Land Acknowledgement

With Chéla Inc. (WCI) would like to acknowledge the land on which we met with NAW Council, staff, and community to prepare and complete this service review report is the traditional unceded territory of the Algonquin Anishinaabeg.

The Algonquin Peoples have been stewards of this land since time immemorial. WCI also acknowledges this land is still home to the Algonquin and other Indigenous Peoples.

For us to share the opportunity to live and work within this beautiful territory means that we treat the land, its plants, animals, stories, and people with honour and respect. It also means WCI recognizes the contributions and historic importance of Indigenous Peoples and pledge our commitment to make the promise of truth and reconciliation real in our communities.

Thank You

With Chéla Inc. (WCI) would like to extend the firm's sincere appreciation to Council, staff, and residents of the Township of North Algona Wilberforce.

WCI could not have completed this work successfully without the visionary leadership Council demonstrated by initiating a service review to advance community well-being; the passionate dedication staff demonstrated to serve the township's residents; and the community engagement residents demonstrated by taking the time to inform the project in writing or in person about their experiences.

WCI would also like to express its warm gratitude to Holly Hayes who worked alongside the team to bring the service review to fruition by generously sharing her many years of experience and knowledge in municipal administration.

WCI Team

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Chéla INC.

1.0 Preface

With Chéla Inc. (WCI) presents an innovative and robust yet incomplete Service Review in this report after accommodating a shift in key deliverables and timelines due to a vital finding during the comprehensive environmental scan in the first phase – Unpack.

As an unforeseen outcome, this Service Review is not informed, shaped, or supported by the Wage Study, Salary Grid, and Pay Equity Reports.

It is important to note that research conducted by WCI that pertains to municipal salary and pay equity is also not included as it is not applicable to the Service Review findings and recommendations presented in this report.

These key deliverables will be completed and submitted after the Service Review is completed and the Final Report submitted to the Ontario Ministry of Municipal Affairs and Housing in January 2023.

2.0 Introduction

A rural and small town municipal Service Review is all about leadership. The attraction and retention of people and businesses is the difference between a community that survives and a community that thrives.

Council and staff of North Algona Wilberforce Township (NAW) are responsible for directing and managing the services this community and its 3,111 residents (Statistics Canada, 2022) require to live, work, and play.

NAW Township does this while navigating the realities rural and small town communities are currently facing, such as labour shortages caused by the twin obstacles of an aging population and youth out-migration to urban city centres – all made even more challenging by the impact of COVID-19.

NAW Township has an opportunity to be a leader in the rural and small town municipal sector. The Service Review findings and recommendations presented in this report will allow NAW to set the standard in Renfrew County and beyond.

With Chéla Inc. (WCI) was awarded the contract to fulfill and meet deliverables and timelines outlined in the Township's Service Review Request for Proposals.

WCI is a local firm well-versed in rural and small town leadership strategies. Its signature strategies comprise a mixture of approaches that are agile in nature to bring about tailor-made solutions. The firm takes pride in ensuring all its projects and strategies include a focus on the community at large so as to maximize the scope and impact of any recommended actions.

In this Service Review, WCI presents a plan and imparts the necessary tools to advance the Township's capacity as a municipal organization to meet its current and future requirements and changemaking objectives. The report includes strategic growth and development pathways that will inspire local people and businesses and/or new residents and future businesses to work with Township Council and staff.

The aim is to align the Service Review findings and recommendations with the vision of the Township's 2020 North Algona Wilberforce Strategic Plan, which was also produced by WCI in partnership with TGT Solutions.

This alignment will require an intentional strategy that honours the Township's community context and paves the way for an inclusive and welcoming community for all.

As a result, the Service Review includes value-added features necessary to match the innovative strategic plan that continues to guide Council and staff for the betterment of all who reside in the Township.

2.1 Service Review Objective

The objective of the Service Review is to determine the necessary change and development required in personnel planning that will meet or exceed the standards and expectations required and desired by NAW Township.

2.2 Initial Scope of Work

WCI launched the Service Review with NAW Township Council and staff in Council Chambers on Friday, November 25, 2022.

During the Launch Meeting, WCI presented the following initial Scope of Work, including key deliverables and timelines as follows:

Key Deliverables	WCI Draft Deadlines	NAW Review Deadlines	Final Report Deadlines
Report Launch Meeting	4:00 p.m. November 30, 2022	4:00 p.m. December 2, 2022	4:00 p.m. December 6, 2022
Report Service Review	4:00 p.m. January 3, 2023	4:00 p.m. January 10, 2023	4:00 p.m. January 11, 2023
Report Wage Study	4:00 p.m. December 20, 2022	4:00 p.m. December 22, 2022	4:00 p.m. January 11, 2023
Report Salary Grid	4:00 p.m. December 20, 2022	4:00 p.m. December 22, 2022	4:00 p.m. January 11, 2023
Report Pay Equity	4:00 p.m. January 5, 2023	4:00 p.m. January 9, 2023	4:00 p.m. January 11, 2023
Final Report	-	-	4:00 p.m. January 11, 2023
Presentation to Council/Staff	-	-	January 13, 2023

WCI also briefed Council on the draft and review cycle and the expectations determined in agreement with Township staff:

- Reports will be submitted for review to the Clerk and their team via email on or before the specified deadlines. Council may wish to be included in a review cycle upon request

2.2 Initial Scope of Work Cont'd

- Draft Report and Review Cycle for Township staff:

    - A 48-hour business day cycle for four reports: Launch Meeting, Wage Study, Salary Grid, and Pay Equity
    - A five business days cycle for the Final Service Review Report
    - A 48-hour business day cycle for WCI to implement any changes/recommendations in the Final Service Review Report after the presentation to Council and staff on January 13, 2023.

Furthermore, WCI provided an overview of the communication protocols established with Township staff and confirmed the following with Council:

Primary Contacts
NAW Staff: Clerk/Treasurer
WCI: Service Review Project Manager

Contacts for various purposes
NAW Staff:
- Clerk: Contract issues, issues of risk, final control point, document provision

- Deputy Clerk: Booking council chambers, document provision, logistics support

- Administrative Secretary: Booking Golden Lake Hall and Rankin Culture and Recreation Centre, logistics support

WCI Staff:
- Administrative Assistant: Consultation bookings and logistics support

Email Communication
NAW Staff:
- The Clerk, Deputy Clerk, and Administrative Assistant will send all correspondence to all five parties of the WCI's Service Review team ongoing, unless it is a private matter for the Clerk and WCI's Service Review Project Manager to discuss.

WCI:
- The Service Review Project Manager will send a weekly Monday morning email update, including a weekly recap and next steps, to NAW's Clerk and Deputy Clerk

- The Service Review Project Manager will send draft versions of the Service Review reports to NAW's Clerk, Deputy Clerk, Deputy Treasurer, and Special Projects Coordinator

2.3 Revised Scope of Work

WCI set out on an environmental scan as the first step and foundation for the Service Review.

The scan includes diverse lived experiences, best practices, and municipal research. It also includes Township documentation, such as payroll records, salary grids, job descriptions/job profiles, standard operating procedures, and HR policies and bylaws from the past five years.

However, WCI made an unforeseen discovery during a thorough review and analysis of Township documentation.

The municipality as an organization does not currently have adequate job descriptions/job profiles to appropriately support a wage study nor to refine a salary grid that would also include recommendations on how best to align it towards achieving pay equity and meeting Ontario legislative requirements.

WCI subsequently initiated an email request to the Township Clerk to revise the Scope of Work for the Service Review to include only the following:

Key Deliverables	WCI Draft Deadlines	NAW Review Deadlines	Final Report Deadlines
Report Launch Meeting			Completed
Report Service Review	4:00 p.m. January 5, 2023	4:00 p.m. January 10, 2023	4:00 p.m. January 11, 2023
Final Report	-	-	4:00 p.m.January 11, 2023
Presentation to Council/Staff	-	-	January 13, 2023

WCI's request to revise the Scope of Work, including key deliverables and timelines was accommodated by Township Council and staff.

2.4 Parties Involved

The following parties contributed to this Service Review:

WCI Team

WCI led the Service Review, which included conducting research, document review and analysis, and engaging with Township Council and staff throughout the investigative process.

WCI also maintained an open line of communication with Township staff and Council, including weekly email updates with Service Review milestones, in an effort to build and maintain trust and strengthen relations to enhance the quality, credibility, and validity of data used to inform and support Service Review findings and recommendations.

NAW Township Council

Mayor James Brose
Councillor Melvin Berndt
Councillor Doug Buckwald
Councillor Janet Reiche-Schoenfeldt
Councillor Maria Robinson

Members of NAW Council openly welcomed and engaged with WCI and participated in a round table discussion and the consultation process.

NAW Township Staff

NAW staff openly welcomed and engaged with WCI on all matters pertaining to the Service Review, including assisting WCI with access to information and resources, coordinating logistics, marketing the Town Hall sessions, and participating in the consultation process.

NAW Township Community Members

Community members provided feedback on key services during two separate Town Hall sessions on December 15, 2022.

3.0 Service Review Process

WCI applied its signature process and methodology – the Freestyle Strategy Formula™ – to help NAW Township unpack, unlock, and unleash their strategic impact, while honouring their small town and rural context.
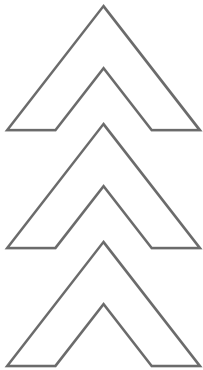
UNPACK - Robust information gathering of diverse lived experiences, best practices, and research that informs innovative action;

It is important to note that WCI was unable to fully proceed with the Unlock and Unleash phases as outlined below because of the agreed upon Revised Scope of Work.

Instead, these phases were adapted to accommodate findings, recommendations, and support to address the current state of NAW Township as a municipal organization.

UNLOCK - Consulting and capacity building in strategic leadership planning and principles using dynamic, engaging, and visionary facilitation methodologies; and,

UNLEASH - Developing tool kits, program models, communication plans, branding, advocacy, and policy designed to advance our client objectives and anti-oppressive work concurrently.

3.1 Methodology

WCI used a mixed methods evidence-based approach, collecting and analyzing both qualitative and quantitative data to inform and support the Service Review findings and recommendations.

3.2 Privacy and Confidentiality

During the Launch Meeting on November 25, 2022, WCI discussed the importance of privacy and confidentiality throughout the duration of the Service Review.

WCI requested NAW Township staff and Council not to identify any one person by name during open meetings to ensure both staff and Council felt protected and supported.

WCI also noted the possibility of detecting a risk during a consultation interview with NAW Township staff or Council.

3.2 Privacy and Confidentiality Cont'd

It was agreed that if an identified risk would be unprovable, WCI would recommend for NAW Township to conduct further investigation. It was also agreed that if an identified risk would be provable, WCI would immediately request a closed meeting with the Township Clerk to disclose the information.

As an added precaution, WCI put non-disclosure agreements (NDAs) in place. However, it was noted the Town Hall sessions are open events and any public information shared at such time is not protected by an NDA.

WCI requested that documents to be shared by NAW Township not be digitally transferred.

Instead, all copies of documents from payroll records and pay grids to bylaws and policies, were provided in hardcopy format and collected in person at the Township offices. The documents were reviewed by WCI only.

All documents were kept in a secure, locked location at WCI headquarters located in Pembroke and will be shredded and destroyed upon completion of the final Wage Study Report expected post-completion of the Service Review.

4.0 Phase 1: Unpack

WCI conducted a robust investigative process to unpack the necessary information that would inform and support the Service Review's findings and recommendations.

