLICY EMPLOYEES - FINAL	Operational	Human Resource	Revise - Significant Revisions	Council needs to have its own Overarching Privacy Policy. This policy appears to be partly copied from the Council Policy and sections are inaccurate and inappropriate (like the Compliance and Sanctions sections). Significant revisions required and then can become part of a Staff Manual.	Internal	Council	CAO
ROAD CONSTRUCTION POLICY	Operational	Service	Revise - Significant Revisions	This Policy as written places the Road Committee (and the Reeve) as the direct supervisors of the Road Construction work including the inspection and supervision of works. The Policy references the Canada Revenue Agency Regulations respecting 1/3 of payments to elected officials (which has since changed). Much of this Policy os Procedural in terms of actions required to be done, however it identifies specific actions for the 'Supervising Councillor' (e.g. in terms of pre-construction activities which are outside the bounds of a Council's Governance Authority) and likely exposes the individual Councillor and RM to excessive risk and liability. There is a component of this Section that refers to he Safety Officer. This Section should be contained in its own Policy Statement regarding Occupational Health and Safety, combined with an Administrative Procedure and compliance actions.	Internal	Council	CAO
TRANSPORTATION EMPLOYEES	Operational	Human Resource	Revise - Significant Revisions	This Policy as written places Council in the inappropriate position of direct hiring staff. Current Council Policies indicate that the CAO is Council's sole employee. Other Council Policies/practices have the Foreman report directly to Council. The way this Policy is written is a significant overreach of governance authority. Council can have input into broad Labour Relations issues (e.g. gross compensation, benefits, etc), but should not be directly involved in hiring staff.	Internal	Council	CAO
TRANSPORTATION - WAGE NEGOTIATIONS:	Operational	Human Resource	Revise - Significant Revisions	This Policy as written is a significant overreach of Council Governance Authority in terms of Staff management. Council should set the budget parameters, and the Administration should have detailed control of salary rates, employee hiring/reviews, etc. The way this Policy is written it directly undermines the Administration's authority to effectively manage the workforce, and places Council in the position of being arbiters of individual employees.	Internal	Council	CAO
TRANSPORTATION - HOURS OF WORK	Operational	Human Resource	Revise - Significant Revisions	The Saskatchewan Employment Standards Act provides that employees working in excess of 40 hours per week are to be paid overtime. The exception is with a Variance through a Modified Work Arrangement or a Permit exception.	Internal	Council	CAO

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FOREMAN - DUTIES AND RESPONSIBILITIES	Operational	Human Resource	Revise - Significant Revisions	This is a Job Description rather than a Policy Document. This should be revised to read as such and be removed from the Policy Manual.	Internal	Council	CAO
MAINTENANCE OPERATORS - DUTIES AND RESPONSIBILITIES	Operational	Human Resource	Revise - Significant Revisions	This is a Job Description rather than a Policy Document. This should be revised to read as such and be removed from the Policy Manual.	Internal	Council	CAO
SEASONAL UTILITY PERSONNEL - DUTIES AND RESPONSIBILITIES	Operational	Human Resource	Revise - Significant Revisions	This is a Job Description rather than a Policy Document. This should be revised to read as such and be removed from the Policy Manual.	Internal	Council	CAO
CULVERT SALES	Operational	Financial	Revise - Significant Revisions	This should be revised into a Financial Control Policy that outlines how the RM manages surplus assets. Culverts and Grader Blades are two items, but there may be others. The general principle should be that the RM receives fair value for surplus assets, and meets the reasonable needs of its residents.	External	Council	CAO
GRADER BLADE SALES	Operational	Financial	Revise - Significant Revisions	The could be split into a Council Policy respecting surplus assets and the sale of RM inventory assets, with a Administrative procedure/policy to action that intent.	External	Council	CAO
ROAD TOUR	Operational	Governance	Council Orientation Manual	This is an annual action, and does not need to be included in Policy.	Internal	Council	CAO
BUDGET PROCEDURE	Operational	Governance	Council Orientation Manual	This is an operational procedure for the creation of the annual budget. It should be an Administrative Workplan (rather than a Policy) and should be included in the Council Orientation Manual for reference.	Internal	Council	CAO
MILL RATE AND TAX TOOLS	Operational	Financial	Council Orientation Manual	This description is outlined in the Municpal Act, and it shouldn't be recreated in Policy.	Internal	Council	CAO
GRANTS IN LIEU OF TAXES	Operational	Financial	Council Orientation Manual	This description is outlined in the Municpal Act, and it shouldn't be recreated in Policy.	Internal	Council	CAO
JOINT ADMINISTRATION AGREEMENT – BY BYLAW	Operational	Financial	Council Orientation Manual	Agreements never go into manuals or policies	Internal	Council	Council
TELECOMMUNICATIONS POLICY - COUNCIL - FINAL	Operational	Human Resource	Council Orientation Manual	This policy is comprehensive and reasonably recent. Minimal changes needed. "Sanctions" are noted in the policy, and whether or not that section should be there is questionable.	Internal	Council	CAO
FIVE YEAR PLAN	Operational	Governance	Committee Terms of Reference	This is a responsibility that should become part of a Committee Terms of Reference and part of their delegated responsibility.	Internal	Council	Council
PLANNING POLICY	Operational	Governance	Committee Terms of Reference	This could become part of the Delegated responsibilities of a Committee	Internal	Council	Council
PLANNING OBJECTIVES	Operational	Governance	Committee Terms of Reference	This could become part of the Delegated Responsibilities of a Committee Terms of Reference.	Internal	Council	Council

APPENDIX II
COMMITTEE REVIEW SPREADSHEET

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Mix	Financial Impact	Procedures
Committee of the Whole	Policy Manual	Policy	2015	All of Council	Council, by moving to a committee of the whole, is taking a step to carry out full discussion of a subject in a less formal manner than would be necessary during the regular part of the meeting of the Council. Any item of business could be discussed by the committee of the whole where it is felt that a more informal discussion should take place. The committee discusses the item referred to it by Council and then rises and reports its findings for formal consideration by Council. The finding should be reported formally back to the Council by way of recommendation.	The committee itself cannot enact resolutions, only Council members meeting as a duly constituted public meeting of Council can adopt Bylaws or pass resolutions.	Governance	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometre for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	Council may sit as a committee of the whole and discuss a matter under relaxed rules of procedure. The committee discusses the item referred to it by Council and then rises and reports its findings for formal consideration by Council. The finding should be reported back to the Council by way of recommendation. The Council may act on the recommendation or just record of the report of the committee. Both the recommendation by the committee of the whole and Council's subsequent action or non-action is recorded in the formal minutes of the Council meeting. During a regular or special Council meeting, Council may on a motion move to a committee of the whole a "private" or "in-camera" session if the matter to be discussed is within one of the exemptions of Part III of The Local Authority Freedom of Information and Protection of Privacy Act or if it concerns long range or strategic planning. (MA Sec. 120) On a motion of the Council to resolve itself into the committee of the whole, the Reeve should step down and the committee should name some other member of the Council as chairperson of the committee. After the discussion has been concluded, the committee shall
Human Resources Committee	Policy Manual	Standing	2015	Reeve & 3 Councillors	Act as a liaison between the Council and employees; Negotiate salaries with the employees; Act as a grievance committee; Oversee and ensure that all direct policies related to employees, inside and outside staff are followed and practiced Provide information on harassment to employees Oversee all employee discipline Hire transportation employees, determine wages, do job evaluations & set performance plans Consider the amount that can be expended on salary increases with consideration of a performance bonus and make recommendations to the council.	Make recommendations to the Council.	Operational - except for Administrator as Employee	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometre for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	Members are appointed annually Complaint Procedures Any employee who believes that they have been or are being harassed should, if feasible, inform the harasser that the conduct is unwelcome and must stop. If this course of action is not feasible, or if it is unsuccessful, the employee should report the alleged incident(s) and the name(s) of the individual(s) involved to the employee's supervisor. If, for any reason, an employee is uncomfortable about bringing the matter to the attention of their immediate supervisor, the employee should report the matter directly to the Company's Human Resource Committee. Duties of Employees Any employee who observes or becomes aware of harassment should immediately advise their supervisor or the Human Resource Committee. It is important that these matters promptly be brought to the attention of the appropriate individuals so that the Company can take the necessary measures to address the situation. Questions about what constitutes harassment should be directed to your supervisor or to your Human Resource Committee.
	Resolution	Resolution	2018	Kevin Bossert, Joe Koch, and Norman Wright			Operational - except for Administrator as Employee		
	Resolution	Resolution	Part of 2018 & 2019	Brian Graham, Norman Wright, Joe Koch			Operational - except for Administrator as Employee		
	Resolution	Resolution	2020	Brian Graham, Joe Koch, and Norman Wright			Operational - except for Administrator as Employee		

