

FOURNIER CONSULTING SERVICES (1744960 ONTARIO INC.)

## Township of Edwardsburgh/Cardinal

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Service Delivery Review: Final Report -Organizational Review

Submitted by: Stephen Fournier

June 28, 2010

### **Summary of Recommendations:**

That the Council of the Township of Edwardsburgh/Cardinal adopt the Ideal management model set out in Figure Two, and that the necessary steps to implement this model be initiated by Council.

That the Council of the Township of Edwardsburgh/Cardinal adopt the key roles for council, managers and staff in the delivery of municipal services set out in Figure Three.

That the job descriptions for the positions of CAO and Treasurer attached Appendices Three and Four to this report be approved.

That the 'Go Forward' Plan be referred to staff and the Township's standing committee on Administration and Finance for recommendations on the approval and implementation of the plan to Council; and

That the section on Planning in the 'Go Forward' Plan be taken under advisement by Council.

That the results of the salary market review serve as a basis for Council's determination of the annual salary compensation for the senior management team in 2010.

## **Introduction:**

The Township of Edwardsburgh/Cardinal is located in south eastern Ontario along the north shore of the St. Lawrence River in the United Counties of Leeds and Grenville. The Municipality is comprised of the villages of Cardinal, Johnston and Spencerville, a large rural farming community, several hamlets, an industrial park and the Port of Prescott with a total population of 6,689 persons (Sources: Canada 2006 Census and [www.edwardsburghcardinal.ca](http://www.edwardsburghcardinal.ca)). It is bordered on the north by the Municipality of North Grenville, on the west by the Township of Augusta, on the east by the Township of South Dundas in the United Counties of Stormont, Dundas and Glengarry and to the south west by the separated Town of Prescott.

Edwardsburgh/Cardinal is a local municipality that provides a wide range of services to its inhabitants including administration, building inspection, fire, planning, zoning and site plan approvals, roads, treasury/taxation, waste management, sewer and water and library services ( Source: [www.edwardsburghcardinal.ca](http://www.edwardsburghcardinal.ca)). The Township is a member municipality of the United Counties of Leeds and Grenville.

Council is now poised to examine and move forward with improvements that will lead to a more efficient and effective management and delivery of the services mandated by Council and implemented by the Township staff. The Consultant's work program, which was approved by Council in August, 2009, was designed to assist the Municipality in this task and was comprised of two (2) key tasks:

1. A review and analysis of the roles, duties and responsibilities performed by all department heads to ensure the management team is meeting Council's expectations and the needs of the residents in the Township. The work shall focus on, but not be limited to, such matters as workloads, the flow of information and reporting mechanisms, succession planning, the management and delivery of services and administrative process and operational improvements; and
2. A comparative review and statistical analysis of salary market information from other similar municipalities (in terms of size and scope of services) that will be gathered by the consultant to ascertain what, if any, internal or external issues may exist in the Township's compensation to attract and retain qualified staff.

To accomplish these tasks the work plan was initially broken down into four (4) stages, including:

1. The review and analysis of the work performed by each department head through a series of one-on-one interviews conducted by the consultant;
2. The establishment of "go forward plan" for the management team and Council that identifies both the organizational and operational improvements required to

support the ongoing development and implementation of the directions and priorities of the present Council through a series of facilitated SWAT sessions conducted by the consultant that assesses the strengths (those things being done well) and constraints (those things that need to be improved) with the management team and all members of Council;

3. The incorporation of public input into the review through the selection of up to ten (10) community stakeholders that were chosen by Council and who will be interviewed one-on-one by the consultant. The interviews are designed to provide a public perspective on the strengths and constraints facing the organization; and
4. The review and analysis of the market salary and wage data currently in the possession of the consultant for a number of local area municipalities as the basis for a comparison with the Township's staffing compensation in relation to the market place.