This process involved an environmental scan of the diverse lived experiences of NAW Township Council, staff and community members, as well as documentation such as payroll records, salary grids, job descriptions/job profiles, standard operating procedures, and HR policies and bylaws from the past five years.

The scan's methodology comprised a round table discussion, a document review and analysis, as well as internal and external consultations.

4.1 Service Review Objective

NAW Township Council advised WCI on issues of importance for the Service Review during a roundtable discussion.

Council provided their insights and visions on four key areas:

- Township Budget – To ensure a proper, thorough, and informative response to residents who express concern with the amount of taxes they pay.
- Human Resources – To ensure clear responsibility and accountability to help staff do their respective jobs with clarity of purpose.
- Civic Engagement – To ensure the opportunity for residents to participate in the governance of their community and have their voice heard.
- Strategic Direction – To ensure the ability for Council and staff to continue implementing the strategic plan and its objectives.

See Appendix A for a summary on Council's insights and vision delivered during the Round Table Discussion on November 25, 2022.

4.2 Document Review and Analysis

WCI conducted a document review and analysis to determine the current state of NAW Township's internal personnel planning and operations that serve the municipality as an organization and as a community.

4.2 Document Review and Analysis Cont'd

WCI requested the following documents from NAW Township staff:

- Organizational Chart

- HR Policies, Procedures and Bylaws

- Standard Operating Procedures for Jobs or Process Documents

- Communication Protocols and Pathways Document e.g., Emergency Management

- Performance Management Systems/Processes e.g., Performance Reviews – templates/records, sample of what/how is reviewed, HR policies and bylaws

- Job Profiles/Descriptions

- Terms of Reference (ToR) for Committees e.g., Eganville Library, Trails Committee, Recreation Committee

- Personnel Demographics and Payroll – data related to age, wage, wage rates, seniority, etc., length of service, career advancement

- Consulting historical records – past 4 years - Who was hired externally and what was done in house? High level summaries – e.g., Who conducted planning, asset management, dashboard, traffic studies, summer students, etc.

- Succession Planning – previous reports and recommendations made by staff for hiring new staff

- Pay/Salary Grids – Most up to date in 2022, includes full-time and part-time, those not on the grid, Pay Increases – e.g., Cost of living adjustment bylaw, steps to follow for the Pay Grid

- Existing Pay Equity Plan

It is essential to note that during this component of the environmental scan WCI discovered there were no adequate job descriptions/job profiles to appropriately complete and submit credible and valid Wage Study, Salary Grid and Pay Equity Reports.

Instead it was requested, decided and approved by Township Council that these deliverables will be completed and submitted after the Service Review and at a mutually agreed upon date.

4.3 Internal Consultations

Key personnel, including NAW Township Council and staff, each participated individually in 60-minute interviews, many of which ran 75-minutes or more.

WCI also reserved the right to go back to any Council member of staff to either clarify a response or follow-up with more questions. Two consultations were conducted with the Special Projects Coordinator, Deputy Treasurer, Councillor Berndt, and Mayor Brose.

All internal Consultations took place in a private and safe interview environment outside the Shaw Woods Road office at Golden Lake Hall. This location was chosen based on Township staff's recommendation that Golden Lake Hall was the best option to accommodate privacy and confidentiality concerns.

WCI and NAW collaborated on the coordination of the logistics for these consultations, including the implementation of an online consultation schedule shared with key personnel to select a date and time to accommodate their availability.

Internal Consultations took place on the following dates:

- December 7, 2022
- December 9, 2022
- December 21, 2022

These consultations helped to understand internal operations and personnel planning, including staff roles, job functions, and responsibilities to serve the Township as a municipal organization and as a community.

They also helped to inform and support the Service Review findings and recommendations presented in this report.

See Appendix B for questions posed to staff and Council during internal consultations.

4.4 External Consultation

With permission from NAW Township Council and staff, WCI hosted and facilitated external consultations with residents using a Town Hall model. Two such meetings, called "Community Insight Sessions," were held on Thursday, December 15, 2022:

- 2:00 p.m. at Golden Lake Hall
- 6:30 p.m. at Rankin Culture and Recreation Hall

4.4 External Consultation Cont'd

The decision to offer two separate locations was based on the recommendation of Township Council to be inclusive and reach more residents. Township staff helped with the coordination of the logistics, including facility bookings and advertising the events to residents.

The "Community Insight Sessions" were advertised via the following media:

- The Eganville Leader
- NAW Township Facebook Page
- NAW Township Website
- NAW Township Electronic Sign
- NAW Township Connect Program

The in-person sessions began with an overview of the 2020 North Algona Wilberforce Strategic Plan. WCI also spoke to the annual review completed and the progress made towards the objectives contained in the strategic plan.

WCI explained how the other plans and reports, such as the Business Retention and Expansion study, informs the Strategic Plan and how the Service Review will align with and help to uphold and unfold it.

After the overview, the Town Hall sessions were planned to proceed into facilitated breakout sessions to discuss key services (e.g., road maintenance) in smaller groups. The total attendance was 11 – 5 residents participated in Golden Lake and 6 individuals participated in Rankin.

As such, WCI's facilitation team opted to run the session as one group, covering all table topics together. As per the request of NAW residents, community members unable to attend were given the opportunity to submit their insights via an online form. WCI received one written submission in a sealed envelope.

The following Table Talk Topics were provided to discuss in a planned round robin format, in which Township residents were encouraged to focus on what is working, what they can see as opportunities, and ideas to contribute that may enhance service delivered:

- Recreation, Social Services & Library
- Fire Service & Fire Prevention
- Roads, Grounds, & Safety
- Business Services (permits, buildings, development, livestock, by-law compliance, Service Tracker)
- Waste Management

4.4 External Consultation Cont'd

- Taxation Process & Support
- Communications & Community Engagement
- Business Supports & Partnerships

The Town Hall sessions helped to learn about what Township residents saw as opportunities for the community and were designed to gather residents' perspectives, ideas, and knowledge about services currently provided by the Township and what it could provide in the future.

Most importantly, the findings of the external consultations helped to understand if the roles and expectations for services aligned with internal staff expectations, roles, job functions and responsibilities to serve the municipality as an organization and as a community.

External consultations with residents also helped to inform and support the Service Review findings and recommendations presented in this report.

WCI would like to thank our co-facilitators and note-takers, Cameron Montgomery, Special Projects Coordinator, Erin Edwards, WCI Administrative Assistant, and Laura Julien, WCI Training & Facilitation subcontractor.

5.0 Findings

NAW Township demonstrated inspired leadership during the last term of Council. Despite being featured in the local news for a myriad of negative reasons and facing daunting challenges brought about by the COVID-19 pandemic, Council, and staff stepped up to lead.

The Township engaged in succession planning, developed, and began implementation of a strong Strategic Plan, hired dynamic and passionate new workers, and saw its Council fully re-elected in October, 2022. All of this was tackled in one term while starting from behind.

The key to their success can be found in their commitment to the well-being of NAW Township as a community in the following ways:

- Council adopted a Strategic Plan centered on the well-being of all its residents.

- Staff ensured community events still took place safely, whenever possible, while adhering to COVID-19 public health guidelines and restrictions.

- The new Special Projects Coordinator raised more than $750,000 in grants to support better use of community spaces by the community.

- The Township took meaningful action to advance Truth & Reconciliation in partnership with local Indigenous Communities.

- The Chief Building Official completed training and the Township is now among very few local municipalities with a fully trained and certified staff in Renfrew County.

- Mayor Brose served on Renfrew County Council, helping to create some of the most influential social outcome projects seen to date in Renfrew County.

- No matter how preoccupied they were with day-to-day operations, Township staff took countless phone calls, visits to the office and stops on the road, and had conversations in the produce aisle of the grocery store to ensure residents felt seen, heard, and valued.

- Public Works staff engaged in capital projects and regular work, including the investment in and implementation of a new Asset Management Tool, ensuring the Township would be more accessible into the future.

- The Township invested in a new incoming communications tool called Service Tracker and outgoing communications tool called Community Connect to enhance communication between NAW staff and residents, and turn-around time to resolve residential matters.
- The Township leveraged key resources provided by the County of Renfrew, including support from the Planner, and have identified numerous opportunities to further engage with the County on specialized supports being mobilized.

5.0 Findings Cont'd

In short, Township Council and staff tied their decisions, budget, and daily work to the well-being of their community. They are to be commended for their dedication, even if it came at a cost.

They showed up in difficult times to serve NAW Township's rural and small town communities. They scrambled to over-deliver, pushing aside their own needs to make room for the well-being of others.

They were forced to react to sudden changes and fluid circumstances, normalizing this reactionary behaviour over time to the detriment of the well-being of the Township as a municipal organization.

This situation is not new.

It happens to the best in the business. A lack of time and resources to be proactive and properly prepared is damaging to any organization. People burn out. People exit. Customers are and remain dissatisfied. Mistakes happen. Legal action may ensue.

This cycle of events distracts from the basic operations of an organization and prevents management and staff from being efficient and effective.

Barriers become errors.

Any corrective action further limits time and resources to serve and carry out an organization's main mission. It becomes a vicious cycle. It is also the current state of NAW Township as a municipal organization.

NAW Township is not a business, but it can certainly borrow from tried and true business principles.

Township residents could be considered customers. Of course, the rules of engagement, laws, and regulations NAW Township has to abide by as a municipal organization are vastly different from the private sector. Just one similarity prevails – great customer experiences rely on great organizations.

The ability to thrive as a community is intrinsically connected to the ability to thrive as a municipal organization.

Their structure, governance, planning, and talent retention, as well as internal and external operations and communications, matter deeply to the outcomes community residents experience – they are the leading indicators of community well-being.

5.0 Findings Cont'd

From the perspective of well-being, the findings suggest NAW Township is unwell. The promise of progress and the momentum built towards well-being in the community over the last four years is in jeopardy unless Township Council intervenes in their municipal organization's current state.

WCI conducted a robust investigative process to unpack the necessary information that would inform and support the Service Review's findings and recommendations.

This process involved an environmental scan of the diverse lived experiences of NAW Township Council, staff and community members, as well as documentation such as payroll records, salary grids, job descriptions/job profiles, standard operating procedures, and HR policies and bylaws from the past five years.

The scan's methodology comprised a round table discussion, a document review and analysis, as well as internal and external consultations.Four years ago, Council took hold of the Township's vision and began taking solid steps toward the well-being of the community.

Today, Council needs to look inwards and apply the same care and commitment to the well-being of their municipal organization and its people who are responsible for serving the community.

When the Township can have a passionate, robust, and disciplined team, supported by empowering policy and good procedures, motivation to rise to the occasion is no longer needed. Rising occurs naturally.

And, what does a passionate, robust, and disciplined team produce?

Happy customers.

The recommendations contained in this Service Review Report are designed to produce just that - organizational excellence for the sake of community well-being.

5.1 NAW's Current State

WCI's environmental scan revealed a number of facts that helped to understand the current state of NAW Township as a municipal organization. The external consultations, although not well-attended, helped WCI to understand that the vast majority of the service issues identified are tied to communications and clarity on decision-making, operations, and special events. This comes as no surprise, given the findings reported from the internal consultations and environmental scan. WCI aims to include further operational recommendations that will capture the exact service issues named in the community insight sessions.

5.1 NAW's Current State Cont'd

Diagram 1 – Individually Driven Outcomes – is a model that reflects an environment in which all the decisions, accountability, and leadership rests on the shoulders of one person.