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Financial Impact Mix	Financial Impact	Procedures
Employee Committee	Policy Manual	Policy	2015		Oral Reprimand – The employee shall be interviewed by the Employee Committee and made aware of the performance problem. The employee shall be heard and any explanation considered. The employee shall be made aware of the improvement expected. The date and content of the discussion are to be recorded in a memo to be retained in the employee's personnel file.	Performance management hearings, discipline & reprimands	Operational – except for Administrator as Employee	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councilor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	
Financial Planning	Policy Manual	Policy	2015	Council as a Whole	Develop a 5-year policy on a construction, maintenance, capital and financial plan; Review the plan and update it each year; Assist in the budgeting process each year;		Governance	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councilor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	
	Resolution	Resolutio n	2018	Council as a Whole	Develop a 5-year policy on a construction, maintenance, capital and financial plan		Governance		
Road Ban	Policy Manual	Policy	2015	Reeve & 1 Councillor & Foreman	Regulate and restrict overweight movement of the Municipal Roads	Bylaw 2007-06	Governance	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometre for committee, district and any other meetings directly related to their work as reeve or councilor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	Members are appointed annually
Road Management	Resolution	Resolutio n	2018	Travis Lindsay and Ian Lamb	road bans.	Bylaw No. 6-2007	Governance		
	Resolution	Resolutio n	Part of 2018 & 2019	Travis Lindsay and Ian Lamb	road bans.	Bylaw No. 6-2007	Governance		
	Resolution	Resolutio n	2020	Travis Lindsay and Ian Lamb	road bans.	Bylaw No. 6-2007	Governance		

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Mix	Financial Impact	Procedures
Road	Policy Manual	Policy	2015	Reeve, 1 appointed Councillor & Councillor for specific division	Road inspections Maintenance, construction, repaired or snow plowed Deal with Gravel issues, concerns and ordering	Tour the proposed construction area with the RM Foreman and Engineer During the tour, advise the Engineer of any unusual run-off problems, any known clay deposits, the nature of the landowners, etc. Note aboveground obstructions and their locations: Texas Gates Power poles SaskTel, SaskEnergy facilities Are utilities running parallel to the road or do they cross the road? Are utilities in a cut or fill area? Are utilities in a back slope area? Rock Piles Trees Buildings Old or existing dugouts Water wells within proximity to the construction area Participate in the final inspection upon completion of the road construction for clearance to apply gravel. Inspect the road under construction when the Contractor requests a Progress Certificate. physically inspect the road when requested by the Contractor and/or the Engineer and at the time the construction is completed.	Mostly Operational	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councilor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	The Councillor in whose Division the road work is being done shall be the Supervising Councillor, unless the Division Councillor has by any direct or indirect interest in the adjacent land in question. All supervision is to be done under the direction of the Reeve. Each Council Member shall be responsible to maintain a log stating the date, time, and observation of the road inspected or any other public works supervision conducted.
	MA Regs	Law			Issuing orders	Issuing orders; may issue an order only if, due to inclement weather or unfavourable road conditions, the use of the road in the manner prohibited by the order would, in the opinion of the road committee, reasonably be expected to result in: (a) damage to the road; or (b) a high risk of: (i) property damage; or (ii) personal injury to the public. File orders, post notices, cancel orders	Governance	Council Supervision - Council members shall be eligible for remuneration of $250.00 per day when engaged in supervision of roads or public works and mileage at a rate of $0.90 per kilometer. All Council members of the Road Committee shall be paid fees and mileage at the rate as set by resolution of Council in January. One third of all payments to the Council members of the Road Committee shall be	18 Every order must: (a) be signed by the members of the road committee, and (b) state the date on which it is signed and the date on which it takes effect. 16 Dec 2005 cW-3.6.1 Reg 1 s18. Duties of administrator re order 19 The road committee shall file every order with the administrator. Notice of order 20 On the issuance of an order, the road committee shall cause a notice in accordance with section 21 to be posted conspicuously: (a) at each end of the road to which the order applies; and (b) at any junction or intersection of that road as the road committee considers advisable. Cancellation of order 22 (1) The road committee shall cancel an order when the road conditions, in the opinion of the road committee, will withstand the traffic otherwise restricted by the order. (2) On the cancellation of an order, the road committee shall cause the notices posted in accordance with this Part to be removed.
		Resolution	2018	Council as a Whole			Mostly Operational		
		Resolution	Part of 2018 & 2019	Council as a Whole			Mostly Operational		
		Resolution	2020	Council as a Whole			Mostly Operational		
Occupational Health & Safety	Policy Manual	Policy	2015	Reeve & 3 Councillors	Regulate and enforce the Provincial OH&S Act and Regulations Work along with the Safety Officer to update and enforce and regulate the Municipalities safety procedures handbook and manual		Operational	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councilor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Financial Impact Mix	Procedures
	Resolution	Resolution	Part of 2018 & 2019	Brian Graham – Council Representative, Kim Lake – Office Representative			Operational	
	Resolution	Resolution	2020	Mona Gordon – Shop Representative, Kim Lake – Office Representative, Mel Letkeman – Shop Representative			Operational	
Machinery	Policy Manual	Policy	2015	Reeve & 3 Councillors	Inspect equipment that the municipality owns	May be authorized, for emergencies to spend up to up to $25,000.00	Operational	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.
	Resolution	Resolution	2018	Kevin Bossert, Norman Wright, and Travis Lindsay			Operational	
	Resolution	Resolution	Part of 2018 & 2019	Travis Lindsay, Norman Wright, and Jason Paterson			Operational	
	Resolution	Resolution	2020	Travis Lindsay, Norman Wright, and Jason Paterson			Operational	
Five Year Plan	Policy Manual	Policy	2015	Reeve & 2 Councillors	Review and advise of the 5 year plan recommendations, annually prior to the budget being set	develop and maintain a 5-year rolling plan for the operation of the Municipality with consultation with various committees to be presented to Council for approval and implementation each year.	Governance	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket. FIVE YEAR PLAN The municipality has a five-year financial plan in place which is reviewed and updated each year at budget time, and is to be reviewed annually and updated by the Reeve and 2 other appointed Councillors. PLANNING POLICY That the municipality have a five-year plan to be reviewed by Council as a whole annually. PLANNING OBJECTIVES To develop and maintain a 5-year rolling plan for the operation of the Municipality with consultation with various committees to be presented to Council for approval and implementation each year. PLANNING PROCEDURE The planning procedure each year shall include an inventory of the municipality's current assets and liabilities including maintenance of the municipality's infrastructure, an evaluation of the assets and liabilities and project the financial needs over a five year period.
Five Year Capital Planning	Resolution	Resolution	2018	Council as a Whole			Governance	

