

HR, City Managers Office [HR, CMO]  
City Clerks, Corporate Services [CC, CS]  
IT, Corporate Services [IT, CS]  
Healthy and Safe Communities [H&SC]

Transportation Planning, Planning and Economic Development [TP&P, PED]  
Corporate Asset Management, Public Works [CAM, PW]  
Engineering Services, Public Works [Eng Ser, PW]  
Transportation, Public Works [T, PW]

Completed Open In Progress Closed Delayed

CITY-WIDE SCOPE

INQUIRY RECOMMENDATIONS (CORE)	INQUIRY - DEPT / SECTION - STAFF LEAD	CITY-WIDE IMPLEMENTATION (Yes/No)	NO.	LEAD	SUPPORT	AUDIT RECOMMENDATION	WHAT HAS BEEN IMPLEMENTED TO DATE	WHAT IS THE OUTPUT?	WHAT IS STILL TO BE IMPLEMENTED	EXPECTED COMPLETION DATE	COMPLETION STATUS	RESOURCES / COST (\$)	COUNCIL PRIORITIES ALIGNMENT
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	1	T, PW	Eng Ser, PW	Implement mechanisms that reinforce traffic safety, particularly traffic safety on the RHVP and the LINC, as a concern and a responsibility of all members of Public Works and as a joint responsibility of the Transportation Operations & Maintenance Division and Engineering Services.	(i) Parkway Management Committee (March 2019)  (ii) Chief Roads Official (March 2021 - March 2023)  (iii) Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001) (March 2021)  (iv) Consultant Report Tracking and Retention Divisional Procedure (March 2021 - PW-TOM-P-020-002)  (v) Tracking and Sharing Consultant Report Recommendations, and Actions (September 2023- PW-P-008-001)	(i) Annual Collision Report - a section specific for the Parkways  (ii) Parkway Management Committee - other divisions within PW and cross-departmental divisions are members  (iii) Safety aspects to be reinforced as a standing agenda item for reporting at Parkway Management Committee Meetings  (iv) Roles and Responsibilities Working Group - within PW Division and cross-departmental Divisions  (v) Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001) - update document to include for safety related roles and responsibilities	(i) Annual report based on yearly data collection and analysis  (ii) Completed  (iii) Item to be added to first meeting to be held in Q1 2024 & update terms of reference  (iv) Final roles and responsibilities approvals and document  (v) Update to existing document to incorporate safety related roles and responsibilities - to follow internal and approval process	(i) Q3 2024  (ii) 2022  (iii) Q1 2024 (February 5 meeting)  (iv) Q4 2024  (v) Q3 2024	(i) Completed  (ii) Completed  (iii) Open  (iv) Open  (v) Open		Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	1(a)	T, PW	HR, CMO	Designate a Public Works staff person with overall responsibility for the operation, maintenance, and traffic safety of the municipal expressways, reporting directly to the General Manager of Public Works (a "Designated Road Authority Official").	(i) Through Report PW21013(a), the duties of the Chief Road Official were combined with the Director, Transportation Operations & Maintenance (TOM) to create the new position, Director, Transportation. This role has overall responsibility as noted in the recommendation.	(i) Revised job description  (ii) Roles and Responsibilities Working Group - within PW Division and cross-departmental Divisions  (iii) Communication and Change Management Strategy	(i) Job description review and approval processes  (ii) Final roles and responsibilities approvals and document  (iii) Communication Pan	(i) Q1 2024  (ii) Q4 2024  (iii) Q4 2024	(i) Open  (ii) Open  (iii) Open	Work with HR/Compensation Specialist	Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	1(b)	T, PW	Eng Ser, PW	Maintain the City's existing Parkway Management Committee or another such committee to provide leadership on the safe and efficient operation and maintenance of the LINC and the RHVP.  This committee should include: (i) Management-level staff from all divisions within Public Works whose mandates include responsibility for the RHVP and the LINC, (ii) the General Manager of Public Works, and (iii) the Designated Road Authority Official.  Management-level staff on the committee should have the authority to resolve any issues as between divisions of the Public Works department in connection with the responsibility to investigate and recommend countermeasures pertaining to traffic safety on the expressways.	(i) Parkway Management Committee (March 2019)	(i) Update the existing TOR including meeting frequency and minutes  (ii) Safety aspects to be reinforced as a standing agenda item for reporting at Parkway Management Committee Meetings	(i) Confirm role of management level staff  (ii) Item to be added to first meeting to be held in Q1 2024 & update terms of reference	(i) Q1 2024 (February 5 meeting)  (ii) Q1 2024 (February 5 meeting)	(i) Open  (ii) Open		Safe & Thriving Neighbourhoods, Responsiveness & Transparency