Individually-Driven Outcomes
Organizational Model
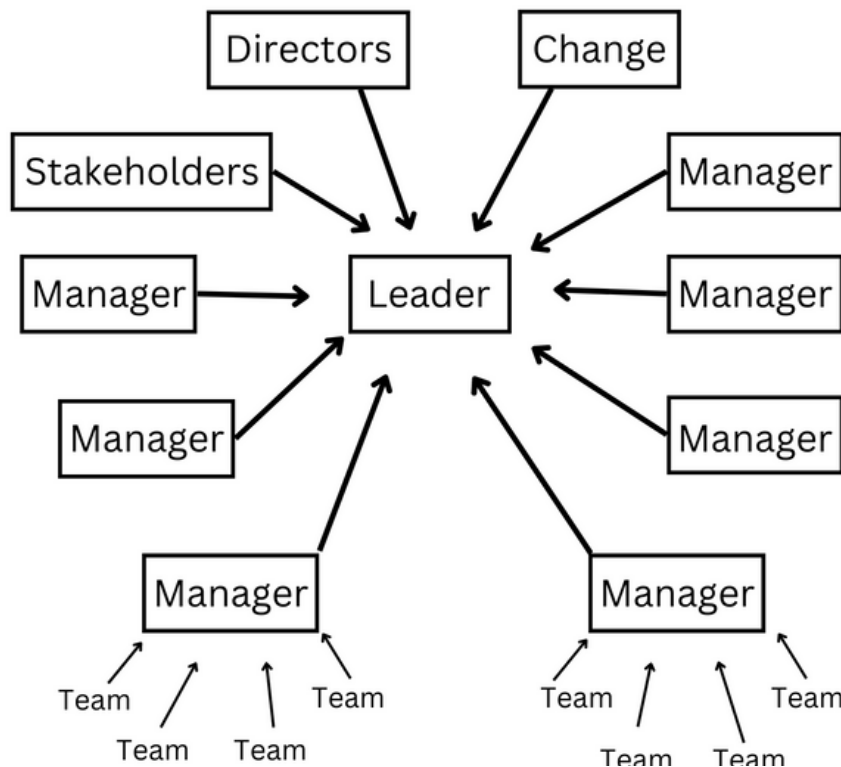
Conditions

1. All decisions and direction are expected from the Leader.
2. Workload and correspondence piles up.
3. Managers, Directors, Stakeholders wait for direction and decisions.

5.1 NAW's Current State Cont'd

This conclusion is based on the following findings. Please note, they are not listed in any particular order and reflect both positive, neutral, and negative aspects, depending on the perspective of each NAW Township Council or staff member.

1. Each staff member or leadership team member WCI consulted (Clerk/Treasurer, Deputy Clerk, Deputy Treasurer, Superintendent of Public Works, Chief Building Official/By-Law Officer, Fire Chief, Administrative Assistant, Special Projects Coordinator, Fire Prevention Officer) is dedicated to their job performance as an indicator of their character and commitment to the NAW community.

2. NAW Council trusts their staff and their competencies.

3. The community is being served at a higher level now than ever before.

4. The level of service being offered is not sustainable with the current number of job roles.

5. The key projects contained in the Strategic Plan will have improved progress if further job roles are developed.

6. NAW Township has a clear opportunity to offer residents additional "business services" to bolster revenue in non-taxation areas.

7. NAW's identity as described in the Strategic Plan and in alignment with internal/external communication and new Township initiatives has attracted new business, residents, and partnerships and aligns with the expressed values of the Township.

8. Internal and external communication is of high importance to all, indicating a strong focus needed on processes and procedures that capture and communicate information meaningfully.

9. Partnerships with neighbouring communities and municipalities continue to support savings and efficiencies through collaboration.

10. Strategic partnerships with local actors continue to support progress and impact through collaboration.

11. NAW's community at large is eager, capable, and willing to contribute.

12. The lack of document controls is creating confusion and causing misinformation to spread internally and externally.

13. NAW's previous organizational structure has created a singular point of decision-making at the top, leaving staff without clear direction in the absence of that model and without alternative replacement of that direction.

5.1 NAW's Current State Cont'd

What happens when these organizational conditions are left unaddressed?

Diagram 2 – Individually Driven Outcome Organizational Model – explains the likely consequences.

Individually-Driven Outcomes

Directors
lacking information
results in acting as individuals

distance

adds more effort to deal
with pile

more effort

Leader

Self-blame
when it doesn't
work -> exit

managers
pushes back managers
with worsening access

creates mass confusion
among managers

Team + morale reduced

likely staff exits

unsustainable outcomes
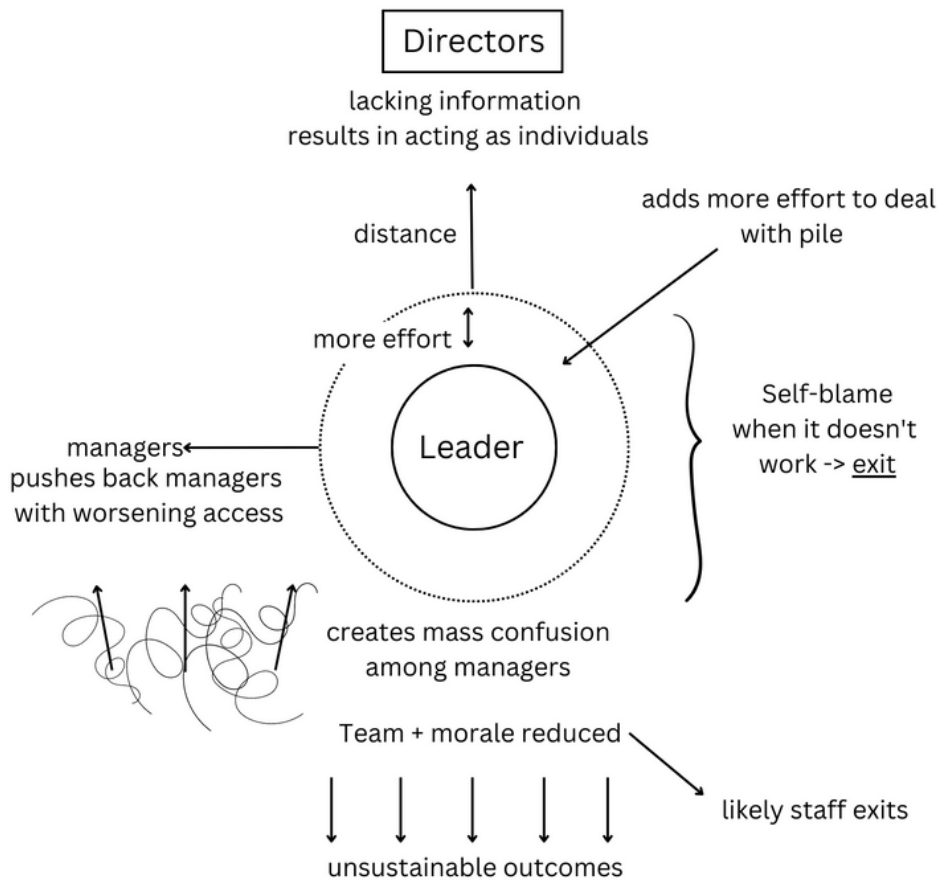
Consequences

1. Without directions and clear procedures/policy, managers take action as an individual guessing what to do and how.
2. Team Members have to wait for direction and lose momentum.
3. Leader becomes overwhelmed and adds more effort to clear the desk only to have it pile back on conflating issues arising from #1 and #2 and creating further distance between managers over time.
4. Great confusion and instability happens as everyone is distant and acting alone.

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5.2 Core Conditions and Interventions

Six core conditions impact the entire organization at the root-level. The accompanying interventions are designed to lead NAW Township as a municipal organization to a state of empowered accountability to serve as a functional foundation for internal and external operations and communication.

See Appendix P for a diagram of where the interventions take place in the Current Framework of the Input/Output process.

No.	Condition	Intervention
13	The current organizational structure has created a singular point of decision-making at the top. The other staff are without clear direction as a result.	Create systems and processes that place decisions with the appropriate party. This lifts the burden at the top and empowers staff to carry out their daily and long-range tasks in a dignified and autonomous fashion.
12	A lack of document controls has produced confusion and allowed misinformation to spread internally and externally.	Bring clarity and cohesion to policies, internal/external communication, and actions required to uphold them. Train NAW staff on those clarifications and begin implementing the systems that create consistency in their application.
1	Each team member and member of the leadership team we consulted is dedicated to their job performance as an indicator of their character and commitment to the community.	Empower NAW staff to lead in their departments by creating clear accountability and responsibility maps that outline decision-making limitations, reporting routines, and preparedness protocols for planning and measurement.
8	Internal and external communication is of high importance to everyone in the organization. This indicates a strong focus is needed on processes and procedures that capture and communicate information meaningfully.*	Create a robust Communication Plan, for both internal and external communication, that can be relied on during the most demanding seasons of the fiscal year. *Although beyond the scope of this project, WCI recommends conducting a governance review to focus on NAW Township committees. Current State findings (section 5.1 above, point 11) demonstrate that "The community at large is eager, capable, and willing to contribute." Leveraging this goodwill will further advance positive community engagement.
5 6	The key projects contained in the Strategic Plan will have improved progress if further roles are developed. NAW Township has a clear opportunity to engage further "business services" to bolster revenue in non-taxation areas.	Envision the future "business functions" of NAW Township and prepare a Personnel Development Plan to fulfill those activities with preparedness and attraction of the right talent to do the work. Ensure the role(s) reflect revenue generation and a core competency in running businesses in smaller communities. Consider engaging branding activities that truly communicate what NAW has to offer to the right people, the right way, at the right time.

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5.3 Key Objectives

1. To create an empowered workplace for current and future NAW Township staff that supports both employee retention and community engagement.

2. To develop and implement systems, processes, and procedures that enable Objective 1.

3. To refine and support the role of the Leader, so Objective 1 and 2 can be achieved, sustained, and improved long-range.

4. To leverage key investments made in data tracking tools to help inform decision-making across the municipality.

5. To improve the ability for those data collection mechanisms to expand and provide clear reporting for the enhancement, reach, and return of Objective 4.

6. To continue to refine the identity of NAW's community through intentional communication and engagement with partners, residents, and visitors.

7. To commingle the efforts of NAW staff, Council, and residents in such a manner that will advance the achievement of projects outlined in NAW's 2020 Strategic Plan.

5.4 NAW's Ideal State

If the five core interventions can be carried out using a number of different recommendations listed in section 6.0 of this Service Review Report, WCI believes NAW Township can move from its current state to the ideal state.

The ideal state of the municipality reflects internal processes, culture, teams, objectives, and measurements that are reliable, flexible, and meaningful to help produce community well-being.

WCI named this ideal organizational state, Empowered Accountability, because it relies on everyone involved to be accountable to the Township's standards, processes, and outcomes, balanced out with empowered leadership, so they can make it all possible.

Diagram 3 – The Ideal Organizational State: Empowered Accountability – is a model where flow of effort shifts downward, pulling away from the Leader as they delegate and empower their managers as Accountability Centres, helping to adequately and appropriately share the workload.

5.4 NAW's Ideal State Cont'd

The diagram also demonstrates how this kind of leadership trickles down to NAW staff, community, and residents as everyone has role clarity, decision-making authority, and resources to make things happen. The model leaves the Leader with ability and time to lead, shifting their job demands from tactical and operational to supportive and empowered accountability.