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Mix	Financial Impact	Procedures
Gravel	Policy Manual	Policy	2015	Reeve & 2 Councillors	Inspect roads for gravel and advise what is needed where and when.		Operational	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	
External Committee Appointments	Policy Manual	Policy	2015		Appoint councillors to the following external committees 1. Manitou Sand hills Steering 2. District #35 Ag Development 3. Pest Control Officer 4. Assessor & Collector 5. APAS 6. Auditor 7. Weed Inspector 8. Deputy Reeve 9. WYWRA 10. Fire Chief 11. Road Restriction 12. Pound Keepers 13. Caretakers for Cemeteries 14. Manitou Section – Suffern Lake Regional Authority 15. Neilburg Veterinary Services 16. Northwest Association of Rural Municipalities 17. Northwest Heavy Oil Municipalities 18. Lakeland Library		Governance	Council members shall be eligible for remuneration of $250.00 per day plus mileage at a rate of $0.90 per kilometer for committee, district and any other meetings directly related to their work as reeve or councillor for the Municipality. A minimum of a half day shall be considered for the purpose of calculating remuneration for committee meetings. Council members may submit an expense related to Municipal work, with an itemized receipt of expenses for reimbursement of any parts or supplies picked up personally out of pocket.	
External Committee Appointments	Resolution	Resolution	2018		**Manitou Sandhills Steering Committee** Jason Paterson (Norman Wright alternate) **Manitou Section - Suffern Lake Regional Park Authority** Ian Lamb and Brian Graham **Neilburg Veterinary Services Board** Norman Wright **North West Association of Rural Municipalities** Ian Lamb and Joe Koch **Northwest Heavy Oil Municipalities** Ian Lamb		Governance	That the per diem rate of remuneration for regular meetings, special meetings, supervision, convention and Reeve's office supervision for 2018 be $250.00 with a minimum of one day per month for supervision of works/roads. That the mileage rate to be paid to Council, employees, appointees and committee members for travel while performing or attending conventions, meetings and seminars on behalf of the R.M. of Manitou Lake No.442 be set at $0.90 per km for 2018. Per the available approved Financial Statements for 2018, Councillor attendance and travel pay was estimated to be $36,000 but was actually $63,777. The actual total from 2017 was $49,515, for an increase of $14,262 from 2017-2018 – an increase of 32% - over two times budget – and 1.9% of budget. Comparatively, all non-transportation employee wages & benefits were estimated to be $250,420 in 2018, but were actually $247,712 (7.2% of overall expenses). The total from 2017 was $231,426 for an increase of $16,286 from 2017-2018 – an increase of only	

Committee Name	Establishing Document	Type	Date	Members	Purpose/Mandate	Authorities	Operational/ Governance/ Mix	Financial Impact	Procedures
	Resolution	Resolution	Part of 2018 & 2019	RM Manitou Lake Fire & Rescue Coop Brian Graham and Norman Wright **Neilburg Fire Board** Brian Graham and Norman Wright **Manitou Sandhills Steering Committee** Jason Paterson (Norman Wright alternate) **Manitou Section - Suffern Lake Regional Park Authority** Ian Lamb and Brian Graham **Neilburg Veterinary Services Board** Norman Wright **North West Association of Rural Municipalities** Ian Lamb and Joe Koch **Northwest Heavy Oil Municipalities** Ian Lamb			Governance	That the per diem rate of remuneration for regular meetings, special meetings, supervision, convention and Reeve's office supervision for 2019 be $250.00 with a minimum of one day per month for supervision of works/roads. That the mileage rate to be paid to Council, employees, appointees and committee members for travel while performing or attending conventions, meetings and seminars on behalf of the R.M. of Manitou Lake No 442 be set at $0.90 per km for 2019.	
	Resolution	Resolution	2020	**RM Manitou Lake Fire and Rescue Coop** Brian Graham and Norman Wright **Neilburg Fire Board** Brian Graham, Norman Wright **Manitou Sandhills Steering Committee** Jason Paterson, Norman Wright - alternate **Big Manitou Regional Park Authority** Ian Lamb, Brian Graham **Suffern Lake Regional Park Authority** Norman Wright **Neilburg Veterinary Services Board** Norman Wright **North West Association of Rural Municipalities** Ian Lamb, Joe Koch **Northwest Heavy Oil Municipalities** Ian Lamb			Governance	Per diem rate of remuneration for regular meetings, special meetings, supervision, convention and Reeve's office supervision for 2020 be $250.00 with a minimum of one day per month for supervision of works/roads. Mileage rate to be paid to Council, employees, appointees and committee members for travel while performing or attending conventions, meetings and seminars on behalf of the R.M. of Manitou Lake No 442 is $0.90 per km for 2020	
Joint Administration	Policy Manual	Policy	2015		The RM shall appoint the Reeve and Deputy Reeve and the Village shall appoint the Mayor and Deputy Mayor to serve on and as the Joint Administration Committee to meet when necessary to discuss items that arise as a result of this Agreement. The Administrator or the Assistant Administrator may be requested to act as the Secretary at the meetings held of the Joint Administration Agreement. Any minutes of each meeting will be recorded and entered into a minute book to be kept by the Administrator and signed by the presiding officer and secretary on the adoption of the minutes at the following meeting. The Administrator shall work with the Joint Administration Committee in hiring staff. The Joint Committee, as established, will have input into the yearly evaluations of all Administration Staff		Defunct		
Cattle Guard	Policy Manual	Policy	2015	Council as a Whole	Inspect all cattle guards in the R.M. annually while doing the annual road inspection, and report any which do not meet specifications to the Council. Investigate any complaints received regarding cattle guards, and take appropriate action.		Operational		If any of the standards are not met, council can order the cattle guard repaired or removed. If the landowner does not comply, R.M. personnel will remove the cattle guard and repair the road site and invoice the owner of the cattle guard for the costs of repair or removal.
Finance	Resolution	Resolution	2018	Council as a Whole			Governance		
	Resolution	Resolution	Part of 2018 & 2019	Council as a Whole			Governance		
	Resolution	Resolution	2020	Council as a Whole			Governance		

APPENDIX H - CHALLENGES AND CHANGES

CHALLENGES	CHANGES
COMMUNICATION	**COMMUNICTION**
Internal conflict	a council that is onboard with one another – all council speaks in favour of a decision once it's made
Too many Code of Conduct breaches	More respect for administration
Lack of support for council decisions	letting past things go and moving on
Lack of respect	More honesty & transparency
perception of lack of respect	Define the set of rules that Council will play by
people take sides	Need crucial conversation tools, skills, training to help empower people
No real dialogue	Find the truth in the middle
People aren't willing to resolve issues	More unified Council
People taking extreme views/positions	Open dialogues on facts and stories behind votes on issues
Feels like if you side with one party, you get backlash from the other	Recognition of hurt caused
Too much out of office chatter	Don't have to agree, but need to support end decision
Different personality types – quite v. loud – silent v. violent	Hear people out - try to answer questions
Deeply hurt feelings for people	Focus on increasing respectful interaction
Lack of trust	Better communication
DECISION - MAKING	**DECISION - MAKING**
Wasting money perception because no agreed set of supporting facts	Better information/fact gathering before making decisions
Not enough thought and background work to support some decisions	Stop knee jerk reaction decision making
Poor decision-making techniques	Process for good decision making & working with staff
No details provided on positions taken in dialogue	Getting meeting information earlier so can better review