The four stages of the work program are now complete and the findings take the form of a final report that identifies and makes recommendations for: (a) improvements to the organizational structure of the current senior management team in order meet the immediate senior staffing needs of the Municipality; (b) a '*Go Forward Plan*' that incorporates the strengths and assets that the municipality should continue to capitalize upon in tandem with the constraints and opportunities for improvement; and (c) an appropriate salary compensation that reflects the current municipal market place. Together these recommendations will assist council in the task of putting the proper '*building blocks*' are in place that will lead to a more efficient and effective delivery of the services mandated by Council and administered by the senior management team.

### **Findings:**

The results of the one-on-one, facilitated interview sessions with each member of Council and the management team are summarized in Tables One and Two. Copies of the working agendas for the facilitated sessions with Council and the senior management team form Appendices One and Two to the report. All responses are aggregated to ensure confidentiality around individual responses. Seven (7) members of council and six (6) senior staff members were interviewed for a total of thirteen (13) responses

The SWAT analysis is framed around two fundamental and linked questions: (1) what are the strengths- those things that are being done well; and (2) what are the constraints- those things that need to be improved. In order to gain a better

appreciation of what the municipality is doing well and conversely, not so well, the collective responses of Council and the senior management team were ranked in terms of the frequency or number of similar responses. For example, if most or all members of Council and the senior management team referenced a particular strength or constraint, then the matter received a higher ranking. The scoring provides a simple relative measure of how well some things are being done and where the priorities may lie for the areas that require improvement.

The ranking of the municipal operational strengths is found in Table One below:

**Table One**  
**Edwardsburgh/Cardinal Interim Report- Organizational Review**  
**Ranked Strengths, April, 2010**

| Rank | Strengths   |
|------|---|
| 1    | Attractive location with new residential growth, available land in industrial park and excellent transportation nodes- rail, water and roads. |
| 2    | Port ownership and operations are considered a valuable asset.  |
| 3    | Progressive and pro- active council.  |
| 4    | Good roads and equipment.   |
| 4    | Excellent community facilities, arenas, parks, waste water and water treatment.   |
| 4    | The municipality is well managed financially.   |
| 4    | Competitive property tax rates.   |
| 4    | A good mix of industrial, commercial and business areas with a variety and good mix of residential hamlets.                                   |
| 5    | Knowledgeable staff throughout the organization.  |
| 5    | Large number of community volunteers.   |
| 5    | Rich settlement and cultural history.   |

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| 5 | Good departmental management overall.  |
| 5 | Some departmental operations running smoothly.   |
| 5 | Strong financial support from CAO/Treasurer.   |
| 5 | Good internal interaction in some departments.   |
| 5 | Good external and internal communications in some departments.                           |
| 5 | Staff members are responsive to the taxpayers.   |
| 5 | Good departmental working relationships between the CAO, Council and the public/clients. |
| 5 | Very efficient services and departmental operations in some areas.                       |
| 5 | Succession planning is in place in some departments.                                     |
| 5 | Competent staff that respect one another and work well together.                         |
| 5 | Some departments are planning and establishing priorities.                               |

The ranking of the municipal operational constraints is depicted in Table Two below:

**Table Two**  
**Edwardsburgh/Cardinal Interim Report- Organizational Review**  
**Ranked Constraints, April, 2010**

| Rank | Constraints   |
|------|---|
| 1    | Need to separate the CAO and Treasurer responsibilities- the current combined position is overworked with little time available/devoted to the delegation of tasks and staff leadership. At times the administration over-reacts, lacks focus, is over- worked and communicates poorly. |