Ideal Organizational Model
EMPOWERED ACCOUNTABILITY

Directors — Alignment + Risk Accountable

Reciprocal respect + communications

Leader

Manager A/C

Manager A/C

Manager A/C

Manager A/C

Manager A/C

manages all accountability control points

*A/C= accountability centre

Communications
Workflows
Processes
Supports
Budget
Decisions

dignity + autonomy via authority

achieve standards
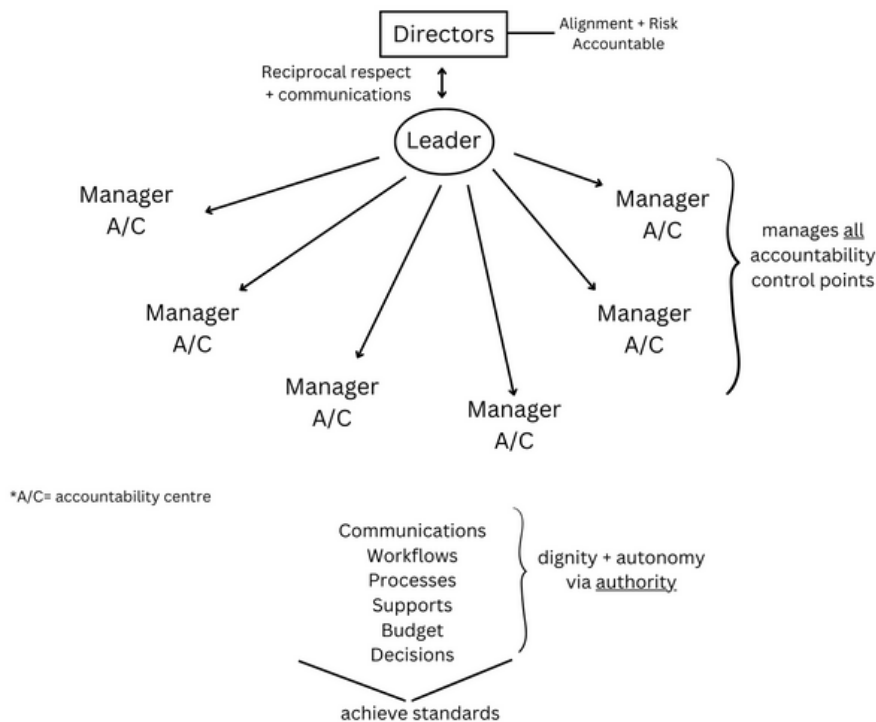
Conditions

1. Clear accountability control centres are developed and understood by all managers.
2. Leader acts as final checkpoint for accountability control, sign off.
3. Leader empowers outward, flipping the effort to managers incrementally rather than adding individual effort.

When this proposed model can be achieved, the resulting impact is a thriving community whereby services, partnerships, learning, communication, input and action are supported by an empowered workplace and stable organization. Ultimately, NAW Council and staff are capable of engaging residents and keeping happy customers.

5.4 NAW's Ideal State Cont'd

This model does not merely create dual impact. The third area of impact is its alignment with NAW's Strategic Plan and the Township's desire to thrive, moving beyond the basics of good governance, strong infrastructure, and fiscal responsibility.

A municipality demonstrating an empowered workplace, stable organizational processes, engaged residents and happy customers is also very likely to attract, engage, and retain new residents and talented staff, creating a cyclical and compounding effect on NAW's organizational results and overall community well-being.

Build it and they will come.

And, it might appear something like this:

Diagram 4 – Results of Adopting the Ideal Organizational Model demonstrates the likely impact of reaching the ideal state - engaged residents, retained staff, and community well-being.

Results of Adopting Ideal Organizational Model
Thriving Community

Reciprocal
- Services
- Partners
- Learning
- Communications
- Input
- Actions

Engaged Residents + Happy Customers

Empowered Workplace + Stable Organization

Residents — Attraction Engagement Retention Thrive — Talent

We cannot achieve customer service standards without reaching organizational standards first.

Consequences

1. Managers are supported and empowered to do their jobs.
2. Leader leads primarily, focused on people development, communications and culture.
3. Directors are informed because the Leader has time to devote to them and stakeholders.
4. Customers have better experiences and improved well-being.
5. Council, Leader and staff all have time to learn and grow.

6.0 Phase 3 Recommendations

NAW Township's overarching objective is to lead the municipality to its ideal future state as an organization.

WCI presents a strong list of recommendations to internally undergo a transformational process to stabilize NAW Township as a municipal organization. Stabilization is the necessary and foundational first step towards developing, improving, and/or updating the Township's service standards.

If Council and staff acknowledge and accept the Township's current state findings presented in this Service Review Report, Council must adopt the following recommendations to work towards an ideal model of a stable, healthy municipal organization and by extension, a community that is focused on well-being.

By accepting these findings, the Township agrees to first undertake a transformational process towards stabilization in a staged approach, achieving each recommendation laid out herein.

1. Transform the municipal organization internally from the current state to the ideal future state as a primary and foundational activity required to meet the mission NAW has adopted in its 2020 Strategic Plan.

2. Implement Accountability Centres for each Department Lead at the Council level. Should Council adopt the proposed model - Ideal Organizational Cycle, presented in Appendix C, Council members will receive reporting updates regularly.

More so, leaders will be empowered to produce work, make decisions, and forecast spending, ensuring the municipality will shift to a position of proaction from reaction over time.

3. Approve and fund the Leadership Support Program approach proposed in Appendix D to ensure vital training and professional development for NAW's Clerk/Treasurer.

By extension, this approach will also improve the development of each Senior Staff/Department Lead and their capacity to realize their potential. Please refer to the tools in Appendix E - Work Assignment Template and Appendix F (Digital File Attachment sampled in a screenshot) - Annual Workflow Document for more details.

4. Update the HR Policy Manual. For clear project management protocols, please see the tool in Appendix G - Human Resource Policy & Procedures Update Work Plan.

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6.0 Phase 3 Recommendations Cont'd

5. Assign Senior Staff/Department Leads to become Accountability Centres, creating clear accountability controls, backed by clear responsibilities that support those controls and empower those of others.

Update all job descriptions. See Appendix J – Job Description Template – Deputy Treasurer for a sample format whereby clear outcomes and/or accountabilities are named and duties are presented as tasks within the responsibilities section.

Include authority and decision-making protocols, so each role is empowered to carry out their autonomous actions working towards the outcome they are accountable for.

Refer to Appendices K, L, F, M, N for additional tools to support this recommendation - Staff Reporting Template, Decision Scorecard, Annual Workflow Document, Resource Screening Tool, Standard Handover Point Diagram.

6. Undergo a procedure-based process for all roles, starting with the three procedures provided in draft format in Appendix O - Standard Procedure - Financial

Revisit those procedures in monthly meetings with the Office Coordinator and each Department Lead as required. Please note the Office Coordinator is a recommended revised role discussed under recommendation 9.

Please see the Standard Handover Point diagram in Appendix N to assist in developing clear handover protocols. This tool ensures a standard is set for the process of when tasks/work/projects are passed from one party to another, as well as, the participation and collaboration of staff, helping to maintain cohesion and momentum as a group and individuals.

7. Ensure protocols are set in place to help inform and uphold the budget creation process.

This helps to mitigate inefficiencies and close gaps in operational budget controls, so the Township can be fiscally responsible when carrying out new operations or capital projects associated with basic services, as well as implementing the Strategic Plan.

6.0 Phase 3 Recommendations Cont'd

More so, the Township can forecast and embed costs associated with the future development of roles, wage increases, and promotion of staff, etc.

See Appendix C to learn more about the Ideal Organizational Cycle and utilize Appendix F Annual Workflow Document for timelines that reflect when a budgeting process should begin and end.

8. Compile all results of the above recommendations into an employee information package, including updated and re-aligned employment agreements to communicate with and prepare staff to adopt the protocols.

9. Review, discuss, and approve the proposed revisions to the organizational chart in consideration of the following specific recommendations tied to NAW's Township structure. Please refer to Appendix H for a visual diagram of the proposed Organizational Chart.

For clarity and to improve upon time management for each role, please see Appendix I - Monthly Routine & Schedule.

Please note, the following proposed changes to the organizational chart are not meant to place additional workload on staff at this time.

CLARIFY:

Universal

All roles require job descriptions and clarification of accountabilities and responsibilities. See Appendix J - Job Description Template - Deputy Treasurer

FILL:

FT Operator

Fill this vacant position as soon as possible upon the development of job descriptions and the completion of the Wage Study.

Offer training incentives if needed and include commitments in employment agreements about retention and non-compete clauses if investments are made.

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6.0 Phase 3 Recommendations Cont'd

SHIFT:

Clerk/Treasurer

Empower the Clerk/Treasurer with a leadership focus that includes delegating work assignments, coaching, support, and job development for Senior Staff.

Maintain the dual Clerk/Treasurer title for singular role accountability and to meet legislated requirements. The Clerk/Treasurer is ideally in charge of the Human Resource Accountability Centre and is supported by responsibilities and standards to reach with each Senior Staff/Department Lead.

Administrative Assistant

Shift the role's focus to document control and journaling and transform the job to Office Coordinator.

Balance reception duties using the suggestions noted in the Appendix I - Monthly Routine & Schedule. The new duties would focus on developing and maintaining the Annual Workflow Document, as presented in Appendix F as a screenshot of the digital file provided in the report submission.

The purpose of this transformation is to ensure there is a central role accountable for producing a reliable Annual Workflow document that helps to journal and track actions taken in each role monthly. As a result, staff will have a visual means to track regular activities, plan proactively, and know when tasks are completed.

PT Janitorial

Transform the janitorial role to a full-time building maintenance position focused on the upkeep, beautification, repairs, and cleaning of all municipal buildings.

This adjustment will create opportunities to leverage the investments recently made in the upgrading of buildings and addition of asset management tools, as well as to support the business activities that are likely to take place therein.

This position is of value as more Township spaces change, are acquired, or are repurposed. The increase in cost to fill this role can be counterbalanced with meeting business services needs and growth.

6.0 Phase 3 Recommendations Cont'd

SHIFT:

Fire Chief

Approach and engage in critical thinking and dialogue with neighbouring municipalities, whose Fire Chiefs are also close to retirement, to invest in succession planning for the role of Fire Chief.

There is opportunity to form a shared full-time position with a few local municipalities given the shortage of skilled labour in the firefighting field, but this requires clear memorandums of understandings (MOUs), boundaries, and processes to share in functions and duties.

Chief Building Inspector (CBO), Fire Prevention & Livestock Investigator

Shift the CBO's primary focus to CBO activities specialized and tied directly to resident services and satisfaction and create controls on when the CBO can be accessed for on-site building inspection appointments.

WCI strongly recommends this role be focused on technical inspection work on-site with residents. Administrative tasks associated with those functions should be performed by the Municipal Operations Clerk, recommended as a newly added position below.

Secure Fire Prevention work routines by following a regular schedule that is seasonal in nature. For example, plan a half day of work per week regularly throughout the year and switch the work routine to a full day per week to accommodate the "slower" months for CBO activities such as January through March.

Livestock Investigation duties are ad hoc in nature and are seemingly manageable according to the person currently in charge. WCI strongly recommends this role be focused on technical inspection work on-site with residents.

Administrative tasks associated with those functions should be performed by the Municipal Operations Clerk, recommended as a newly added position below.

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6.0 Phase 3 Recommendations Cont'd

SHIFT:

Special Projects Coordinator

Shift the Special Projects Coordinator's role to focus on more than just special projects.

Adjust the role's title to Partnership Development Officer to be more reflective of what is truly happening and needed - partnership development.

WCI's findings reveal the role's main benefit is a robust commitment to the partnerships project outlined in the Strategic Plan. Township partnerships with service providers, new hires, local organizations, business owners, Indigenous communities, granting bodies, training providers, residents, and experts have proven to have had a considerable impact on community well-being.