Other decisions take way too long to make	Don't make group decisions until after hearing all facts & stories at meetings
More thought before decisions	Make more informed decisions
Council doesn't have time to prepare for things	More transparency
Feels like some groups discuss meeting contents beforehand and decide amongst themselves & then don't share reasons	
PROCESSES	**PROCESSES**
Lack of communication about process	Need better practices in certain operational areas
Lack of consistency in process	practical tools to Administrator and council for best practice policies
Lack of follow up by Council & Staff	Succession planning
Going in-camera for poor reasons	Only go in-camera when absolutely necessary
Too much discussion by small council groups away from meetings	Have a planning process
Too much outsourcing?	Reconsider minute format
	More transparency about policies, processes & practices
GOVERNANCE V OPERTIONAL	**GOVERNANCE V OPERTIONAL**
Administrator needs to have authority over her staff - not Council	Council stops being operational in HR and other areas
	Job descriptions/role descriptions
TRAINING	**TRAINING**
Lack of agreement on privacy concerns	Better privacy training & procedures
	Need better long-term planning
ENGAGEMENT	**ENGAGEMENT**
Not enough community engagement	Get more/better feedback from public/community
Not enough communication about what is happening	Reach out to community on long term goals

APPENDIX I - SAMPLE COUNCIL AGENDA

REGIONAL MUNICIPALITY OF MANITOU LAKE #442
Regular Council Meeting

AGENDA

August ??, 2020 – **Remote Virtual Zoom Meeting**

Join Zoom Meeting
https://us02web.zoom.us/j/85848382066

Meeting ID: 858 4838 2066

Dial by your location
+1 587 328 1099 Canada +1 647 374 4685 Canada +1 647 558 0588 Canada +1 778 907 2071
Canada +1 204 272 7920 Canada +1 438 809 7799 Canada

Reeve: Ian Lamb   Deputy Reeve:

Call to Order: 9:00 am   Closed Session: 4:00 pm

Lunch Recess: 12:00 pm - 1:00 pm   Adjournment: 5:00 pm

ITEM	DESCRIPTION	ACTION
1.	Call to Order	
2.	Agenda	
2.1	Changes to Agenda	
3.	Protocol Items	
3.1	Acknowledgement of Treaty Lands	
3.2	Announcements/Recognitions	
4.	Confirmation of Minutes	

4.1	August ??, 2020 Regular Council Meeting Minutes		
5.	Explanation of Public Hearing Process		
5.1	Call for People to Speak		
5.2	Delegations		
6.	Public Hearings		
7.	Declarations of Conflict		
8.	Consent Agenda		
8.1	Requests for Exemption		
8.2	Committee Reports		
8.3	Administration Reports		
8.4	Other		
9.	Requests for Decision – Non-Bylaw		
10.	Bylaws		
11.	Policies		
12.	Consent Agenda Exemptions		
13.	Council Requests for Information & Motions		
14.	Closed Session		
14.1	Appointment of CAO (for example) LAFOIPP Section 16(1), plans relating to mgt of personnel LAFOIPP Section 23.1, protection of personal information		
15.	Resolutions Arising from Closed Session		
16.	Adjournment		

APPENDIX J - MEETING PROCESS - SIMPLIFIED ROBERTS' RULES
ELI MINA

Training & Executive Coaching on:

- *Making Meetings Work Better*
- *Demystifying the Rules of Order*
- *Building Better Decision Making Teams*

Published Books:

- "*101 Boardroom Problems & How to Solve Them*"
- "*The Guide to Better Meetings – NPO Directors*"
- "*Mina's Guide to Minute Taking*"

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Meeting Mentor, Registered Parliamentarian

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"Robert's Rules of Order - Demystified"

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Developed by:

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Meeting Mentor & Registered Parliamentarian

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2013

The overall goals of shared decision-making are to achieve **good decisions**, to achieve them **together**, and to do so **at a comfortable pace** (not too fast, nor too slowly).

Substantively, a collective decision should be:

- Proactive (advancing the mission, vision and strategic plan).
- Balanced, fair and objective (balancing legitimate needs and interests).
- Informed (Taking into account professional expertise and member input).
- Realistic and affordable.
- Legal and enforceable.
- Smart and creative.

Process-wise, a decision-making process should be:

- Measured and gradual: Sufficient time is allocated to scrutinizing proposals.
- Efficient: The decision is reached within a reasonable amount of time.
- Inclusive and transparent: Members are engaged in the process as active partners. The community is kept informed (early, and not just after the fact), and – where required or prudent, is invited to comment or help shape the decision in some way. Inclusiveness tends to improve the quality of a decision, boost support for it, and reduce opposition to it.

Team Dysfunctions

A team dysfunction is a personal behavior or systemic condition that reduces a team's ability to make quality decisions, together, and at a comfortable pace. Examples:

1. A rush
2. No preparation
3. Short tempers
4. Interruptions
5. Last minute agenda items
6. Motions made "on the fly"
7. Pre-meeting promises
8. A slow and long meeting
9. Late start & late arrivals
10. Threats and bullying
11. Laptops, blackberries and cell phones in meetings

PARLIAMENTARY PROCEDURE: PRINCIPLES

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings. Robert's Rules of Order Newly Revised is the most widely accepted book on rules of order.

Rules of order are intended to facilitate progress. They should include members in the decision making process, with each member having equal opportunities to participate in the discussion and influence the group's decisions.

The rules should help promote fairness, equality and common sense, and balance the need for efficiency (order and timeliness) with the need for democratic decision-making (a reasonable opportunity for all sides to debate the issue before a vote is taken).

The underlying principles are:

* The majority rules, i.e.: The usual requirement for a motion to be adopted is a majority (more than half) of the votes cast in the affirmative.
A tie vote means that a motion is defeated.
Abstentions are counted as provided in the governing legislation and bylaws.

* The minority should be given an opportunity to be heard.

UNANIMOUS/GENERAL CONSENT (Robert page 54)

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions, to expedite progress and save time. For example:

- *"Is there any objection to changing the agenda to consider item 7 now? (Pause)? There being no objection, we will proceed now with item 7, and then return to item 3".* **OR:** *"There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc."*
- *"Is there any objection to extending the time for this discussion by 5 minutes? (Pause). There is no objection and the time for this discussion has been extended until 3:40 PM".*
- *"Is there any objection to amending the motion by adding the words `including all taxes'? (Pause). There is no objection and the motion has been amended to read: _____".*
- *"Is there any further business to come before this meeting? (Pause) There being no further business, the meeting now stands adjourned."*

GOVERNING DOCUMENTS (Robert section 2)

The hierarchy of governing documents of an organized body is as follows:

Laws of the Land:
>   The laws of the land have the highest precedence and include: Federal and Provincial laws and Municipal Bylaws.

Bylaws:
>   The Bylaws covers the essential procedural aspects of meetings.