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Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	1(c)	T, PW		<p>Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should:</p> <ul style="list-style-type: none"> <li>(i) Define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official;</li> <li>(ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways;</li> </ul> <p>Develop a guideline document for the management of the operation and maintenance of the LINC and RHVP, which should:</p> <ul style="list-style-type: none"> <li>(i) Define the roles and responsibilities of relevant divisions, the management committee, and the Designated Road Authority Official;</li> <li>(ii) provide guidelines based on industry best practices or consultation with traffic safety or other highway management professionals for the overall maintenance and operations of the municipal expressways;</li> <li>(iii) establish reporting requirements to the Designated Road Authority Official, the General Manager, and to Council or to the appropriate standing committee(s) of Council; and</li> </ul>	<ul style="list-style-type: none"> <li>(i) Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001) - revise document for sub-requirements &amp; safety (March 2021)</li> </ul>	<ul style="list-style-type: none"> <li>(i) Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001) - revise document for sub-requirements &amp; safety</li> <li>(ii) Red Hill Valley Parkway/Lincoln M Alexander Parkway Operation and Maintenance Plan (PW-Y-026-001) - update document to include for safety related roles and responsibilities</li> <li>(iii) PW Asset Responsibilities Within the Right-of-Way (PW-P-026-002)</li> <li>(iv) Escarpment Access Closure Procedure (PW-P-026-003)</li> </ul>	<ul style="list-style-type: none"> <li>(i) revise document for sub-requirements</li> <li>(ii) Update to existing document to incorporate safety related roles and responsibilities - to follow internal and approval process</li> <li>(iii) Completed</li> <li>(iv) Completed</li> </ul>	<ul style="list-style-type: none"> <li>(i) Q3 2024</li> <li>(ii) Q3 2024</li> <li>(iii) March 2021</li> <li>(iv) June 2021</li> </ul>	<ul style="list-style-type: none"> <li>(i) Open</li> <li>(ii) Open</li> <li>(iii) Completed</li> <li>(iv) Completed</li> </ul>	NA	Safe & Thriving Neighbourhoods
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No				T, PW		<ul style="list-style-type: none"> <li>(iv) require the creation of project charters for all ongoing, ad hoc, or special projects relating to the RHVP and the LINC, which should include:                             <ol style="list-style-type: none"> <li>1. a designated most responsible person,</li> <li>2. the individuals on a project team,</li> <li>3. the project manager(s),</li> <li>4. the project scope,</li> <li>5. the timelines for the project, relevant stakeholders,</li> <li>6. consultant retainers and roles of the consultant(s),</li> <li>7. the roles and responsibilities of the divisions, sections, groups, and individuals on the project team, and</li> <li>8. desired outcomes of a project.</li> </ol> </li> </ul> <p>The project charters should state that issues that cannot be resolved at the project team level should be referred to the</p>	<ul style="list-style-type: none"> <li>(i) The standardized PW Project Management Charter (PW-F-005-001) was last updated November 2023, with the mandatory requirement in PW that all projects have project charters</li> </ul>	<ul style="list-style-type: none"> <li>(i) PW Project management Procedure PW-P-005-001 - revised to include for issues escalation process</li> <li>(ii) Communication and Change Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>(i) Project charters need to state that issues that cannot be resolved at the project team level should be referred to the Parkway Management Committee responsible for the RHVP and LINC for a decision</li> <li>(ii) Communication Pan</li> </ul>	<ul style="list-style-type: none"> <li>(i) Q1 2024</li> <li>(ii) Q2 2024</li> </ul>	<ul style="list-style-type: none"> <li>(i) Open</li> <li>(ii) Open</li> </ul>
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2	T, PW		Adopt processes for a comprehensive traffic safety approach similar to the MTO to monitor and address traffic safety issues that arise on the RHVP and LINC.	N/A	<ul style="list-style-type: none"> <li>(i) Connect with the MTO to check if there is anything that MTO is doing as it related to safety that the City is currently not doing</li> <li>(ii) Peer review by a roster safety consultant of MTO vs City practises and provide recommendations</li> </ul>	<ul style="list-style-type: none"> <li>(i) Correspondence and confirmation with MTO</li> <li>(ii) Roster Assignment</li> <li>(iii) Consultant recommendations per MTO review (short/med/longterm)</li> </ul>	<ul style="list-style-type: none"> <li>(i) Q1 2024</li> <li>(ii) Q3 2024</li> <li>(iii) Q4 2024 - Q1 2025</li> </ul>	<ul style="list-style-type: none"> <li>(i) Open</li> <li>(ii) Open</li> <li>(iii) Open</li> </ul>	Roster Consultant. To be funded out of road safety budget (\$50k)	Safe & Thriving Neighbourhoods