The task functions of the Special Projects Coordinator can be delegated and/or shared between two staff with the addition of the new role of Community Engagement and Communication Coordinator (CECC) mentioned below. The CECC should report to the Partnership Development Officer.

STOP/REMOVE:

Bylaw Officer

Abandon this role altogether and forgo any bylaws that can be enforced in the community, e.g., noise complaints.

Policing bylaws is a full-time effort and can cause many disruptions in the everyday lives of residents while taking focus away from other Township operations and services.

Deploy the tools of fire prevention, building codes, and environmental protections to handle difficult property use cases that may be truly causing harm.

In particular, many smaller communities face challenges in adopting and enforcing bylaws to do with property standards. They can, at times, demand too much attention and may also present culturally inappropriate responses for residents who do not align with the values and implications associated with the bylaw.

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6.0 Phase 3 Recommendations Cont'd

ADD:

Community Engagement & Communication Coordinator (CECC)

The CECC would aid in advancing the non-technical business services provided by the Township and be the central point of communication distribution to the community at large.

This role would work reporting to the current Special Projects Coordinator and assume the following duties in community engagement: facility bookings, usage, planning, programs, recreation activities, events, and implementation of special projects.

In addition, the CECC would take on a significant portion of communication for the Township, including the preparation and distribution of all external communication.

The CECC's first project should be to complete an external communication plan that includes consulting residents to learn about the diverse ways they like to receive and provide key information.

It is highly likely that multiple channels of communication will be required to reach all residents in accessible, culturally appropriate, and reciprocal ways and include further use and leverage of investments made in data tracking and systems like the Service Tracker, Community Connect, and Township Newsletter/Magazine.

Municipal Operations Clerk

The MOC would perform the administrative processes connected to building permits and planning processes and work adjacent to the Chief Building Official.

The MOC could support NAW's work with Renfrew County and when a new zoning bylaw emerges, they could conduct the planning process, lead the committee process, carry out services working with the County Planner, and assist in the administrative processes that are required for building permits and inspections to be completed.

The MOC can also support the Superintendent of Public Works in light administrative duties as required, such as document preparation, computer navigation, and report preparation.

6.0 Phase 3 Recommendations Cont'd

WCI reiterates that NAW Township's primary focus is to carry out these recommendations as presented in an internal transformation process before proceeding to take steps towards improvement and growth in service delivery in the municipality.

WCI will put forward operational recommendations directly connected to services upon completion and execution of an organizational project plan to be fulfilled by the Clerk/Treasurer at a later agreed-upon date.

7.0 Stepped Process from Current state to Ideal State

WCI recommends taking the following steps to reach the ideal state for the Township as a municipal organization over time. WCI broke down the process into phases and steps for ease of understanding on how the project can be seen with material milestones achieved and acknowledged.

PHASE 1 Reporting & Preparations - Week of January 23 - 27
Step 1 Adopt the recommendation to work with WCI, in collaboration with Holly Hayes, on the co-development process as presented in the Leader Development Plan. Step 2 Partner with Holly Hayes and complete an assessment of the organization about what work is required to help clear the backlog of tasks in the Clerk/Treasurer portfolio. Form a work plan of how the two parties will each tackle the workload and clear the burden of tasks as much as possible over the course of four to six weeks. Step 3 Council to adopt/accept the Service Review Report, so it can be sent to the Ontario Ministry of Municipal Affairs and Housing on time on January 23rd.

7.0 Stepped Process from Current state to Ideal State

PHASE 2
Job Descriptions – Week of January 30 – February 3

Step 1

Review the recommended organizational chart and rationale for re-organization and addition of roles.

Step 2

Using the Work Assignment tool and working alongside Holly Hayes, the Clerk/Treasurer will develop tasks for the Department Leads to complete the "job responsibilities" section of their individual job descriptions.

The Clerk/Treasurer and Holly Hayes will work together to complete the Job Descriptions for the new roles outlined in Section 6.0 Recommendations.

Step 3

Hold a meeting with each Department Lead to inform them of the new role structure and how accountabilities and responsibilities work.

Deliver the Work Assignment for their Job Description task.

Step 4

Hold a budget planning meeting with Holly Hayes to help form a plan on how to introduce the new staffing budget that is needed for 2023 to Council for approval.

7.0 Stepped Process from Current state to Ideal State

PHASE 3 **HR Policy Manual Update Project – Week of February 6 – 10**
Step 1 Clerk/Treasure and Holly Hayes to review the HR Policy Manual Update Project Plan and begin the work plan as described. **Step 2** Reflect on the recommendations provided in the HR Policy Manual Update Table as work proceeds. Draft the manual to a satisfactory level, recognizing that perfection is not possible and the document is a living, fluid document that will be updated as required indefinitely. **Step 3** Hold a Department Lead meeting to brief senior staff on the HR Policy Manual Draft and obtain feedback from them as per the direction of policy.

7.0 Stepped Process from Current state to Ideal State

PHASE 4 **Job Descriptions Presentations & Annual Workflow Document Session** **Week of February 13 - 17**
Step 1 Request all Department Leads attend a facilitated meeting to work with WCl's Chéla Breckon and present their Job Descriptions. Refine the job descriptions as a group and reflect on the Standards and Processes document in each procedure (Financial, Communication and Personnel). Conduct a session where the Annual Workflow Document is built as a team to create the document controls and tracking processes recommended. **Step 2** Finalize edits, review the HR Policy Manual, and present to Council. **Step 3** Approve Job Descriptions, Organizational Chart, and HR Policy Manual formally at Council. **Step 4** WCI returns to complete the Wage Study, Classification of Roles, and Wage Grid development, complete with Pay Equity components.

7.0 Stepped Process from Current state to Ideal State

PHASE 5
Employment Agreements & Package Development
Week of February 20 – 24

Step 1

Develop employment agreements for each staff member to reflect the updated Job Descriptions, Organizational Chart, HR Policies, Procedures with Accountabilities and Responsibilities. Leave out updates to wages and benefits for now.

Step 2

Refine the Procedure Documents to suit the results of the meeting/session from Phase 4 with the Department Leads. Develop protocols and tools for shared accountability points of staff handover, including communication standards for when pass/fail is realized.

Step 3

Approve the package of completed job descriptions at a Council meeting, if needed.

Step 4

Prepare employee packages (Employment Agreement, Job Description, Financial Procedure, Communication Procedure, Personnel Procedure, HR Policy Manual, Monthly Routine & Schedule) for briefing and signature.

Step 5

WCI continues with the Wage Study and Classification final project phase.

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7.0 Stepped Process from Current state to Ideal State

PHASE 6
Final Preparations for Employee Contract Presentations & Briefings
Week of February 27 – March 3

Step 1

WCI to complete and submit the Wage Study, Pay Grids, Pay Equity and Classification Report.

Step 2

Review and present the Report for motion to adopt in a (potentially closed) Council meeting.

Step 3

Populate the final wage and salary grid information into each employment agreement already prepared.

PHASE 7
Signatures & Training – Week of March 6 – 10

Step 1

Meet with each employee individually to explain and train them on the package provided in detail.

Step 2

Set in place a monthly routine calendar for each staff member with a clear understanding to begin adopting the appropriate procedures.

Step 3

Refine or develop further procedures to fill gaps identified by a staff member or when team learning occurs.

7.0 Stepped Process from Current state to Ideal State

PHASE 8
Adoption & Learning – March 13 – Ongoing

Step 1

Allow for time and space for the new routines to take shape.

Provide clear milestones to each Department Lead on which routine elements they need to demonstrate commitment to and by when, taking a stepped approach for habit formation.

Step 2

Implement a budgeting process to capture the implications of new hires and support the growth of every role year over year in a financial forecasting method. It is ideal to present this budgeting process for a summer amendment in 2023 or plan for 2024.

Step 3

Once the personnel budget is established and approved, begin the hiring process for the new roles.

It is important to begin with the job descriptions already developed and prepare the packages as if the person is ready to be hired.

Focus on adding these roles to the three procedure documents – Financial Procedure, Communications Procedure, Personnel Procedure – and host meetings with Department Leads on what to consider for procedure and communication tools that lead to excellent onboarding and role management.

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8.0 References

Statistics Canada. 2022. (table). *Census Profile*. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released December 15, 2022. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed January 3, 2023).

9.0 Appendices

- Appendix A - Launch Meeting Summary
- Appendix B: Interview Guide - Internal Consultations
- Appendix C: Ideal Organizational Cycle
- Appendix D: Leader Support Program
- Appendix E: Work Assignment Template
- Appendix F: Annual Workflow Document (Digital file also attached, sampled here in a screen shot)
- Appendix G: Human Resource Policy & Procedures Update Work Plan
- Appendix H: Organizational Chart
- Appendix I: Monthly Routine & Schedules
- Appendix J: Job Description Template - Deputy Treasurer Sample Draft
- Appendix K: Staff Reporting Template
- Appendix L: Decision Scorecard
- Appendix M: Resource Screening Tool
- Appendix N: Standard Handover Point Diagram
- Appendix O: Standard Procedure Sample - Financial
- Appendix P: Current Framework

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JANUARY 13, 2023

REPORT

Service Review
Findings &
Recommendations

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Appendix A
Launch Meeting Summary

Council Advisory on Issues of Importance

Council shared their vision for the service review and the important issues to take note of during a roundtable discussion on November 25, 2022,

TOWNSHIP BUDGET

To ensure a proper, thorough, and informative response to residents who express concern with the amount of taxes they pay, Council would like to see:

- An ability to communicate on the reality that the downloading of responsibilities by the provincial and federal government has an impact on municipal budgets.
- An ability to communicate and educate residents about the budget and the fact that Council does not have control over all the tax dollars it receives.
- Consideration of the Township's budget reality within the service review, including its streams of revenue with recommendations that are balanced with fiscal responsibilities.
- Indication of efficiencies and possible savings from the wage study, e.g. overlap and closure of any gaps identified. Two further reviews to be included:
    - Compensation and its relativity to market demand
    - Efficiency of the satellite office location in Golden Lake

HUMAN RESOURCES

To ensure clear accountability, Council would like to see:

- Consistency across HR policies for various employee sectors, e.g. firefighters and public works.
- Clear definitions of roles and responsibilities. This includes the ability for NAW staff to work in windows, not silos when wearing multiple hats.
- Clear communication protocols and procedural steps for NAW staff to follow and understand how and where the steps/procedure overlap.
- A review of job functions such as the use of technology and any tools required to fulfill a job function.
- An onboarding package that includes clear HR policy, handouts, job expectations, benefits, and orientation to NAW.
- An easy to use and follow approach for evaluating and compensating employees.

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Appendix A Cont'd

CIVIC ENGAGEMENT

To ensure the opportunity for residents to participate in the governance of their community and have their voice heard, Council would like to see:

- Promotion of the success of two recent digital tools that encouraged civic engagement and feedback:
  - Communication Connect for information
  - Service Tracker for complaints
- An opportunity at the beginning of each Town Hall session to amplify these two programs as a step towards normalization and further civic engagement.
- An internal strategy to campaign and increase promotion of opportunities for NAW resident voices to be heard.
- A strategy to include residents in Township decisions, which could lead to a better understanding of NAW workings and why, as well as potential volunteer talent attraction in NAW's governance bodies.
- Clarity for residents how responsibilities of municipal staff have increased over time, owing to compliance and the use of technology. Residents currently do not realize the workload of Township employees.
- The ability to inform rate payers of value for the taxes they pay against the responsibilities and budget of the Township.

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Appendix A Cont'd

STRATEGIC DIRECTION

To ensure the ability to continue implementing the strategic plan and its objectives, Council would like to see:

- A way to improve relations with neighbouring communities to pool resources, e.g. pumper truck.