Rules of Order:
>   A book on rules of order, referred to in the Bylaws, would apply in all cases where the legislation and the Bylaws are silent. In this handout package, "Robert" means the latest edition of *Robert's Rules of Order Newly Revised.*

TYPES OF MEETINGS (Robert section 9)

Under parliamentary procedure, official business is conducted in duly called face-to-face meetings (except where the governing documents allow meetings by phone, videoconferencing, e-meetings, etc.), in which a quorum is present. Most groups have 4 types of meetings:

- Regular meeting
- Special meeting (to address urgent matters)
- Continued meeting (or "adjourned meeting")
- Closed session (or "in-camera" or "executive" session).

More on Closed Sessions

There should be transparency and ease of access to most documents, especially in a public body. Sometimes governing bodies keep too much information confidential and conduct too much business behind close doors.

Typically, confidentiality is intended to achieve one of two purposes:
- Protect the organization, its operations, economic interests, and delivery of its mandate from harm that could result from the release of certain information.
- Protect individuals or third parties when the release of certain information would be an unreasonable invasion of their personal privacy.

Typical topic areas for closed (in-camera) meetings include the security of the property of the organization, the disclosure of intimate, personal or financial details in respect to a person, the acquisition or disposition of property, decisions with respect to negotiations with employees, and litigation affecting the organization.

QUORUM (Robert section 40)

A quorum is the number of voting members who must be present to validly transact business. The quorum requirement is intended to protect the organization from the actions of a small and unrepresentative minority present at a meeting.

If a quorum is not present the members can adjourn, take a recess, take measures to obtain a quorum, or establish a continued (adjourned) meeting. Other votes taken in the absence of a quorum are invalid. A quorum must be present <u>throughout the meeting</u>, to provide ongoing protection for the absentees and the organization.

CONFLICT OF INTEREST

Conflict of Interest (COI) guidelines are intended to protect the integrity of the decision making process. They exclude from discussions individuals whose ability to act objectively may be impaired by personal interest. COI guidelines would increase the likelihood that decisions will be objective, balanced and fair to all affected parties.

It should be noted that **holding a strong view** or being a member of a group or a region that may be affected by a decision **is not by itself a personal COI**.

A decision maker who believes she or he has a personal COI should proceed as follows
- Declare the COI immediately upon becoming aware of it.
- Leave the meeting when the issue is discussed, to avoid any possibility of influencing the votes of other members on the issue.
- Avoid influencing the decision in any way (at the meeting or outside the meeting).
- The minutes should indicate that the member declared a COI and was absent while the issue was discussed.

A member who is not sure whether he or she has a real or potential conflict of interest, should declare this concern. It may be wise to seek legal advice on this issue.

RULES OF FORMAL DEBATES (Robert sections 42, 43)

1. Members speak only after being recognized by the chair.
   Recognition is on a *first-come-first-served* basis, except:
   - The maker of a motion has the right to speak first (not last, unless a bylaw provides for it).
   - Second time speakers must yield to first time speakers.
   - If possible, the Chair alternates between proponents and opponents of the motion.

2. Rules of decorum:
   - Members must remain courteous and avoid personal attacks.
   - Remarks must be confined to the pending motion (no digressions).
   - In formal meetings, remarks are directed *through the Chair*.

3. Limitations on the length and number of comments per member on each debatable proposal are as specified in the Bylaws. If the Bylaws are silent and Robert applies, each member can speak up to two times on each motion, each time up to 10 minutes.

CLOSING DEBATE (Robert section 16)

The decision to close debate on a motion is made by the members, and not unilaterally by the presiding officer nor by a member "calling the question".

One way to make the decision to close debate is informally, by unanimous consent. The Chair says: "Are the members ready for the vote?", then pauses, and if no one wishes to speak, says: "There being no further discussion, we will proceed to the vote. The main motion is that we _____" (see next page, step 5).

Another way of facilitating closure is by pre-approved time limits, e.g.: If the members agree to end the debate at 5 p.m., then at 5 p.m. the Chair will say: "It is now 5 PM, and, as agreed earlier, debate on the motion ends. We will proceed to the vote. The main motion reads as follows: _____.   Those in favor, etc."

Yet another way of inducing closure is as follows: The Chair, noting repetition in the debate can induce closure by suggesting that: "The members speak only if they have something to add to the discussion", or "We've been hearing from the affirmative for a while. Is there anyone who wishes to speak against the motion, and - if not - in the interest of saving time - shall we proceed to the vote?".

If there is a disagreement on whether debate should be closed, a formal vote can be taken on whether debate will be closed. The Chair must clarify that the vote is on closing debate, and only then (if closure is successful) on the main motion.

HANDLING MAIN MOTIONS (Robert sections 4, 10)

A main motion is a proposal to take action or express a view. The 6 steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	"*I move that ___ " or* "*I move that that the following resolution be adopted: Resolved, That ___ ".*	Make sure the motion is concise, complete and unambiguous. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	"*I second the motion" or "Second"*	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	"*It is moved and seconded that ___ . Is there any discussion?"*	1. The Chair may rule the motion out of order (giving the reasons) or ensure clarity before stating the motion. 2. Ownership becomes **collective** from now on. Withdrawing or amending the motion requires the group's permission.
4. Debate and amendment		
5. The Chair puts the motion to a vote.	"*There being no further debate, we will proceed to the vote. The motion is that _____ . Those in favor of the motion raise your hands. Thank you. Those opposed raise your hands. Thank you."*	Repeat the motion before taking the vote, for clarity. Except when the result is close, it is not necessary to count the votes.
6. The Chair announces the outcome.	"*The motion is adopted" or "The motion is defeated"*	

HANDLING AMENDMENTS (Robert section 12)

An amendment is a motion to change the wording of another motion before voting on it. The proposed amendment sets the main motion aside. If pursued formally, amending requires the same six steps as main motions do (see previous page).

Main Methods of amending:

1. By inserting or adding text.
2. By deleting text.
3. By replacing text.

Number of amendments:

A Primary Amendment changes the wording of the Main Motion.
A Secondary Amendment changes the wording of the Primary Amendment.

Under strict rules of order, only one Main Motion, one Primary Amendment and one Secondary Amendment may be pending at the same time, and a third level amendment is not allowed.

The amending process can be de-formalized, as long as the proposed changes are clearly articulated and the group's wishes are ascertained.

Number of votes:

If a Main Motion and two amendments are pending, 3 votes are needed:
    First, a vote on the Secondary Amendment;
    Second, a vote on the Primary Amendment;
    Third, a vote on the Main Motion (original or amended).

Making things less confusing:

1. State the amendment and its impact (clearly), e.g.:

 "*It is moved and seconded to amend the motion by adding the words: `at a cost not exceeding $1000'.   If the amendment is passed, the motion will read: `_____ '. Discussion is now **only** on adding the words `at a cost not exceeding $1000.'*"

2. Non-contentious amendments may be approved by unanimous consent:
    "*Is there any objection to inserting the words ____?*"

3. The group may opt to suspend the rules, deal with one aspect of the proposal at a time, and then consolidate the consensus into one motion.

POINTS OF ORDER (Robert section 23)

A point of order is a statement by a member that a rule has been violated. The procedure for handling a point of order is as in the following example:

Member: "*I have a point of order*".
Chair: "*What is your point of order?*"
Member: "The amendment is not related to the main motion".

In response, the Chair makes a ruling or submits the point of order to a vote, e.g.:

Chair: "*The point of order is well taken. The amendment is not related and is out of order. We are now back to the main motion which reads: ____*".
OR:
Chair: "*The point of order is not well taken. The amendment is in order.*"
OR:
Chair: "*I will put the point of order to a vote. Those who believe that the amendment should be allowed please raise your hands. Thank you. Those who believe it should not be allowed please raise your hands. Thank you. The amendment is deemed to be (or not be) related to the main motion*".