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Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2(a)	T, PW		Regularly collect traffic statistics to permit identification of any "hot spots" or other abnormal accident experience.	(i) Annual Collision Report - a section specific for the Parkways (2017)  (ii) In-service Roadway Safety Audit for all fatalities (2023)  (iii) Network Screening Lists (historical practise greater than 10 years)	(i) Annual Collision Report - a section specific for the Parkways  (ii) In-service Roadway Safety Audit for all fatalities  (iii) Network Screening Lists	(i) annual report based on yearly data collection and analysis  (ii) SOP for formalizing fatal injury investigations and to be reported to PWC  (iii) ongoing - generated every 5 years	(i) Q3 2024  (ii) Q2 2024  (iii) Q2 2024	(i) In Progress  (ii) Open  (iii) Open	NA	Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2(b)	T, PW		Analyze traffic statistics on the LINC and the RHVP on a regular basis by personnel from both the Traffic group and Engineering Services to determine whether further investigation, countermeasures, or other recommendations to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) are warranted.	(i) Annual Collision Report - a section specific for the Parkways (2017)  (ii) In-service Roadway Safety Audit for all fatalities (2023)  (iii) Network Screening Lists (historical practise greater than 10 years)	(i) Annual Collision Report - a section specific for the Parkways  (ii) In-service Roadway Safety Audit for all fatalities  (iii) Network Screening Lists	(i, ii, iii) Hold meeting to review with Engineering Services and Planning annually in alignment of finaling the report - purpose is to identify any gaps requiring further analysis and reporting to Parkway Management Committee	(i) Q3 2024	(i) Open	NA	Safe & Thriving Neighbourhoods
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2(c)	T, PW		Circulate summaries of traffic statistics and the analyses, and recommendations from the Traffic group and Engineering Services in respect of these statistics and the analyses, to the Parkway Management Committee (or another such committee charged with responsibility for the RHVP and LINC) for review on a regular basis.	(i) Annual Collision Report - a section specific for the Parkways (2017)  (ii) In-service Roadway Safety Audit for all fatalities (2023)  (iii) Network Screening Lists (historical practise greater than 10 years)	(i) Annual Collision Report - a section specific for the Parkways  (ii) In-service Roadway Safety Audit for all fatalities  (iii) Network Screening Lists	(i, ii, iii) Hold meeting to review with Engineering Services and Planning annually in alignment of finaling the report - purpose is to identify any gaps requiring further analysis and reporting to Parkway Management Committee	(i) Q3 2024	(i) Open	NA	Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2(d)	T, PW	Eng Ser, PW	The Traffic group and Engineering Services should jointly participate in the management of any traffic safety project whether conducted internally or by an external consultant.	(i) Transportation / Engineering Monthly Meetings (2020)  (ii) Capital Budget Prioritization which includes for safety lens (2023)	(i) Roadway safety fundamentals Training by Transportation to other Divisions who have a role to play in planning, designing, constructing, operating and maintaining the road network  (ii) Roles and Responsibilities Working Group - within PW Division and cross-departmental Divisions	(i) Training Module  (ii) Final roles and responsibilities approvals and document	(i) Q4 2024  (ii) Q4 2024	(i) Open  (ii) Open	NA	Safe & Thriving Neighbourhoods

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Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	2(e)	Eng Ser, PW; T, PW		Develop a practice relating to friction that requires: (1) consideration of friction testing in identified "hot spots" areas or areas with an abnormal accident experience, or (2) measurement of friction on a fixed schedule to take advantage of the City's knowledge of existing baseline friction levels on the RHVP, and (3) assessment thereof by appropriate personnel in the Traffic group and Engineering Services, and (4) circulation of the assessment to appropriate personnel in the Traffic group and Engineering Services staff.	(i) Draft SOP prepared (2022)	(i) Approved SOP  (ii) Communication and Change Management Strategy	(i) Draft SOP to be finalized (number to be added) and reviewed by Legal  (ii) Communication Pan	(i) Q3 2024 (ii) Q4 2024	(i) Open (ii) Open	NA	Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations Specific To Traffic Safety On The Rhvp And Linc (12.14.2)	PW	No	3	T, PW	Eng Ser, PW	The Parkway Management Committee should consider whether to undertake a field investigation or survey to determine if the 420 m radius curve between the King Street and Greenhill Avenue interchanges was constructed with a superelevation of at least 6%.		(i) Survey / Field investigation  (ii) Consultant's Report	(i) Parkway Management Committee to determine if this is to be done  (ii) Roster Assignment	(i) Q1 2024 (February 5th meeting) (ii) Q2 2024	(i) Open (ii) Open		Safe & Thriving Neighbourhoods, Responsiveness & Transparency
Recommendations On Delineating The Roles And Responsibilities Of City Staff (12.14.3)	PW	No	4	T, PW	Eng Ser, PW; TP&P, PED; HR, CMO	Clearly delineate the responsibilities of the Public Works divisions, sections, and/or groups, where there are overlapping responsibilities for matters of traffic safety.	(i) Roles and responsibilities exercise are underway with Director level from Transportation, Engineering Services, CAM, Transportation Planning, Growth Management (Q4 2023)	(i) Roles and Responsibilities Working Group - within PW Division and cross-departmental Divisions  (ii) Changes to Job descriptions, if needed in consultation with Human Resources (Compensation Specialist)	(i) Final roles and responsibilities approvals and document  (ii) Job description review and approval processes	(i) Q4 2024 (ii) Q4 2024	(i) Open (ii) Open	NA	Responsiveness & Transparency
Recommendations On Delineating The Roles And Responsibilities Of City Staff (12.14.3)	City-wide	City-wide	5	CAM, PW; HR, CMO	Community of Practice for Project Management, PWQMS WG	Designate a most responsible staff member where a continuing matter or project crosses departmental, divisional, or other organizational lines within the City.  The most responsible staff member should develop a project charter with detail that is proportionate to the scope of the project, to clearly articulate the scope, resources, responsibilities of the divisions, sections, or groups, and the desired outcomes of the project.  Settle any difference of opinion regarding the respective roles and responsibilities of staff for a project at the outset in connection with the creation of the project charter.  The project charter should also indicate that issues that cannot be resolved at the project team level will be referred	Existing Departmental Project Management procedure (does not include reference to a most responsible person)	Currently no Corporate process. Start with update to the PW Project Management SOP? Determine the Corporate PM Technical Competency Standard, including certification/training.	1) Engage and assign to COP Working group to review and update Project Management SOP Level II and incorporate the requirement in consultation with HR (ODL) to determine Corporate ODL support that is available/needed (ex LMS). Update SOP to start then reach out for training	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Delineating The Roles And Responsibilities Of City Staff (12.14.3)	PW	Yes	6	CAM, PW	HR, CMO	Management should ensure that staff receive regular, practical, and job-specific training on the Code of Conduct, as updated, and best practices for working collaboratively where divisions of Public Works have overlapping responsibilities.	Code of Conduct training is part of LMS	1) Job-specific training on CoC - HR will leverage existing Workshop already developed and used in other areas 2) Update to the Departmental Training SOP . 3) CoC Completion Metric. (pw or corporate)	1) Review Job-specific training on CoC - HR will provide support through Workshop education sessions supporting available CoC training, adding case studies/facilitators 2) Update to the Departmental Training SOP 3) Identify and implement CoC Completion Metric	1) Q4 2025 2) Q4 2024 3) Q4 2024	Open	Instructional design, facilitation	Responsiveness and Transparency

