

Board Chair 2020 Goals

1. **To lead and assist the Board to make all decisions necessary to complete the Growth and Servicing Plans**, and in so doing will:
 - a. Achieve consensus among members on contentious issues.
 - b. Ensure the vision of the CMRB is agreed upon, clearly stated and well communicated.
 - c. Actively advocate adoption of the Growth and Servicing Plans by member Councils and the Provincial Government.

2. **To lead and assist the Board to make all decisions necessary to establish functions and priorities of the Board after delivery of the Growth and Servicing Plans**, and in so doing will:
 - a. Identify functions and priorities that arise from the Growth and Servicing Plans.
 - b. Propose functions and priorities that fit within the legislated mandate of the CMRB.

3. **To assist the Board to make all decisions necessary to effect a successful transition to a new Board Chair**, and in so doing will:
 - a. Assist the Board to identify characteristics desirable in the next Board Chair.
 - b. Work with Board members to identify a successful candidate.
 - c. Ensure a period of transition occurs to assist with transfer of institutional knowledge.

Chief Officer 2020 Goals

1. **Strengthen operations of CMRB** – CMRB now has a full year of standard operations to use as a baseline. Analysis of the operations has shown there are some areas where improvements can be made. These areas include, but are not necessarily limited to:
 - a. Provide strong leadership to the CMRB administrative team and continue to seek out opportunities to help staff grow their skill sets.
 - b. Amend policies, as required, to provide greater clarity and flexibility
 - c. Restructure meeting agendas to provide Directors with the time to focus on the future of the CMRB.
 - d. Standardize language in Terms of Reference documents
 - e. Improve the REF process based on lessons learned from the IREF process

2. **Improve communication with Directors, CAOs and municipal administrations** – Better communication will facilitate greater understanding between the Chief Officer and Directors and CAOs. To help strengthen communication the Chief Officer will:
 - a. Better communicate Administration's decision-making process – There have been instances where Administration has failed to clearly articulate the decision making process which has led us to a recommendation. More clearly outlining this process will provide Directors with the information they need to provide appropriate oversight.
 - b. Draw attention of the Directors on key points- Ask Directors provocative questions in the pre-reads to help focus the conversation on the key issues at hand.
 - c. Meet more often with Directors outside of formal meetings – This will ensure Administration has a full understanding of the perspective of Directors, and will assist Administration in crafting future work plans which accommodate these perspectives.
 - d. Where appropriate, continue to draw on the expertise and knowledge of CAOs and other members of municipal administrations to further the work of the CMRB.

3. **Assist in facilitating better relationships between Directors** – Part of the challenges experienced around the CMRB Table stem from a lack of trust between Directors. To facilitate better relationships the following actions will be undertaken
 - a. Create a platform to provide mutual feedback - Not only Administration and Directors providing feedback on how the other is performing, but also an opportunity for the Directors to candidly provide feedback on how it thinks it is performing. Candid, constructive feedback can be a powerful tool to strengthen relationships and ensure a healthy dynamic which benefits the organization.
 - b. Be more proactive and solutions oriented during Board meetings
4. **Continue work to deliver the Growth and Servicing Plan** This remains the primary focus of Administration for 2020.
5. **Set the future workplan for the CMRB.** The development of the Growth and Servicing Plan is a starting point for collaboration which can improve service delivery for ratepayers in the Region and save costs for municipalities, among other benefits. In order to create this workplan the Chief officer will develop a forward-looking workshop to look at the future workplan of the CMRB post-completion of the Growth and Servicing Plan
6. **Provide coordination among willing member municipalities to facilitate economic recovery from the COVID-19 pandemic.** The COVID-19 pandemic has had a severe impact on economies throughout the province. The CMRB can provide coordination to support a strong economic recovery in the short, medium and long term.
7. **Continue to drive the delivery of the mandate of the CMRB as outlined in the CMRB Regulation.**