The first two options are subject to an appeal, but the third is not.

A phrase to consider from Robert (11th edition) page 250, lines 11-15:

"*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business*".

Two tests to assess the significance of a procedural violation:
1. Are anyone's rights being infringed upon?
2. Is any real harm done to the proper transaction of business?

APPEALS (Robert section 24)

An appeal is a procedure that allows two members who disagree with the chair's ruling to submit it to a vote of the assembly.

Member: "*I appeal the decision of the Chair.*"
Another member seconds the appeal (if seconding is required).

Chair: "*The ruling of the Chair has been appealed. The ruling was that _____.*" The Chair allows limited debate on the appeal, i.e.: "Is the Chair's ruling correct?" and then proceeds to the vote:

"*The question is: Shall the Chair's ruling be sustained? Those who believe that the Chair's ruling is correct please raise your hands. Thank you. Those who believe that the ruling is incorrect please raise your hands. Thank you. The Chair's ruling has been upheld (or reversed). Therefore, _____.*"

Note: A majority <u>against the ruling</u> is required to reverse it. The presiding officer is not required to vacate the Chair to take this vote.

FREQUENTLY USED SECONDARY MOTIONS

The motion	The use	Pertinent points
Point of Order (Section 23)	Point to a violation of a rule, policy, or bylaw.	The Chair makes a ruling: The point is well taken or not well taken. Or the Chair can invite the members to decide
Appeal (Sec. 24) (Majority in the negative needed to reverse a ruling)	Two members who disagree with the chair's ruling can appeal it.	The Chair explains the ruling, opens it to debate, and puts it to a vote: "*Shall the chair's ruling be sustained?*"
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This motion "kills" the pending motion for this meeting (but the main motion is renewable at a later meeting).
Amend (S.12)	A motion to change the wording of another motion before voting on it.	See page 5 in this package.
Commit/Refer (Section 13)	A motion to send the pending motion to a committee or staff	Should include instructions to the committee, e.g.: What questions will be addressed? When will the committee report? What is the Mandate (advisory? Implementation powers?)
Postpone to a certain time (S. 14)	A motion to postpone the pending motion to a certain time.	Should specify the time to which the motion is to be postponed
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: "*I move to extend debate by 5 minutes*". Or: "*I move to end debate at 10:30*". This motion is not debatable.	2/3 vote or unanimous consent required.
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: "*I move we close debate*".	When the motion is made, the Chair can check if there is general consent to closing debate. If not, she or he takes a vote on whether debate will be closed (2/3 vote).
Table (Section 17)	A motion to set a pending main motion aside to accommodate something else of immediate urgency.	Most times the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer or withdraw.
Suspend the rules (Section 25)	A motion to allow the assembly to waive a rule of order for a specific purpose. This motion cannot be used to suspend rules protecting fundamental rights (e.g.: minority and absentee rights).	This motion can be very helpful when the rules of order are proving too restrictive and wasteful and a more flexible approach is needed. For example: "*I move to suspend the rules and allow more than one primary amendment at a time*". (2/3 vote required)
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. Once debate begins, only the assembly – by a majority vote or general consent – can withdraw it.	
Consider informally (Section 52)	A motion to allow informal consideration of a topic without a motion on the floor.	This motion helps when the premature introduction of a motion would be constraining and counter-productive.

PRESIDING OFFICER'S RIGHTS

Voting Rights (Robert pages 405, 488)
In a small Board or committee (no more than about a dozen members present) the
Chair has the same voting rights as other members and may vote at the same they do.

In large voting assemblies (e.g.: general meetings of non-profit organizations), the Chair (if a
voting member) may vote like others when the vote is by secret ballot. However, if the vote is
not secret, the Chair protects his or her impartial position by usually abstaining. He or she may
vote (but does not have to) if his or her vote would alter the result (e.g.: make or break a tie).

Debating Rights (Robert pages 394, 488)
In small assemblies, unless the Bylaws specifically require the Chairperson to vacate
the Chair in order to debate a motion, he or she may debate a motion while in the
Chair, but on the same basis as other members.

In large voting assemblies (e.g.: general meetings of non-profit organizations), the Chair
avoids taking advocacy positions on motions. If a crucial point was omitted and the Chair
wants to make it, she or he vacates the Chair (usually the Vice-Chair then takes over), and
resumes the Chair once the motion has been decided.

RE-VISITING PREVIOUS DECISIONS

1. Adopted motions (Robert sections 35, 37)

An adopted motion can be re-visited, provided that it (or the parts that the members
wish to change or cancel) was not acted upon.

At the same meeting: an adopted motion that was not acted upon can be brought back
for consideration with the agreement of the members (by a majority vote). Robert's
Rules require that a motion to reconsider be made by a member who voted on the
prevailing side (i.e.: in favor of the motion). If the motion to reconsider is adopted, the
motion to which it applies is re-opened for debate and a new vote.

At a future meeting: An adopted motion can be brought back at a future meeting
(provided that it was not acted upon) via the motion to rescind or amend. Any member,
regardless of how he or she voted originally, may make this motion.

2. Defeated motions (Robert sections 37, 38)

Same meeting: A defeated motion can be brought back for consideration at the same
meeting if the members - by a majority vote - agree to do so. Under Robert's Rules,
only a member who voted on the prevailing side (i.e.: against the motion) may make the
motion to reconsider in this case.

Subsequent meeting: A defeated motion that is still applicable can be re-introduced at a
subsequent meeting as new business (under the normal process for new business).

TEN KEY INGREDIENTS OF A SUCCESSFUL MEETING

A meeting is a gathering to discuss business and reach decisions jointly. The following ten ingredients characterize an effective meeting:

- **Clarity** of mandate, purpose, issues, and process.

- **Participation protocol and etiquette:** Only one person speaks at a time. Interruptions (verbal or non-verbal) are kept to the necessary minimum. A courteous, civilized and respectful tone is maintained. Discussions are focused on issues, not personalities.

- **Productivity and forward movement**: Discussion progresses along a pre-defined agenda, in an efficient and timely manner. For the sake of follow-up, good minutes are taken.

- **Flexibility and room for creative thinking**: Meeting structures (agendas and rules) are used in a flexible manner, to accommodate and promote creativity and open discussion rather than stifle them.

- **Quality**: Informed and in-depth discussions take place, leading to meaningful outcomes and thoughtful decisions.

- **Balance and inclusion**: All members are given an equal opportunity to participate. Dominated discussions are avoided.

- **Openness and Collaboration**: Listening takes place, and members work together towards a common goal; Members are open to changing their views based on the discussion; Debates are "personality-neutral": hard on the issues, soft on the people.

- **Shared responsibility:** Everyone (and not only the leader) takes responsibility for the success of the process; Finger pointing is minimized; Promises are kept and assigned tasks are completed.

- **Variety and a light Touch**: The meeting's pace and activities are varied, to make it more engaging, interesting, and enticing to attend. A light touch is introduced when appropriate: "Take yourself lightly and your work seriously".

- **Logistical support**: Logistical details are managed proactively and professionally, to allow for an optimal use of time at the meeting.

DESIGNING AGENDAS

The agenda is usually drawn up by the Chair and the staff, <u>with input from the group's members</u>.   When designing an agenda for a meeting, consider these factors:

- **Purpose:** The agenda should be designed with the purpose of the meeting and the mandate of the group in mind.

