

So as contemplated by regulation, an integrated planning approach offers the best possibility of long-term success.

Figure 15 shows the key elements of an integrated planning cycle include setting direction, planning, and allocating resources, delivering services and monitoring, maintaining, and improving based upon performance results.

So, the time is now to set those long-term directions in an integrated long-term planning framework that starts with a Township Strategic Vision and Plan for the entire community. This will set the stage for multi-year budgets, long term financial and asset management planning based upon the core services the Township provides. This is imperative if the Township is to be sustainable in the long run.

1.2 COUNCIL NEEDS MORE CUSTOMER INFORMATION AND CLEARER PROTOCOLS

Council indicated that, to better respond to constituents, it needs to have more timely information on customer requests and complaints.

Council and staff both expressed an interest in a better protocol to access information and deal with issues arising between meetings.

RECOMMENDATION 1.2: Update Council Reporting and Staff Protocols

Council interactions and complaints dissemination protocols should be developed prior to next election. A dashboard for Council to view outstanding complaints is recommended.

1.3 WARD SYSTEM IS NOT CONDUCIVE FOR ONE COMMUNITY

The current ward system within the Township reflects historical pre-amalgamation boundary lines. During our consultations, both Council and staff indicated that this divide continues to cause issues of integration and development of the Township as ONE community.

Surrounding communities have aborted the ward system and have moved to general elections. This would promote a more unified Township and allow for better long-term planning. Four out of five councillors support the move to general elections. No community consultation has been undertaken. However, some community members have questioned the current governance structure as noted in recent Council minutes.

RECOMMENDATION 1.3: Move to General Elections

Before the next election, the Township should undertake a Ward Review including community consultations with the objective of moving to general elections and eliminating wards. We believe this would better unify the community prior to the development of a Strategic Plan.

1. GOVERNANCE

Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Estimated External Costs	Comments/ Assumptions regarding costs and savings
1.1 Develop Strategic Plan	Develop a Township Strategic Plan at the commencement of the next term of Council. As part of 2022 Planning Cycle, develop business plans across departments in line with Term of Council Strategic Plan. Integrate AM plan in 2021, long term financial plan. Attempt first Multi- Year Budget in 2021 (2-year pilot) prior to next election.	HIGH EFFORT, HIGH IMPACT	2021	\$30,000	Engage a Consultant to assist with Community Engagement. 1/3 FTE to develop framework internally, multi-year budget will reduce cost in second year.
1.2 Create Council Dashboard for Client Requests and Key Performance Metrics	Council interactions and complaints dissemination protocol should be developed prior to next election. A dashboard for Council to view outstanding complaints. This can be achieved with CityWide Service Requests online.	LOW EFFORT, HIGH IMPACT	2020	\$7,500	Service Request online will require some consulting assistance. Internal costs to develop protocol and consultation with staff and Council (5 days work x 5 staff and council time)
1.3 Move to General Election - Undertake a Council ward review including consultation	Wards appear to create divisions in the Township. Review Ward Structure - Wards vs. General Election	HIGH EFFORT, HIGH IMPACT	2021	\$15,000	Consultant costs for facilitation and develop the plan