- A way to increase communication and civic engagement by offering more opportunities to have voices heard. The Town Listener role is a great example of civic engagement through active participation on committees, including the governance of how committees are filled and helping to communicate how they can spend money and recruit volunteers.

- The ability to use the communication project identified in the strategic plan as a real transparent approach to demonstrate the change management decisions Council makes to the community.

- A way to reiterate the importance of collaboration and the Township's upcoming projects on the horizon are examples of this as a best practice.

- The Service Review as a roadmap for how to adjust the strategic plan thematically as it concerns building community wellness. Would like to see the reports deeply aligned with and speaking to the plan throughout as the plan's forward thinking will require specific skill sets.

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Appendix B
Interview Guide

Interview Guide
Internal Consultations

1. Provide them with their job description and have the worker mark it up - what they do and don't do, what is missing. No job description? Q: What are the tasks that you do on a regular basis at work? List them out.

2. Who do you interact with in your job duties? When and why do you interact with them?

3. How do you do your tasks? (process, steps they take)

4. Why do you do those tasks?

5. Do you think all the tasks you do are needed?

6. What would make you better at your job?

7. Share the story about workers seeing the solution. (Mess bar renovation) Please share any ideas you may have that haven't been tried. What can you see that no one else can?

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Appendix C
Ideal Organizational Cycle

Political ————————→ Policy ————————→ Authority
Will

Report + Recommend   "Council sets good policy, receives recommendations & empowers accountability"   Decision making

Advisory + Budget   Spending

     Action

Plan ←———————— Learn + Track ←———————— Measure
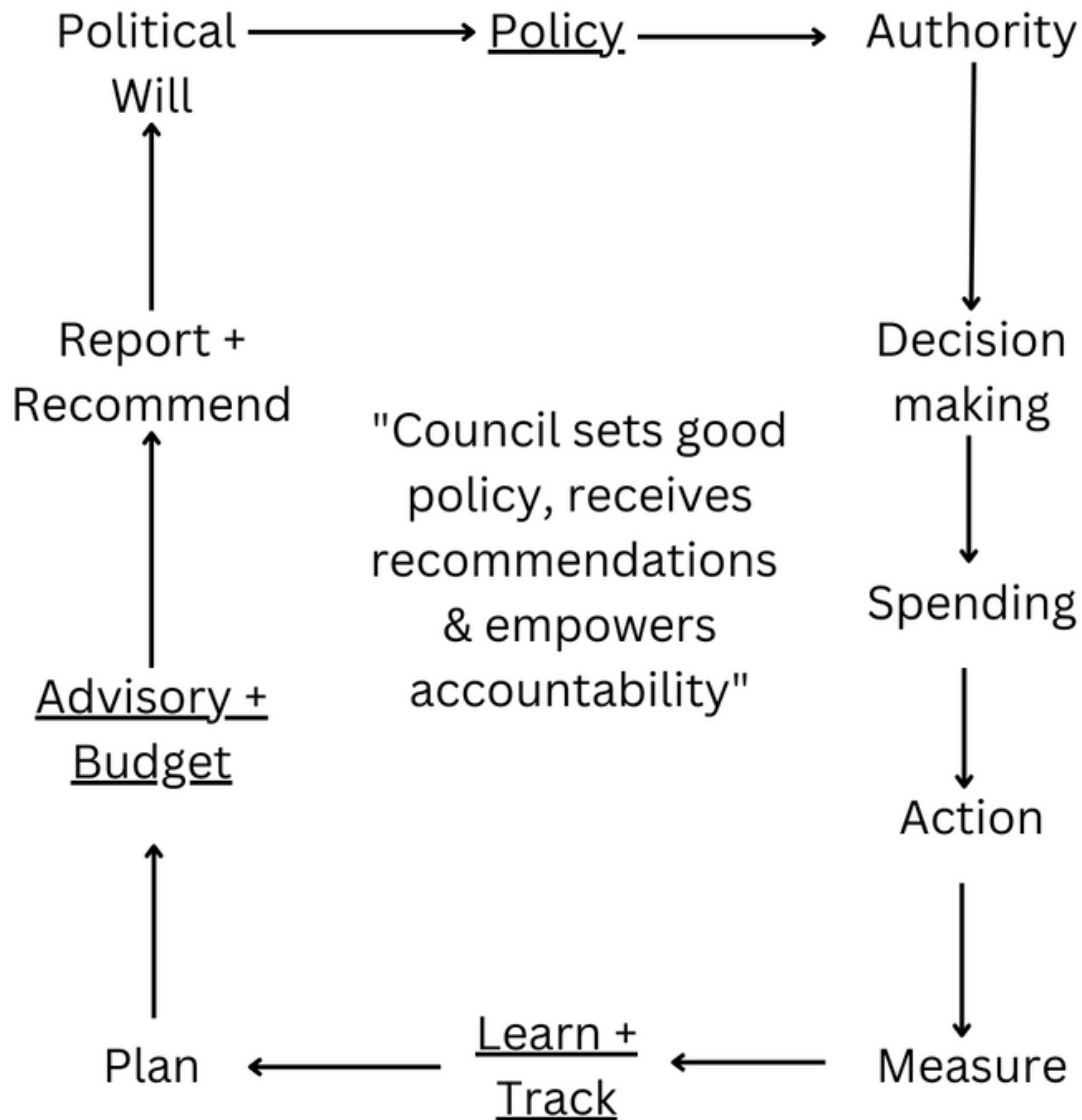
*councill is only involved in activities that are underlined in the cycle

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Proposed Work Plan with Leadership

While leading a Municipality the work cannot stop and no matter how hard you try as a leader to get ahead so that you can initiate the change that is required there will never be enough time or a good time to implement the change that is required. It's impossible to bail the boat when the water is coming in at the same rate that you are tossing it out.

To set leadership up for success a plan needs to be created that includes the implementation of the recommendations within the service review and purposeful transfer of tasks to the appropriate team members. Although in the previous few years the Clerk Treasurer has been provided all of the information needed to effectively operate the organisation the current structure is not conducive to a cooperative team. The current style is one that entails the leader making all of the decisions and very little empowerment to department heads, this not only leads to leadership burnout but does not create a team environment where staff feel that they are contributing to their fullest potential.

In order to move the team from the current state to the future state - the Clerk-Treasurer with a support system who will help her develop and implement a transition plan this includes;
Work Planning (Month 1)
1. Determining the current priorities and developing a work plan that includes reducing the current tasks that the CT is responsible for;
    a. Determining the tasks that will be passed to other members of staff and an action plan and timeline to transfer this responsibility,
    b. Creation of a work plan and timeline.
    c. Create a list of discrete tasks that can be taken over either indefinitely or for a defined amount of time while the CT creates the processes needed for the above task and have the support team manage them.
    d. Create work assignments using the template provided in the kit.
    e. Develop the team and 1:1 meeting schedules and ensure meetings are set up and included in the appropriate staff calendars.
Work Implementation (Month 2)
2. Present staff with the tools created during Work Planning and hold meetings to provide work assignments and foster new team collaboration strategies.
    a. Check in with staff weekly to ensure they understand and have the tools needed to complete their tasks,
    b. Encourage discussion and ensure that issues are being brought forward and discussed as they are encountered both in team meeting and 1:1.
    c. Provide CT with discrete tasks as they are completed so that she can place them into the updated accountability structure as needed.
Continued Support (Month 3-9)
3. Continue to provide assistance through both completion of discrete tasks and implementation of the work plan

This work is complemented by facilitated sessions supported by WCI with the management team to carry out steps outlined in Section 9 of this report. This includes 1-2 key sessions to populate/review job description drafts and draft the first version of the Annual Workflow Document as a group, helping to create ownership and buy-in from the team. These

sessions are also geared towards developing an understanding of the tools provided in advance of being asked to adopt them into everyday work routines. The sessions will be facilitated in collaboration with Holly Hayes and the CT, led by Chela Breckon of WCI.

The ideal contract would include working days on-site and background preparations/support provided when off-site. A scope of work agreement can be arranged to detail the exchange of services should this recommendation be approved.

WORK ASSIGNMENT

What is the task?	
Why?	
Who is assigned to the task?	
When is the task due and any other imperative time considerations?	
How - any specific information about how the task is required to be completed	
Resources - What is needed to complete the task?	
Communications	
Deadlines	
Additional comments	

Council Event?	Action Item	Procedure	People & Resources	Deadlines/ Conclusions Next Steps
	Outlines the step needed to be taken in this role	*Reference to the document where further detail can be found*	*Others involved and equipment, tools, and information needed to carry out the task*	*Learnings, decisions made, repeating elements are added to the Workflow once concluded here. Indicate if the item is urgent.*
			CT	
No	Present draft budget	Financial	Dept Leads attend Slide Deck Print outs of YE actuals	Must occur by Jan 20th annually Must be approved by Council by Feb 1

Journal
CT reported that D. Treasurer was able to form the budget draft using the Dept Lead submissions except for CBO, who had issues forming the estimates for permits needed into 2023 because of provincial funding influx expected

			D.Clerk	
	Agenda Items Summer student Grant item	D Clerk	Special Projects to report on needs of summer roles	

Journal

			D. Treasurer	

Journal

			Sup. Public Works	

Journal

			Coordinator	

Journal

			Partnerships	

Journal

			Operations Clerk	

Journal

			Facility Caretaker	

Human Resources Policies and Procedures Update - Work plan

1. Create Work Assignments for Responsibilities and Accountabilities (CT)
   a. Project manager - sets meetings, takes notes, updates CT
   b. Policy development - writes and presents policy and implications
   c. Departmental review - reviews from other department perspectives
2. Review current status (staff meeting)
   a. 2017 HR Policies & Procedures document
   b. Ad Hoc memos related to policy and procedures
   c. Staff update on drafts available and outstanding questions that need to be answered
   d. Agree to required changes and outline work assignments
3. Development and update of Policy document (independent)
   a. Create a procedure that outlines how policy will be updated and documented, include it upfront in the document
   b. Search for policy and by-laws that currently overlap with the existing manual,
   c. Provide staff with work assignments, overview of project, expectations, timelines
4. Review document update (staff meeting)
   a. Each team member will provide a summary of the new policy which will include; who will be impacted, how and budget implications, how overlapping policy will be amalgamated.
   b. Other members of the team will have the ability to review and provide comments on the policy from their departmental position.
   c. Decisions will be made related to the final policy direction by CT.
5. Staff will provide a final version of the policy update to council which will include an updated version of the information mentioned in 4a.
   a. Council has the opportunity to provide comment and suggestions,
   b. Once discussion is complete, documents will be finalised and provided back to council for endorsement under a by-law.
6. Staff implementation plan will be developed will include;
   a. Department Leads meeting to discuss their responsibility within the document, and create/refine standard procedures for the document (for example who collects the forms and where/how are they filed).
   b. Each member of staff being provided a copy of the policy for review, acknowledgement and signoff; this could be done for current staff within a team meeting or each department can be responsible.
   c. The manual will become a key part of the staff onboarding package for future hiring practice.
7. Within the policy a next date of review will be determined and added to the annual work log.
   a. One staff member will be tasked with documenting staff input for future updates of the policy so that they can be implemented in the next iteration.