- **Agenda items, reports**: A list of agenda items should be prepared. Most items should be pre-scheduled, with last minute items being the <u>exception</u>, not the norm. <u>Reports</u> should be circulated (and read) before the meeting, be "<u>reader-friendly</u>" and <u>action-oriented.</u>   At the meeting, only the key points and <u>proposed actions</u> need to be discussed. Consider adding items of a <u>strategic and proactive nature</u>, to make the meeting more interesting and meaningful (some groups tie every agenda item to an element of their strategic plan).

- **Sequence**: The issues should be arranged into a logical sequence. Routine and non-controversial items are typically (but not always) scheduled early. Related items should be grouped together. It may be desirable to insert "lighter" items between "heavier" items.

- **Scope**: The number of items on the agenda should be reasonable, to help ensure that each of them can receive proper attention within the available time.

- **Time per issue**: Estimate how much time will be required for each main issue or category of business, and allocate time accordingly.

- **Time frame**: Consider a timed agenda, with opening and closing times, and interim milestones (including breaks). Plan to start on time and end on time (or early). Deviations from the agreed time should be negotiated, not dictated.

Here is an example of a timed agenda:

7 pm:	Call to order, Opening remarks	
	Approval of minutes	
	Reports, questions & discussion:	
	Finance	Jack Edwards
	Personnel	Edith Jones
8:00:	Unfinished business: New computer	Sam Ng
8:20:	Refreshment break	
8:30:	New Business:	
	Staff recognition program	Joan Smith
	Other new business	
8:50:	"Visionary/proactive" components	
9:20:	General feedback (meeting evaluation)	
9:30: (or sooner): Adjournment		

MEETING CHAIR'S ROLES

An effective meeting chair directs the discussions in a fair and efficient manner. The chair's challenge is to create a balance whereby people are accommodated, time constraints are complied with, and issues are addressed. Specific roles include:

- **Setting the tone, guidelines and direction for the meeting**, with the group's support.

- **Deciding who speaks next**, usually on a "first-come-first-served" basis; going by the person who raises the hand first, and not by the person who raises the voice first.

- **Keeping the meeting on track**: reminding "digressing" members what item is being considered; repeating the proposal under discussion from time to time.

- **Keeping the meeting on time**: establishing time limits and a time frame, in consultation with the participants; watching progress versus time frame and reminding participants of time constraints; asking "long winded" members to be brief and to the point.

- **Creating balance**: asking outspoken members to give way to quieter individuals; inviting less assertive members or experts to comment; if needed, initiating a "round table" poll.

- **Listening, watching members**: responding to what people say, but also to the manner in which they say it (vocal and facial expression).

- **Ensuring clarity and encouraging listening**: listening for ambiguities, missed points, generalizations and misunderstandings, and ensuring that people are heard and understood.

- **Re-directing**: shifting the discussions from problems and complaints to solutions.

- **Summarizing and initiating closure**: briefly repeating key points (e.g.: main areas of agreement and main areas of differences); repeating task assignments and ensuring that any missing details are filled in, e.g.: "When would you be able to report back?" Leading to a vote or informal decision on an issue; e.g.: "Am I correct in hearing that the members want to _____?".

- **Varying the pace and the facilitation method**: suggesting a break, small group discussions, etc.

ADDRESSING DIFFICULT SITUATIONS IN MEETINGS

What should the Chair say or do in the following situations?

1. Domination by a few people
2. Rambling
3. Someone barges in and speaks without permission, when someone else is waiting in line
4. There is a loud and distracting side conversation
5. There are personal attacks on individual members
6. A presenter of a report is getting defensive when asked questions
7. A member digresses from the core topic on the agenda or the group's mandate
8. A member raises his/her hand to speak and keeps it up even when acknowledged
9. A member digresses from the agenda
10. Important decisions have been made, but have not been clearly articulated

PRESIDING OFFICER'S SCRIPT (EXAMPLE)

The July 5 meeting of the _____ will please come to order. Good afternoon everyone and welcome to this meeting.   The notice of the meeting was sent on ___, meeting the notice requirement in our Bylaws. Our quorum is ___ members and we have __ members present. Therefore this meeting is duly convened.

The agenda for the meeting was circulated and includes _____. We are scheduled to adjourn by 9:30 p.m. Are there any questions or concerns about the agenda? (PAUSE). If not, the agenda as circulated will stand (Alternatively, invite a motion to approve the agenda and facilitate a formal decision on it).

(If needed, state a few discussion guidelines, i.e.: speaking by raising hands - not voices, observing time limits, "second time" speakers waiting for "first time" speakers).

The first item of business is the Consent Agenda, which includes the following items: _____. Is there any item that requires separate consideration? (Pause) If not, is there a motion that all the motions listed under the Consent Agenda be adopted as a package? Thank you. Is there a second? Are you ready for the vote? Those in favor of this motion raise your hands. Thank you. Those opposed raise your hands. Thank you. All motions under the Consent Agenda have been adopted in a package.

(If items are taken out of the Consent Agenda, the remaining items on the Consent Agenda are voted on as a package, and then the separated items, or vice versa).

Next we have a report by ____. ("for information only" report)
Are there any questions on this report?   (Pause, take questions)
Any further questions? If not, the report will be placed on file.

Next we have a report by ____. (report contains a motion)
(A member presents the report and makes a motion. Someone seconds)

It is moved and seconded that _____. Is there any discussion? (Discussion starts).
Is there any further discussion on the motion to _____? If not, we will vote on it.
The motion is _____. Those in favor (etc.)
(Continue in a similar fashion with other reports).

Next we have unfinished business. The first item is a motion on ___, which was postponed from the last meeting. The motion is: _____.   (debate, vote).

Next we have new business (Handle scheduled and then unscheduled new business).

Is there any further new business? Announcements?

There being no further business, this meeting stands adjourned.

ADDRESSING FRUSTRATIONS DURING MEETINGS

If this occurs	You can say:
Digression	*"Point of order. Can we please get back to the agenda?" Or* *"Can we please focus on the core issue, which is ____?"*
Interruptions	"*Point of order. Can we have one person speaking at a time?" Or* *"Can we speak by raising hands?" Or* *"Can we please hear people out?"*
Last minute motion	*"I am not comfortable debating a new issue this late and without the benefit of professional analysis. I move that this motion be postponed until the next meeting." Or:* *"Given that it's late, I suggest that we discuss this motion informally now, and then refer it to the administration for professional analysis."*
Personal criticism	"*Point of order. We should be focusing on issues, not people."*
Rambling	*"Can we please keep our comments concise and to the point? I'm concerned that we may run out of time for significant issues later on."*
Repetitive debate	*"I am not hearing any new information and I'm worried about our time. Are we ready to close debate and vote on this motion?" Or:* *"I move to close debate." Or "I move the previous question."*
Side conversations	"*Point of order. I'm having trouble concentrating when we have more than one conversation at the same time."*
Unbalanced participation	*"Can we please speak by raising hands?" or* *"I am wondering if we could hear from members who have not spoken."*
Unclear motion	*"Can we please have the motion repeated?" Or* *"I move to amend the motion by ____" (You may propose to replace, add, insert or delete text, to enhance clarity.)*
A decision is being rushed through.	*"I am not comfortable with the pace of this discussion. This is an important decision, and rushing it through may be risky. We need to slow down a bit."*
You disagree with a ruling of the Chair.	*"I appeal the decision of the Chair."* *The appeal is put to a vote: "Shall the Chair's ruling be sustained?"* *A majority against the Chair's ruling overrides it.*