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Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	7	CAM, PW	HR, CMO	Include competencies such as collaboration, cooperation, transparency, and accountability in performance documents to ensure that staff are clear about their duties and the desired behaviours of individuals across the organization.	PWQMS incorporates roles and responsibilities to ensure collaboration and clarity on duties	Built into the Core Competencies in PAD. HR can provide resources for Competence SOP [New] leveragin existig behaviours and competencies in Corporate PAD tool, update wording as necessary	New PW Competence SOP, with coordination from HR	Q4 2024	Open		Responsiveness and Transparency
Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	8	CAM, PW	HR, CMO	Ensure middle managers receive training and attend leadership conferences that address leadership competencies, including transparency and escalation.	Perf Accountability training for leaders already exists. Executive Leadership programing available (Director and above). HR Leadership Framework being developed to look at middle management leadership training.	- Career mobility and development discussions for PW ELT facilitated by HR aligned with PAD process and incorporate HMM - HR can help wi th this link with existing. - Competence SOP [New] and or update Training SOP	1) Career mobility and development discussions for PW ELT link with existing 2) New PW Competence SOP, with support from HR	1) Q4 2024 2) Q4 2024	Open		Responsiveness and Transparency
Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	9	CAM, PW	HR, CMO	Public Works staff should receive training on communicating respectful disagreement and/or other contentious issues to their colleagues, in a manner consistent with the existing requirements set out in the 2020 Code of Conduct.	Code of Conduct training is part of LMS	Review requirements and coordinate Training for staff. Consolidate with #6	1) Review Job-specific training on CoC - HR to faciliate Workshop training re CoC and can incorporate case studies related to recommendation, 2) Update to the Departmental Training SOP 3) Identify and implement CoC Completion Metric Potential to be City-wide for items 2) and 3)	1) Q4 2025 2) Q4 2024 3) Q4 2024	Open		Responsiveness and Transparency
Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	10	CAM, PW	HR, CMO	Implement processes such as 360 reviews and employee surveys to measure whether Public Works staff in leadership roles are practicing collaboration, cooperation, transparency, and accountability.	Our People Survey program	- Discuss Corporate process and plan to incorporate this requirement into existing OPS utilizing existing questions and benchmarks already established related to collaboration, cooperation, transparency and accountability	1) Engage with HR and develop a plan to implement programs such as 360 Reviews for PW People Leaders.	Q2 2025	Open		Responsiveness and Transparency
Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	11	CAM, PW	HR, CMO	Establish policies, procedures, or standard practices stipulating that when Public Works staff require intervention from a superior, staff's request(s) for that intervention should be clear, explicit, and in writing.	Reviewed CoC and CSRP, language currently not included in either Policy.	Build into CoC Workshop content - if needed develop SOP; (Note: Group together 6, 9 and 11) General understanding and review of levels of authority	1) Engage with HR and include in CoC Workshop 2) If needed develop SOP; (Note: Group together 6, 9 and 11) 3) Include general understanding and review of levels of authority	1), 2) and 3) Q4 2025	Open		Responsiveness and Transparency
Recommendations On The Culture Within Public Works (12.14.4)	PW	Yes	12	CAM, PW	HR, CMO	Strengthen existing policies, procedures, and channels by which Public Works staff can bring forward concerns that they do not feel comfortable speaking about with their supervisors, including: (i) an internal complaint procedure, (ii) and/or internal whistleblower policies, and (iii) ensure that staff have confidence in such procedures.	CoC indicates employees should consult with Manager/Director about suspected breaches of Policy/CoC, alternatively contact HR, Fraud & Waste hotline, complete Whistle Blower Report form.	- Review and confirm Coc to ensure this requirement, can PW use this process, escalating concerns - Training Strengthening and improving the general awareness of City process. General understanding and review of levels of authority	1) Engage to review CoC 2) Increase visibility and awareness so it is strengthened 3) Implement training as part of Workshop sessions (develop case studies relative to Fraud and Waste reporting)	Q4 2025	Open		Responsiveness and Transparency