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| 2 | The working relationship between Council and staff is strained- lack of respect is evident, micro- managing and too much involvement by Council in day-to-day operations, poor communications between some staff and some members of Council, a lack of clarity around roles in policy formation and policy administration and implementation, there is divisiveness amongst some members of council and there is a need for clarity and relationship building around the roles of staff and Council. |
| 2 | There is no standardized performance evaluation system in place for staff. Regular performance appraisals of any type are rare or non- existent.  |
| 3 | There are too many Council/committee meetings with little time for office staff to do their jobs. There is a need to consolidate meetings.  |
| 3 | There is no overall corporate goal setting, strategic planning or priority setting with direct links to capital expenditure forecasts.  |
| 3 | Not all job descriptions are up-to-date, or current, nor are they based on any standardized point system.   |
| 4 | There are overlaps in roles and responsibilities within the staffing structure in some instances while in other areas there is a concern about under-staffing.  |
| 4 | There are no regular senior management team meetings.   |
| 5 | Improvements in the working relationship with the Town of Prescott in such areas as inter- municipal agreements for water and waste water treatment to address development opportunities, capacity needs and costs are needed.  |
| 5 | Difficulties still linger in the amalgamation of certain public works and fire emergency services.  |
| 6 | The decrease in provincial grants and program funding is placing undue pressure on the property tax base.   |
| 6 | The introduction of new and/or changing provincial regulations is also placing pressure on the property tax base.   |
| 6 | There is a need to separate the Port operations from the municipal operations.  |
| 6 | There is a lack of regular staff training and development.  |
| 6 | There is a lack of population growth to sustain and replace aging infrastructure and community facilities.  |

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| 6 | There is no corporate succession planning in place across the entire organization.  |
| 6 | There are no measurements in place to evaluate program and service delivery outcomes (value for \$'s spent).  |
| 7 | There is no place for seniors or youth to go.   |
| 7 | There is a need to take steps to pull or attract traffic off of the junction of highways 416 and 401.   |
| 7 | Increased policing costs are a burden.  |
| 7 | There is a need to move to electronic Council/committee agendas and better utilize the municipal web site for interaction with the community members. |

### **Analysis of the Findings:**

The analysis set out in this section of the report primarily focuses on the strengths and constraints that are inherent in the senior staffing structure for the organization and the working relationship between staff and Council.

A comparative review of the findings set out Tables One and Two points to lack of consistency with respect to the application and utilization of fundamental municipal management practices, tools and leadership techniques. While in some departmental areas staff and managers are meeting Council's expectations this is not the case across the entire organization. Clearly, the township has '*outgrown*' the combined senior management role of CAO/Treasurer where, it is evident, the statutory responsibilities and roles assigned to both positions create demands in terms of workload that cannot be delivered or achieved effectively by one individual. For example, basic performance management tools- annual staff performance evaluations, up-to-date and current job descriptions or strategic/corporate- wide planning exercises- and leadership practices- regular senior management team meetings- are either inconsistent or missing altogether.

In order to address these matters a standard ('*status quo*') and an '*ideal*' senior management models are depicted in Figures One and Two and presented as options for Council's consideration. The '*pros and cons*' of both models are summarized as follows:

#### Option 1- Traditional Status Quo Model: CAO/ Clerk Position

1. It is a common model , which is generally easy to implement, particularly if succession planning is in place;
2. The statutory roles and responsibilities inherent in the position of Clerk mirror those of a Treasurer in terms of workload and, as such any improvements in the overall management of the organization may be incremental or take longer to materialize. There is a real risk the issues facing the organization and the management team may not be effectively addressed;
3. Will not be effective and responsive to economic development opportunities and needs of the Township; and
4. Adds another position to management team but will likely be less expensive to implement than the Ideal option.

#### Option 2- Ideal Model: CAO Position with strong (municipal) human resource (HR), performance management and team leadership skills coupled with direct experience in the delivery or management of economic development (ED) programs:

1. A more responsive model to the critical management, HR and team building needs of the organization;
2. Attaching the ED function will capitalize on the economic development opportunities and the assets of the municipality;
3. A more expensive model but a there's a greater opportunity to recruit a qualified individual to meet both the corporate and strategic management needs of the organization;
4. A long(er) term solution; and
5. The size of the management team is the same as the Status Quo model.

Draft job descriptions for the position of Treasurer and the position of CAO in the Ideal management model are found in Appendices Three and Four attached to this report.