COMMON MYTHS ABOUT PARLIAMENTARY PROCEDURE

THE MYTH	THE TRUTH
The mover of a motion owns it forever.	The maker of a motion stops owning it once debate on it begins. From then on, the group owns it, and the mover no longer has the right to unilaterally withdraw or amend the motion.
A person must support a motion in order to second it.	Seconding indicates that the person agrees that the motion should be discussed, and not that he or she supports it.
If a motion is moved and seconded, it is automatically open for debate.	A motion is open for debate only after the Chair states it and places it before the meeting. The Chair is entitled to refuse to allow a motion on the ground that it is out of order (in violation of a certain rule) or because it is confusing or poorly worded.
The Chair of a small Board never votes, except to break a tie.	The Chair of a small Board, if present, votes like other members.
The Chair of small Board never speaks in debate, unless he or she vacates the Chair.	This is only true if your Bylaws stipulate it. Robert's Rules of Order allow the Chair to speak in debate, but on the same basis as everyone else.
If a member *calls the question*, debate automatically ends. *Calling the question* may interrupt a person who is speaking and gets priority over everything else.	The decision to close debate is made by the group, collectively, and not unilaterally by the Chair or one member. If a motion to close debate is made formally, it may **not** interrupt a person who is speaking and its mover has **no** special priority in the speakers' lineup.
The mover may close debate by speaking on a motion for a second time.	No (unless your Bylaws say otherwise, which would be poor procedure).
The minutes must include everything that was said at the meeting.	Minutes are primarily a record of what was done by the group, not what was said.
A member may insist that his or her comments be entered in the minutes.	Minute takers should follow minute taking standards, as established by policy. They should not be subject to random demands by individual members.
There can be no debate until there is a motion on the floor.	An assembly may decide to have informal discussion (exploring the nature of a problem) before introducing a motion (a solution).

APPENDIX K- BEFORE BRINGING ISSUES TO COUNCIL: A CHECKLIST

Items to be addressed before submission to RM Council (for most issues)

1. Research on issue
   a. Review current RM Bylaws and Policies for conflicts or inconsistencies with proposed changes. Cite the bylaw/policy section and why changes are needed, if applicable.
   b. Always check with legal counsel if legal issues are involved
   c. Review the issue with other RM areas to get their input if the issue may have an impact on them.
2. Timing/Schedule Considerations
   a. Determine whether a deadline exists
   b. Allow a minimum of 3 weeks for review of the staff report (1 week for the Administration and 2 weeks for Council) and scheduling for a Council briefing
   c. Allow time as needed for meetings with community groups, mailings, RM Board review, and advertising.
3. Budget Considerations
   a. Determine whether the issue will provide revenue and /or require funding. Determine what the source of the funding will be.
   b. Include the issue in a budget amendment to allocate funds as needed.
   c. Determine whether the issue includes an increase of fees or taxes to residents and/or businesses. For example, if fees are increased, Council will need to hold a public hearing.
4. Community Input and Information

(Before meeting with community groups, be sure to discuss the content of the meeting and the intended result with the Reeve)
   a. Get input from interested parties and/or those who would be impacted by the change through:
      i. Public open house
      ii. RM web site
      iii. News or newspapers
      iv. Flyers, signs

   Interested parties could include:
      i. Community Members
      ii. RM Boards and Committees
      iii. Community Councils

      iv. Community groups affiliated with or affected by the issue, e.g.:Chamber of Commerce

      v. Business Coalition

      vi. Downtown Alliances

      vii. Downtown Retail Merchants

      viii. Housing Authority

      ix. Salvation Army

      x. Community Services

      xi. Volunteers Fire Fighters

      xii. Province

      xiii. Nearby municipalities

    a. Coordinate with the office for mailings. Send mailings, as required or as requested by Council, to the affected parties. Be sure that the CAO and Reeve are aware of and in agreement with the mailing. Copy the Council office and the Reeve's office on the mailing so they will know where to refer questions they may receive. For mailings required by RM bylaw or policy, or provincial statute, retain documentation in order to provide confirmation.

    b. Coordinate with the office for required advertising. (It may be appropriate to do this after the paperwork has been submitted to Council for initial briefing)

5. Alternative and Recommendation

    a. Several alternatives may exist to address an issue. Discuss the advantages and disadvantages of each alternative, including the identification of any concerns that my have been raised, and how potential alternatives would address the concerns. Meetings with community groups may help identify these concerns and alternatives.

    b. Provide a recommendation to Council as to the course of action they should consider.

    c. Background information should be included in the staff report, and is often helpful in recognizing why a particular recommendation is being made. This background information typically includes a description of the current condition, relevant criteria (such as city policy, state law, and generally accepted guidelines), the cause of the problem and the effect it is generating. The recommendation should address the cause and resolve any negative effects.

APPENDIX L - MINUTE TAKING STANDARDS

ARTICLES, INSIGHTS & IDEAS
by Eli Mina

MINUTE TAKING PRACTICES (a book excerpt)

By Eli Mina, M.Sc.

The following table of ineffective and effective practices will help those taking minutes. It is an excerpt from "*Mina's Guide to Minute Taking.*"

Ineffective versus Effective Practices

Category	Ineffective Practice	Effective Practice
Selection of minute taker	Choosing someone with no minute taking skills or no knowledge of the group, its history, issues, or the terminology it uses.	Choosing an individual who has minute taking skills or, alternatively, training them for the job and giving them an orientation on the group and its work.
Treatment of minute taker	Making it unacceptable or unsafe for the minute taker to speak up in meetings.	Making it acceptable for the minute taker to speak up and request clarity.
	Assuming the minute taker is capable of recording coherent minutes in confusing, chaotic meetings.	Conducting clear, well-focused meetings. Taking time to articulate consensus and motions clearly before moving forward.
What is recorded in minutes	A word for word record of who said what.	Concise, readable point-form summaries of discussions and decisions made.
	Using present tense: "The Chair opens the meeting and explains the agenda."	Using past tense: "The Chair opened the meeting and explained the agenda."
	Highlighting decisions made by motions, while not emphasizing decisions made by consensus.	Highlighting motions and consensus-based decisions in the same way.
Expectations and roles	Expecting the minute taker to have shorthand skills or tape the meeting, to capture every word.	Expecting the minute taker to have listening and summary skills, to focus on key points, not every word uttered.
	Allowing the Chair to doctor the minutes and change decisions that may be embarrassing to someone.	Allowing the Chair to ensure that minutes are technically and factually clear and accurate.
	Allowing assertive individuals to force the minute taker to record certain comments.	Approving minute taking standards as a formal policy, thereby enabling the minute taker to follow approved standards and not personal wishes.

Information about Eli Mina:

Eli Mina, M.Sc., PRP, is a Vancouver (Canada) based management consultant, executive coach, and Registered Parliamentarian. In business since 1984, Eli consults his clients on board effectiveness, chairing contentious meetings, preventing and dealing with disputes and dysfunctions, demystifying the rules of order, and minute taking standards. Eli's clients come from municipal government, school boards, regulatory bodies, credit unions, colleges and universities, native communities, businesses, and the non-profit sector.

Eli is the author of the newly published "*101 Boardroom Problems and How to Solve Them.*" He is also the author of several other books and publications on meetings, shared decision-making and minute taking (see *Eli Mina's Books* at www.elimina.com). Eli can be reached at 604-730-0377 or via e-mail at eli@elimina.com.