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Recommendations For Information Sharing And Communication Among Staff (12.14.5)	PW	Yes	13	CAM, PW	IT, CS	Each division of Public Works should maintain a library of all consultant and other third-party reports, staff reports to Council and formal internal reports (including collision statistics and analyses, consultant retainer agreements and project proposals). This library should be: (i) accessible to staff in all divisions within Public Works, (ii) catalogued and retained in a manner which is easily accessible to staff within the division, (iii) accessible to the General Manager of Public Works, the Designated Road Authority Official, and the City Manager, and (iv) maintained in accordance with the City's confidentiality	Public Works implemented the "Tracking and Sharing Consultant Report Recommendations, and Actions" procedure in January 2022. This procedure ensures that all consultant recommendations are documented and communicated to Council as appropriate.	- Review and update existing Sharing of Consultant Reports SOP	1) Include in 2024 PWQMS Workplan	Q4 2024	Open		Responsiveness and Transparency
Recommendations For Information Sharing And Communication Among Staff (12.14.5)	PW	Yes	14	CAM, PW	CC, CS	Implement a formal project tracking process for any case where multiple divisions in Public Works are working jointly to implement directions from Council. The General Manager of the Public Works department should be responsible for designating which divisions are in leading and supporting roles. This tracking process could include: a) guidance or process for escalating any issue of the delineation of responsibilities to the General Manager, a process by which the General Manager formally assigns responsibility for each action item approved by Council, including those resulting from staff and consultant reports, to an appropriate division within Public Works for implementation; and b) additional safeguards for situations in which managerial	Standardized Project Management Charter and guidelines across Public Works	1) Review and confirm potential new PW SOP after the review of the process to track and monitor OBL with Clerks 2) Confirm the requirement for Project Management	1) Review and confirm potential new PW SOP after the review of the process to track and monitor OBL with Clerks 2) Confirm the requirement for Project Management to include escalation and additional safeguards for special situations need to be completed	1) Q2 2025 2) Q4 2024	Open		Responsiveness and Transparency
Recommendations For Information Sharing And Communication Among Staff (12.14.5)	PW	Yes	15	CAM, PW	HR, CMO	Implement formal expectations and requirements for directors and managers within Public Works in their transition to retirement or in planned departures to ensure that institutional knowledge is not lost with the retirement or departure of senior staff.	Succession Planning Program led by HR. Stepping Out already identified as a career path in PAD with opportunity to develop transition plan	- Review Offboarding Checklist and consider incorporating this requirement in a new SOP -Already included in PAD process and development plan. -Strengthen document management process so that information is stored in a consistent and accessible manner -Information (Records management) not to be stored in personal emails; Where possible, backup/succession planning; EDRMS WG coming up with framework for managing records	1) Engage to review Offboarding Checklist and consider incorporating this requirement in a new SOP 3) Strengthen document management process so that information is stored in a consistent and accessible manner 4) Information (Records management) not to be stored in personal emails; Where possible, backup/succession planning;	1) Q4 2025 2) Q4 2025 3) Q4 2024 4) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Staff's Reporting Obligation (12.14.6)	PW	Yes	16	CAM, PW	CC, CS; HW, CMO	Public Works staff should receive continuing education on their relationship with Council.	PW staff follows the Council Staff Relationship Policy	- Discuss with Clerks for next steps - potential update to the Council Staff Relationship policy and training ; Also need to look into communicating with Council; report writing; communication etiquette and techniques; Council's relationship with staff, Staff availability to 'refuse'	1)Discuss with Clerks for next steps - potential update to the Council Staff Relationship policy and training 2) Review communication requirements with Council; report writing; communication etiquette and techniques 3) Council's relationship with staff, Staff availability to 'refuse'Ensure Corporate training is available to staff	1) Q4 2025 2) Q4 2025 3) Q4 2025	Open		Responsiveness and Transparency

HR, City Managers Office [HR, CMO]  
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Healthy and Safe Communities [H&SC]

Transportation Planning, Planning and Economic Development [TP&P, PED]  
Corporate Asset Management, Public Works[CAM, PW]  
Engineering Services, Public Works [Eng Ser, PW]  
Transportation, Public Works[T, PW]