HUMAN RESOURCES POLICIES & PROCEDURES
FOR THE CORPORATION OF
NORTH ALGONA WILBERFORCE TOWNSHIP

A - EMPLOYMENT

A-1 Employee Definitions	draft update needs to be reviewed
A-2 Protection of Personal Employee Information	review
A-3 Miscellaneous Recruitment Policies	A-3 and A-4 information is conflicting, clarify nepotism statements - not always realistic in small community to not hire relatives of staff and council
A-4 Staffing	Clearly state internal posting policy
A-5 Probation	Employment Standards Act outlines this, decide if it's needed
A-6 Termination	4b who do those who work for the CT appeal to. 4c should be a general statement at start of doc (Employment Standards Act is governing doc. 5 requirement for exit interview should be consistent
A-7 Guidelines for Conduct	If there is a code of conduct align it with this review by-law 2011-25
A-8 Harassment in Employment	Align with harassment policy
A-9 Employee Confidentiality Statement	Add form to hiring package
A-10 Misconduct in the Workplace	Align with violence in the workplace policy

B - WAGE AND SALARY ADMINISTRATION

B-1 Performance Appraisals/Merit Increments	This system should be discussed and potentially replaced with ongoing collaboration and goal setting - an increase is given unless under improvement plan
B-2 Promotion	This section outlines providing opportunity to 'act' in a position.
B-3 Establishment of New Positions	review

B-4 Classification Review System	review
B-5 Revisions of Employment By-laws	This section refers to "employment by-laws, it is unclear what this is - clarify and determine if an HR committee is required.
B-6 Part-Time Wages	Remuneration by-law should be somehow linked to this document
B-7 Payroll	Date of payroll should not change, This policy should be reviewed and procedures clarified
B-8 Uniform and Safety Footwear	This policy should be updated so that amounts and timelines are clear. Consideration should be given to an annual per-diem is given upon passing of the budget without the need for receipts -this reduces administration activities and provides consistency.

C- SHORT AND LONG TERM DISABILITY PLAN

This section clarifies and summarises the Township's interaction with the benefit provider - a review should be done to determine if the provider documentation includes this information - if so the sections should be removed and replaced with a statement that refers to the documentation provided. This should be reviewed and provided to staff on an annual basis when the policy is renewed to ensure that any changes to the policy are understood. Having this information in a Township developed policy could result in outdated or conflicting information.

D - HOURS OF WORK, OVERTIME, VACATION, LEAVES OF ABSENCE AND ATTENDANCE

D-1 Hours of work and Overtime	Update based on current procedures is an overtime pre-authorization form realistic or could a department policy be better. Is the application for leave form being used - good tool for payroll.
D-2 Statutory and Paid Holidays (F/T)	Is there enough differences to require two policies? If not combine in the interest of reducing the divide between F/T and P/T. Remove "Plus any other day proclaimed hereafter by the Federal or Provincial Government shall be recognized…" and add that when a new holiday is proclaimed staff will present options to council and the policy will be updated prior to the first occurrence of the holiday. Clarify if holidays are paid at 2.5x or 1.5 times, is there a requirement to work the day before or after the holiday to be paid? Change "the holiday officially changes to" to "the holiday will be recognized on the following Monday"

D-3 Statutory and Paid Holidays (P/T)	Same as above
D-4 Vacation	Is there a procedure to approve vacations, if so when should they be submitted by. There is some vague language that should be clarified.
D-5 Bereavement/Compassionate Leave	Review
D-6 Pregnancy Leave and Parental Leave	Ensure that this is aligned with other existing policy
D-7 Court Leave	Ensure still aligned with Provincial and Federal requirements
D-8 General Leave without Pay	review
D-9 Attendance Control	Confirm that the policy algins with current practice update as required

E- TRAINING AND DEVELOPMENT

E-1 Staff Training and Development	This seems to apply to a large program - perhaps a dollar value should be applied or it indicated that this is "other and conferences and seminars". And an agreement will be created for each situation. Indicates that a "formal policy" should be developed for the training and development of Township staff. This should be created at department head level and the council provides the budget to support it.
E-2 Conventions and Seminars	The sections within that outline expenses should be part of a per-diem by-law and consideration should be given to not requiring receipts. It should be clear where the annual mileage is adopted and when. Why is there provision for "out of province" someone could probably go to Quebec for less budget than Toronto - the justification for training should be based on applicability to job and return on investment - not geographic location. A standard excel doc for expense claim could be created.

F - HEALTH AND SAFETY

F-1 Occupational Health and Safety	This policy should be compared to current practice and procedures aligned
F-2 Employee Alcohol/Drug Problems	This policy should be updated to reflect the workers requirement to be "fit for work" if there is a fit for work policy it should be aligned with this to ensure that the Township is within their rights and the employee is given opportunity to obtain support when required. A review to confirm that all of the

	supports listed are still available. Consideration to list the company provided EAP and allow them to provide this list.
F-3 Workers Safety and Insurance Board	Review and determine if there is a requirement for this policy and the one outlined as F-6 could these be combined.
F-4 Return to Work	Review
F-5 Contractors WSIB Clearance Certificate	Is there a contractor/consultant pre start meeting checklist that includes this and other documentation such as; proof of insurance, confidentiality, signing of contracts - if so this policy could be update to include all of these items
F-6 Employee Incident/Accident Reporting	Form F-6 is missing within my copy - confirm that it exists and review the policy to improve if needed.

G - DISCIPLINE

G-1 Suspension or Loss of Driver's Licence	Review, update the name of the reference to the Drug and Alcohol policy to the actual name of the policy.
G-2 Discipline and Dismissal	Review and compare to A-6 to determine if both are required and if so that they don't contradict. Sample infractions should be reviewed to ensure department leads understand and agree with the grouping and that there is no duplication - for example "lying" is listed in Group B and "dishonesty" is listed in Group D - this would be difficult to differentiate for a department lead using this policy to start a discussion with staff. Does this conflict with other policies - for example "drunkenness or disorderly conduct" is listed in group D which can lead to dismissal - but the Drug and Alcohol Problem policy outlines a different approach.

H - MISCELLANEOUS POLICIES

H-1 Retirement	Could this policy be placed within the Employment section? Is 3 months adequate time for the organisation to plan for replacement of Sr. staff? Is the Township going to be able to easily use the first reason for not offering an exemption when heading up these discussions. There are sections of this policy that are better served in other sections - point 3 - for example.

H-2 Employee Involvement with Associations	review
H-3 Legal Services to Employees	Consider replacing this with an indemnification by-law that has been approved by your insurance provider.

I - INFORMATION SERVICES

I-1 Reproduction and Distribution of Documents not covered by MFIPPA	Is this policy required or could it just be included as a line item in the Schedule of fees by-law?
I-2 Contractor's Confidentiality Agreement	This is great, could it be included in the pre-start meeting checklist that is suggested in F-5 above?

*FORMS

A-3   Medical Certification - a Medical condition is referred to but no form is included
A-5   Probationary Assessment
A-9   Employee Confidentiality Statement Review statement

B-1   Performance Appraisal Ratings and Process - determine if this is the path that will be taken
B-4   Job Fact Sheet - doesn't seem that these have been created yet

D-1   Overtime Pre-authorization - is this the best method?
D-1   Application for Leave/Authorization for payment of Overtime (confirm procedure with payroll staff)
D-9   Attendance Review Record - not included as a form

E-1   Staff training and Development review and confirm adequate
E-2   Expense Claim could be updated to be electronic

F-6   Employee incident/Accident Report - has not been included
F-6B   Witness Statement review and confirm all legislative requirements have been included

I-2   Contractor's Confidentiality Agreement - review and confirm adequate

Organizational Chart

Council — Provincial
Council — Federal

Council ··· Clerk/Treasurer

Clerk/Treasurer:
- Deputy Clerk
- Deputy Treasurer
- Fire Chief
- Superintendent Public Works
- Partnerships
- Office Coordinator
- CBO Livestock
- Operations Clerk
- Facility Caretaker
- CEMC
- Transfer

Superintendent Public Works — Transfer
Clerk/Treasurer — CEMC

Partnerships — Community Engagement

Fire Chief — Deputy Chief — Captain — FPO — Fire Fighter

Community Engagement — Communication Strategy

Communication Strategy:
- Committees
- Data
- Consultation
- General Public

"Reciprocal + Sustainable"

Operations Clerk — FT Operator — Student

Lead Hand:
- Summer Operator
- Swim Instructor
- Winter Operator

Monthly Routine & Schedules

Regular, Universal
- All Department Leads meet individually with the CT weekly for Work Assignments, coaching, support and job development
- All Department Leads as a group with the CT weekly for information sharing, discovering synergies, and communicating needs between departments in proaction
- All Department Leads meet with the Office Coordinator bi-weekly to add/adjust the Annual Workflow Document via interview and central document update process led by the Office Coordinator and informed by the Lead
- All Department Leads report to Council on a monthly basis using the Staff Reporting Template provided and attend the meeting in-person to deliver the report

Role Specific
- Deputy Treasurer prepares budget snapshots to Department Leads two weeks in advance of the reporting meeting with Council so as to inform that reporting in the resourcing and measurement sections
- Office staff coordinate a reception boundary protocol that protect workflow from interruption based on their preferences to enable that (letting calls go to voicemail during specific times, closing the office for a day, going on rotation on the phones, etc)
- Working group meetings between Department Leads that connect regularly in their work such as Partnership Development and Public Work/Facility Caretaker to coordinate a special event, or Office Coordinator, CBO, and CECC to prepare communications, for example
- Consider scheduling FPO work on a specific half day of the week that is routine in nature and advance to a full day per week in the winter months when competing workloads at the CBO role level are reduced
- Consider offering on-site inspection by the CBO only on certain days of the week, helping to secure office time for the CBO to develop tools such as the permit system, attend meetings, and support job development opportunities such as training and mentorship from outside CBO partners.

JOB DESCRIPTION - DEPUTY TREASURER DRAFT SAMPLE

Job Title - Deputy Treasurer
Salary Range, Grid Identified, Weekly Hours
General Description - Support the Clerk/Treasurer in all things treasury, focussed on processing compliant transactions, budgeting and audit preparatory activities
Accountabilities 1. Financial Procedure Compliance 2. Personnel Procedure Compliance 3. Communications Procedure Compliance 4. Budget Forecasting and Drafting 5. Audit Process and Reporting
Responsibilities 1. Compile the data from Dept Leads that informs both capital and operational budgets, synthesize into legible table format, and present to CT for co-development and approval 2. Provide payroll forecast as core contribution to budget formation based on roster of employees, HR policy, and future dates relevant to the budget 3. Add recommendations to budget data package for accounts and general procedures that will improve the ability to use financial data effectively for decision making at all authority levels 4. Develop account snapshots for Dept Leads that captures actual spending vs budget two weeks in advance of monthly reporting cycle required by Dept Leads 5. Meet with CT weekly for work assignments and role development 6. Use Resource Screening Tool to inform CT of work assignment adjustments needed 7. Meet with OC bi-weekly for process journaling and tracking of actions, learnings, and wins as a contribution to the Annual Workflow Document controls 8. Report to Council monthly using the Dept Lead reporting template

STAFF REPORTING TEMPLATE

What? (What is the subject matter and background information)

So What? (Why does it matter and what are the implications)

Now What? (Next steps)

Resources required? (money, HR, documents, additional authorities, etc.)

STAFF REPORTING TEMPLATE

Proactive Items of Importance/forecasting

Recommendations

Decision Scorecard

1) Does this decision align with the strategic plan?	Yes , 1 point No, STOP

2) Does this decision align with the vision:
We are the small place that is leading the way as an example for rural communities on how to engage in human-centric community and economic development because we have proven that enabling inclusion, belonging and wellness is the best path to achieving sustainable development.

Yes , 1 point   No, STOP

3) Does this decision align with the mission:
The Township of North Algona Wilberforce engages listening, learning, communication and advocacy as means to commit to excellence in continuous improvement in evidence based decision-making that strengthens the community and leads to common wellness and inclusion of all people who live and visit here.