Completed Open In Progress Closed Delayed

CITY-WIDE SCOPE

INQUIRY RECOMMENDATIONS (CORE)	INQUIRY - DEPT / SECTION - STAFF LEAD	CITY-WIDE IMPLEMENTATION (Yes/No)	NO.	LEAD	SUPPORT	AUDIT RECOMMENDATION	WHAT HAS BEEN IMPLEMENTED TO DATE	WHAT IS THE OUTPUT?	WHAT IS STILL TO BE IMPLEMENTED	EXPECTED COMPLETION DATE	COMPLETION STATUS	RESOURCES / COST (\$)	COUNCIL PRIORITIES ALIGNMENT
Recommendations On Staff's Reporting Obligation (12.14.6)	PW	Yes	17	CAM, PW	CC, CS; HW, CMO	Public Works staff should conduct themselves with transparency and give their best advice to Council. Supplement the Council/Staff Relationship Policy to provide that: (i) staff must not conceal or manipulate information in dealings with Council, (ii) staff must conduct themselves with integrity, courtesy, and respect at meetings of Council, and (iii) staff must refrain from making statements carelessly which would have the result, intentionally or otherwise, of misleading Council or the public.  Public Works staff should receive training that if staff have concerns about a proposed course of action, it is their role to identify objections in an objective manner and to communicate those objectives to Council as appropriate	PW staff follows the Council Staff Relationship Policy. This recommendation is covered in CSRP.	- Discuss with Clerks and HR for next steps - potential update to the Council Staff Relationship policy and training ; Review CoC - Add potential metric	1) Review and supplement staff/Council relationship policy must include i, II, and iii	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Staff's Reporting Obligation (12.14.6)	City-wide	City-wide	18	HR, CMO	Comms	Make it explicit in the Code of Conduct, Council/Staff Relationship Policy, and/or another City policy that staff must place the interests of objective, accurate, and timely reporting of information to Council, including information that may not be received favourably by Council, ahead of their own self-interest and/or concerns for the reaction of Council	Already in the Council Staff Relationship Policy " Staff will provide their professional opinion in good faith, that staff will keep Council approved in a timely	Review CoC and/or another policy. Make amendments and add language that explicitly includes recommendations.	Develop this requirement into City Policy and other related processes. Update CSRP with language explicitly stating that professional opinions	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Staff's Reporting Obligation (12.14.6)	PW	Yes	19	CAM, PW	CC, CS	Develop a policy that tracks any commitments made by staff to Council outside of formal processes.  If a commitment is made to Council by staff outside of the formal process, staff must inform the General Manager of Public Works about this commitment to ensure the General Manager is aware of the commitment and can take steps to	Clerks process to monitor OBL actions and commitments	Develop a policy/procedure or include in Council/Staff Relationship Policy that staff should not be accepting work outside of formal process; Discuss with Clerks; Awareness of Levels of Authority and CoC	1) Develop a policy/procedure or include in Council/Staff Relation Policy that staff should not be accepting work outside of formal process 2) Discuss with Clerks;	1) Q4 2025 2) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Staff's Reporting Obligation (12.14.6)	PW	Yes	20	CAM, PW	HR, CMO; CC, CS; Legal	Develop a policy that stipulates: (i) that staff should make efforts to correct the record with Council in a timely manner if and when they learn that inaccurate information has been provided to Council, (ii) a clear process for staff to report material errors in staff reports to Council or committees of Council, and (iii) if staff are uncertain as to how to correct the record with Council or about the materiality of an error, they should escalate the issue to their superior.	- Existing process with Clerks	- Discuss with Legal, Clerks, HR for next steps - potential update to the Council Staff Relationship policy and training - Add potential metric -Review existing procedure	1) Discuss with Legal, Clerks, HR for next steps - potential update to the Council Staff Relationship policy and training. Add potential metric Develop this requirement into City Policy and other related processes	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Staff's Reporting Obligation (12.14.6)	City-wide	City-wide	21	HR, CMO		Stipulate in the Code of Conduct that City staff have an obligation to report if they have reasonable grounds to believe that a staff member (or "employee" as defined in the 2020 Code of Conduct) has concealed, withheld, and/or misrepresented facts or information to Council. Develop a policy regarding the mechanisms for staff to bring reports of this nature to the immediate attention of their superior and leadership of the department, or to an alternative individual in the event that a staff member's immediate superior is the subject of the report.	Addressed in CoFC in general way, although not specific to Council: (d) Employees will utilize pathways available to report a suspected breach of the CoC or Schedules eg consult with GL, contact HR or contact Fraud and Waste, or complete Whistleblower Report Form. Fraud & Waste Policy states generally, but not specific to Council	Review CoC and Fraud & Waste Policy and include any missing language re; Council	Ensure incorporate requirement into Code of Conduct	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations For Staff Communications With The Media And Public (12.14.7)	City-wide	City-wide	22	HR, CMO; CAM, PW	Comms	Provide in the Code of Conduct that City staff shall endeavour to be truthful and accurate at all times when speaking with the media and public.	(d)	Employees will utilize the pathways available	1) Ensure incorporate requirement into Code of Conduct or Media Relations	1) Q4 2025	Open		Responsiveness and Transparency