Yes, 1 point   No, STOP

4) Does this decision align with the values of the Township of North Algona Wilberforce:
- environmental stewardship;
- inclusive human connection;
- joy & celebration;
- family, history & culture; and
- excellence in leadership?

Yes, 1 point   No, STOP

5) Does this align with the purpose of the Township:
We will do this because all people deserve a high-quality life of their choosing, in a place that fully accepts, embraces and leverages the immense gifts those people possess.

Yes, 1 point   No, STOP

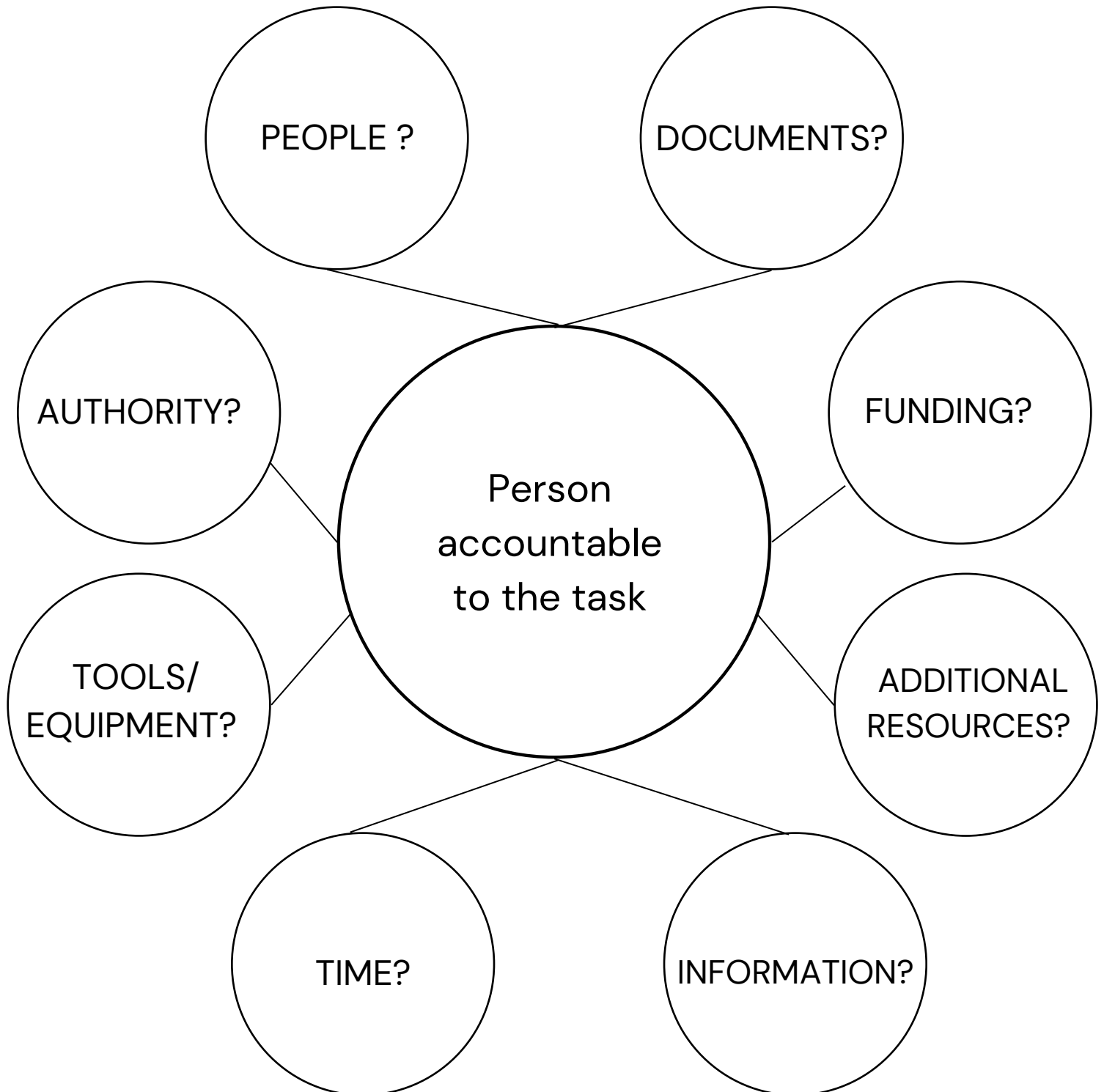Page 1 sub-total   ___/5

Continue to page 2

Decision Scorecard

6) Does this decision support other projects that are currently in the works by the Township?	Yes , 1 point	No, 0 points
7) Does the Township have the budget to fund this decision?	Yes, 1 point	No, 0 points
8) Is this decision informed by data?	Yes , 1 point	No, 0 points
9) Will this decision positively impact the sustainability of the Township?	Yes, 1 point	No, 0 points
10) Is this decision intended to benefit all residents, or is it designed to advance equality of one group by intention?	Yes , 1 point	No, 0 points
11) Will this decision advance any of the recommendations set forth by the Truth and Reconciliation Commission of Canada: Calls to Action? Link to calls to action can be found here: https://nctr.ca/records/reports/#trc-reports	Yes, 1 point	No, 0 points
12) Prior to making decisions, consultations can be hugely informative. Was the consultation conducted with the target group inclusive in nature? Or, was it only offered online? Or, was transportation needed? Or, did it cost money to attend? How was it promoted? Where was it promoted? Did you ask if respondents wanted help, and if yes, what did that require and how did you follow through?	Yes , 1 point	No, 0 points
13) Was there a needs analysis conducted prior to making this decision?	Yes, 1 point	No, 0 points
14) If this decision is implemented, is it measurable?	Yes , 1 point	No, 0 points
15) Are Township staff protected by this decision? Will this decision be free of any negative impacts to staff?	Yes, 1 point	No, 0 points

Page 2 sub-total   /10

Total points   /15

Resource Screening Tool

"Do we have the required resources to complete the task as assigned?"

PEOPLE ?

DOCUMENTS?

AUTHORITY?

FUNDING?

Person accountable to the task

TOOLS/ EQUIPMENT?

ADDITIONAL RESOURCES?

TIME?

INFORMATION?

Chéla
STRATEGIST & SPEAKER

Standard Handover Point

Accountability Control Point

Accountability Start Point

Accountability Stop Point

Final Outcome Standard Met

Responsibility Work Flow

Input + checkpoint

Output + checkpoint

Responsibility Work Flow

Ultimate End Point of the Process

Shared Standard at Standard Handover Point

Role B

Role A

Financial Standards & Processes

1. Decision Making Authority

Suggestions for Items in Section 1 - Policies to use when making decisions and clarification of when you are the decision-maker or not

- Department Leads can spend xx without approval based on operational budget line and strategic objective.
- Department Leads can spend xxx with 3 quotes provided and examined with rationale provided in the monthly report to Council.
- Department Leads can spend xxxx with RFP only and CT approval required.
- Department Leads can add action to the Annual Workflow Document by seeking approval from Council in monthly reporting function, informed by individual meetings with CT.
- Department Leads can stop performing a function in the Annual Workflow Document by seeking approval from Council in monthly reporting function, informed by individual meetings with CT

2. Accountability Centre(s)

Deputy Treasurer - Accountable to prepare and draft all financial products (budget, audit, department spending reports, payroll forecast) and process all financial transactions in compliance with policy, by-law, and law.

Department Leads - Accountable to prepare expense reports, budget forecasts, and personnel paperwork/adjustments when due in the format expected in the standard process. Accountable to spend their operational and capital budgets as approved. Accountable for following the financial policies and authority controls.

3. Regular Operative Functions

<u>Weekly Operations - Expenses</u>

Department Leads
Responsible for submitting financial expenses for payment to D. Treasurer via physical inbox submission in the following format:
   a. Account coding sticker/stamp applied to each receipt on the back
   b. Summary sheet itemized, provided on the cover of the receipt package, signed off with all check marks applied
   c. Due to the physical inbox Tuesdays prior to 1:00 pm for payment Thursdays
D. Treasurer
Accountable to payment processing according to policy.

d. D. Treasurer conducts PASS/FAIL check point with feedback on the summary sheet if required
e. D. Treasurer reports trending FAIL points to OC in bi-weekly journaling process for communications and subsequent intervention planning with CT
f. D. Treasurer rejects all packages not compliant to the checklist or policies by placing the package in the IN PROGRESS physical file and updating the summary page with the exact needs causing the FAIL point. D. Treasurer notifies the Dept Lead of the rejection via Service Tracker?

Monthly Operations - Budget v. Actuals

D. Treasurer
Responsible to prepare monthly snapshots for each Dept Lead two weeks prior to Council reporting is due from Dept Leads demonstrating the budget lines they spend against versus budget, in a format agreed upon mutually by the Dept Lead and D Treasurer

Dept Lead
Accountable to spend their budget as they see fit within the limits of policy, by-law, and law.
Responsible for using the monthly spending snapshot to inform decision-making and report to OC any learnings about spending/budgeting in the bi-weekly meetings.

Annual Operations - Financial Statements and Audit

D. Treasurer
Responsible for keeping accurate records of all financial transactions throughout the year.
Responsible for working with the Auditor to ensure reporting compliance and accuracy.
Accountable to produce drafted annual statements to the CT by January 30th of each year.

Treasurer
Accountable to approval of the financial statements as prepared by the D. Treasurer.
Accountable to action all items recommended by the auditors in a work assignment format to the D. Treasurer.

Council
Accountable to the scrutiny and subsequent adoption of the Treasurer and Auditor's annual financial report.

<u>Annual Operations - Budget Forecasting and Drafting</u>

Dept Leads

Responsible for reporting to D. Treasurer their budgetary needs (capital) and adjustments (operational) based on a compilation of their previous monthly reports to Council by November 1 of each year.

Accountable to forming estimates and accurate quotes on capital work or equipment needed, identified by the asset management tool and/or observation.

Responsible for arranging the support and help required to form those estimates with experts, specialists, or the administrative staff for process support.

Accountable for using data to inform decision making and demonstration of that in the final recommendations made to Council via D. Treasurer submission.

Responsible for attending the budgetary meetings to speak to their submission report and provide further clarity on rationale and recommendations.

D. Treasurer

Responsible for making recommendations in the monthly report to Council of big-picture budgetary considerations required including account coding, data collection and use for trend analysis and estimation/RFQ process improvements they can help empower.

Responsible for pulling additional reports and examples that may help to inform budget processes and provide rationale for budget draft items.

Accountable to drafting the budgets, both capital and operating, according to the submissions provided by Dept Leads for presentation to the CT.

Treasurer

Accountable for approving draft budgets for presentation to Council.

Responsible for preparing a compelling presentation outlining what was accomplished spending the previous budget and how those wins led to the next budget recommendation.

Responsible for communicating the presentation content with the CECC so that a public campaign can be developed to communicate the wins and budget commitments externally.

OC

Responsible for tracking all the actions in the Annual Workflow Document

PD/CECC

Accountable for preparing an external communications campaign that speaks to wins and budget commitments made by council and staff, including rationale

D. Clerk

Responsible for preparing a deeper briefing for this special meeting in collaboration with CECC for message alignment with campaign and briefing notes.

Current Framework

Input

Authority

Output

1) Council (Requests to Leader)

2) Committee(s)

3) Reports (Staff + Expert)

4) Residential
- Verbal
- Written
- Service tracker

Agenda

Discussion Decision

Discussion Decision

Discussion Decision

Minutes

Direction/ Assignment

Direction/ Assignment

Direction/ Assignment

Communications to:
1. public
2. team
3. partners
via department leads

Staff Function

Council

Staff Function

A star represents an intervention opportunity point