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Corporate Asset Management, Public Works [CAM, PW]  
Engineering Services, Public Works [Eng Ser, PW]  
Transportation, Public Works [T, PW]

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CITY-WIDE SCOPE

INQUIRY RECOMMENDATIONS (CORE)	INQUIRY - DEPT / SECTION - STAFF LEAD	CITY-WIDE IMPLEMENTATION (Yes/No)	NO.	LEAD	SUPPORT	AUDIT RECOMMENDATION	WHAT HAS BEEN IMPLEMENTED TO DATE	WHAT IS THE OUTPUT?	WHAT IS STILL TO BE IMPLEMENTED	EXPECTED COMPLETION DATE	COMPLETION STATUS	RESOURCES / COST (\$)	COUNCIL PRIORITIES ALIGNMENT
Recommendations For Staff Communications With The Media And Public (12.14.7)	PW	Yes	23	CAM, PW; HR, CMO	Comms	Provide media training for staff identified as media spokespersons which should include: a) the importance of making accurate and truthful statements to the media; and b) the need to ensure that any inaccuracies are corrected promptly when identified and the proper procedure to so do.	Initial Media Training has occurred and will continue in 2024	- Discuss next steps with comms (Group 22 , 23)	1) Ensure incorporate requirement into Code of Conduct	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations For Staff Communications With The Media And Public (12.14.7)	City-wide	City-wide	24	HR, CMO	Comms	Stipulate in the Code of Conduct that if staff become aware, or have reason to believe that another member of City staff has misrepresented facts or information to the public and/or media, they have an obligation to bring this information to the attention of their superior. Put a process in place to escalate such misrepresentations	Code of Conduct training is part of LMS	Review and update CoC and Media Relations Policy	1) Ensure incorporate requirement into Code of Conduct	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	25	CAM, PW	Procurement, Legal	Clearly document all consultant engagements within Public Works in a retainer agreement which identifies: (i) the responsible City staff contact for the assignment, (ii) the scope of the assignment, and (iii) the anticipated timelines for the assignment.  Where an assignment emanates from the City's roster program, and there is no retainer agreement for the project, document the consultant's engagement through a consultant agreement.	PW staff follows the City's Procurement Policy	- Discuss Corporate direction on Procurement procedures and review potential SOP	1) Review existing Corporate Procurement process to ensure requirement is met	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	26	CAM, PW	Community of Practice for Project Management, PWQMS WG	Create a project charter for each consultant assignment within Public Works, with detail proportionate to the scope of the project.	PW staff follows the Project Management Standard Operating Procedure including the requirement for Project Charters	- Review existing PM SOP to ensure requirement is incorporated	1) Engage and assign to COP Working group to review and update Project Management SOP Level II and incorporate the requirement	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	27	CAM, PW	IT, CS	Each division of Public Works should maintain a log of all consultant engagements, assignments, and/or projects, which is accessible to all other City staff.	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports SOP	1) Review and update existing Sharing of Consultant Reports SOP	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	27 (a)	CAM, PW	HR, CMO	The log of consulting engagements should contain information about: (i) the governing retainer agreement and/or project charter, (ii) the purpose of the consulting engagement, (iii) whether the consulting engagement is responsive to a Council motion (and if so, details of that motion), (iv) the staff member(s) responsible for the consulting engagement, and (v) the status of the consulting engagement.	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports SOP	1) Review and update existing Sharing of Consultant Reports SOP	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	27 (b)	CAM, PW	HR, CMO	Update the log of consulting engagements once a consulting engagement is completed to reflect that the consultant report and covering staff report has been uploaded into the library of reports (referenced in recommendation 13). If no consultant report is finalized further to the consultant engagement, record the rationale for this decision on the log. If staff do not present a staff report to Committee or Council in connection with the consultant engagement, record the	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports SOP	1) Review and update existing Sharing of Consultant Reports SOP	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	27 (c)	CAM, PW	HR, CMO	The directors of each division should review this log with the managers reporting to them at regular intervals.  In turn, the General Manager of Public Works should review this log with the directors in Public Works at regular intervals.	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports SOP	1) Review and update existing Sharing of Consultant Reports SOP	1) Q4 2024	Open		Responsiveness and Transparency

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CITY-WIDE SCOPE

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Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	28	CAM, PW	HR, CMO	Develop a policy that establishes the principles for dealing with external consultants that includes: (a) a process to encourage the sharing of information and reports of relevance to all City staff (including the establishment of the library as proposed in recommendation 13); (b) processes to document changes in scope (minor or material); (c) appropriate communication channels for discussions with consultants working on City projects; (d) processes for prioritization of consultant recommendations (based on urgency and/or effectiveness); (e) guidelines for when City staff may request changes to consultant reports; (f) processes for the finalization of consultant reports; (g) procedures stipulating that councillors should have equal access to information; and	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports Policy, and CoC - Ensure requirement is incorporated - Ensure training	1) Engage with Clerks to review existing Policy and validate if impacts the Sharing of Consultant Reports SOP and CoC	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations On Consultant Engagements And Assignments (12.14.8)	PW	Yes	29	CAM, PW	HR, CMO	Ensure that staff who learn from a consultant of a risk to the health or safety of the citizens of Hamilton connected to the RHVP or LINC follow up with the consultant to obtain an informed understanding of the risk, whether or not the risk falls into the definition of "imminent" set out in the existing City policies on the disclosure of consultant reports to supervisors and/or Council.  Staff should use their professional judgement, exercised in good faith and in consultation with their superior and the	Public Works implemented the "Tracking and Sharing Consultant Report Recommendations, and Actions" procedure in January 2022. This procedure ensures that risk is assessed and appropriately escalated for all consultant	- Review and update existing Sharing of Consultant Reports Policy - Ensure requirement is incorporated - Ensure training	1) Review and update existing Sharing of Consultant Reports SOP	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	30	HR, CMO	CC, CS	Provide in the 2021 Council/Staff Relationship Policy that: (a) staff reports must be objective and identify a full range of options for Council to consider with the risks and fiscal impacts of each option clearly and fully presented; (b) it is not the role of staff to pre-empt discussion by Council, even if staff are of the view that a proposed course of action is not feasible or realistic; and (c) staff should express such views in the staff report for Council's review and consideration.	Recommendation (a) already provided in current Council report templates. CSRP already states staff will provide professional opinion in good faith.	Review of the policy to ensure requirement is incorporated. Amend CSRP to explicitly direct staff not to "pre-empt discussion by Council".	Ensure Council/Staff Relationship Policy is reviewed and updated to reflect this requirement	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	31	HR, CMO		Staff should receive training on how to draft clear, accurate, objective, and comprehensive staff reports to Committee and Council	Report Writing Training exist at the City. There is an active Corporate project to	Training (Report writing; clear communication)	Implement Report Writing Training City-wide	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	32	HR, CMO	CAM, PW	Circulate a draft of any staff report to the project teams, divisions, and/or departments with involvement in the issue for their review and input on the content of the report.  The Code of Conduct should be clear that if staff see anything in the draft report that they question or that raises concerns during their review, they should reach out to the drafter of the report. If their questions or concerns are not subsequently addressed, the staff person who raised the issue should escalate them to someone more senior within their division or department.	Nothing in either CoC or CSRP. Covered indirectly in CoC. Current Council Report template provides for consultation. Can add explicit language in CoC re; reviewing/consulting on Reports.	Review CoC and/or determine need for new policy; SLT review of existing report listing	Review the Code of Conduct to reflect this requirement	1) Q4 2024	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	33	CC, CS		Expand the 2021 Council/Staff Relationship Policy to stipulate that staff reports should not be shared or disclosed in draft form to an individual councillor unless expressly authorized by Council.	CSRP already indicates: Staff will ensure all Council members are provided with the same information on matters of general concern and/or matters that will be	Expand the 2021 Council/Staff Relationship Policy	Ensure Council/Staff Relationship Policy is reviewed and updated to reflect this requirement	1) Q4 2025	Open		Responsiveness and Transparency

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Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	34	CC, CS		Council should not either formally or informally delegate an issue of traffic safety on the LINC or RHVP to a subset of individual councillors, including those whose wards are contiguous to the expense, outside delegation to a	Currently not in the CoC or CSRP. Not recommended to amend policy. Should implement procedure in by-law or separate Council procedures	Educate staff not to formally or informally delegate...	Update Council procedures, or a by-law. Not recommended for CSRP.	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	City-wide	City-wide	35	CC, CS		If a councillor requests information from a staff person on a matter of general significance, the requested information should be provided to all Council members. Provide in the Code of Conduct that staff should make every effort to ensure that each councillor has the same information.	Already addressed in CSRP: Council and City Staff are committed to accountability and transparency among Council and Staff. Commentary: Staff will ensure all Council members are provided with the same information on matters of	Review Council Staff Relationship Policy; Review Prof. Siegel training	Ensure both the Council/Staff Relationship Policy and Code of Conduct are reviewed and updated to reflect this requirement	1) Q4 2025	Open		Responsiveness and Transparency
Recommendations Onstaff Reports (12.14.9)	PW	Yes	36	CAM, PW	HR, CMO	Develop a policy to address procedures, processes, and best practices for staff reports that summarize consultant reports (together with recommendation 30), with a view to the following principles: (a) where City staff summarize a consultant report, they have an obligation to do so accurately and comprehensively (in accordance with recommendation 17); (b) if a consultant report is complex or technical in nature, the consultant should provide an executive summary of the report for staff to utilize in their staff report, rather than for staff to attempt to summarize or explain the findings of the report. The consultant should be available to speak to the relevant Committee or to Council and to respond to questions and issues that arise, particularly if the	PW staff follows the Sharing of Consultant Reports Policy and Procedure	- Review and update existing Sharing of Consultant Reports Policy, CoC - Ensure requirement is incorporated - Ensure training	1) Review and update existing Sharing of Consultant Reports Policy and CoC	1) Q4 2025	Open		Responsiveness and Transparency