Figure One:

Township of Edwardsburg/Cardinal Proposed Organizational Model- Senior Management Traditional/Status Quo Model, June, 2010

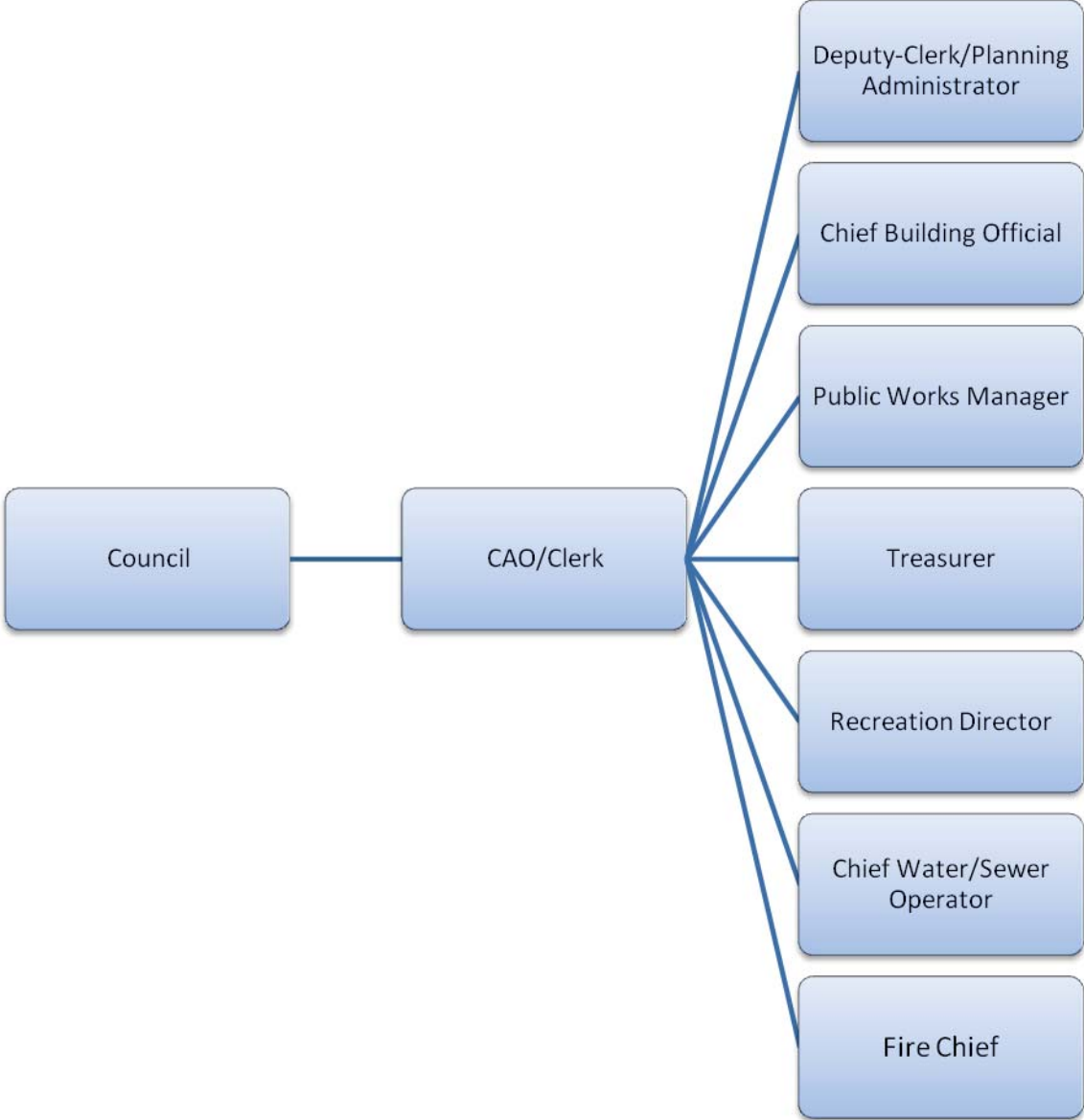
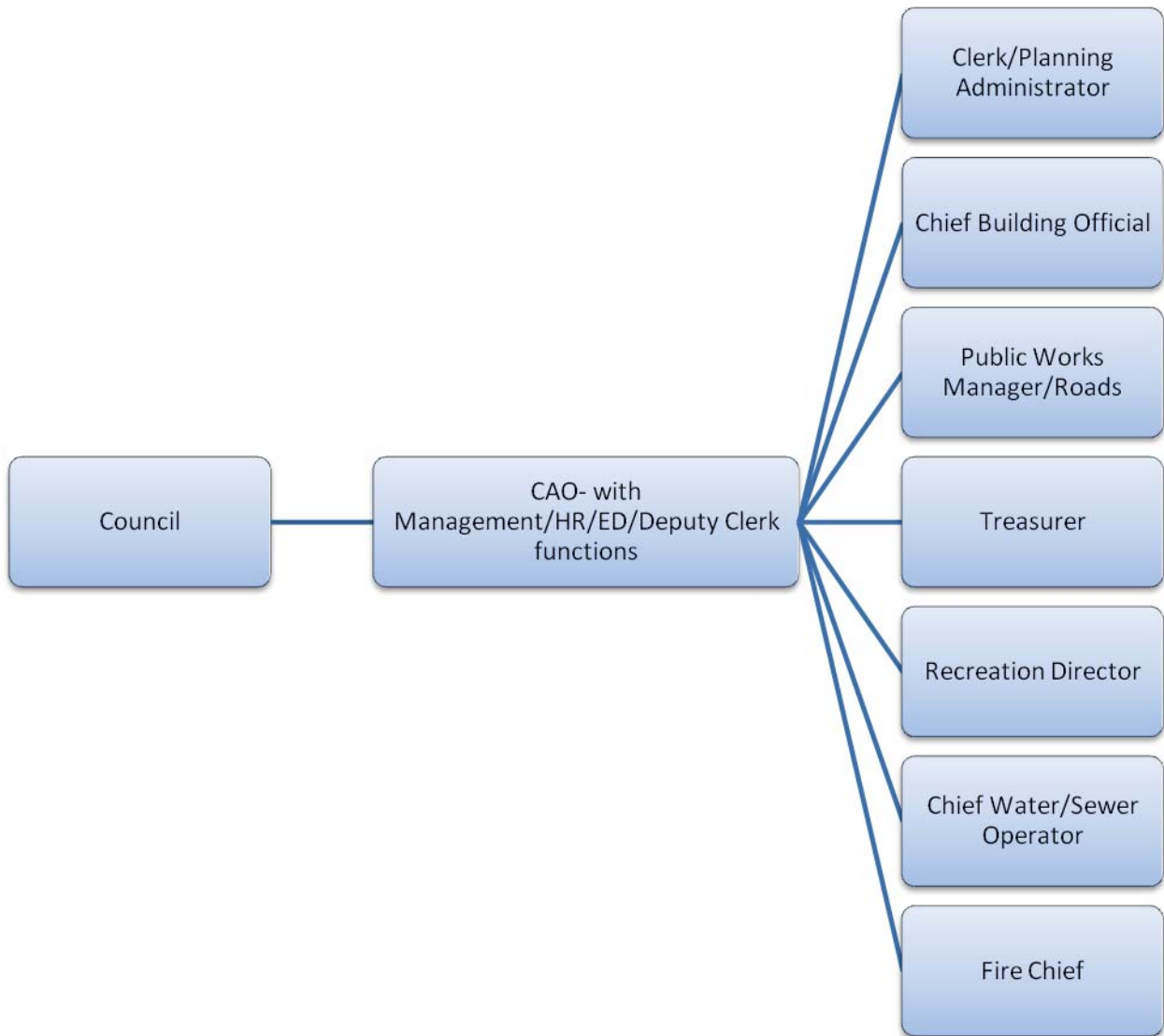


Figure Two

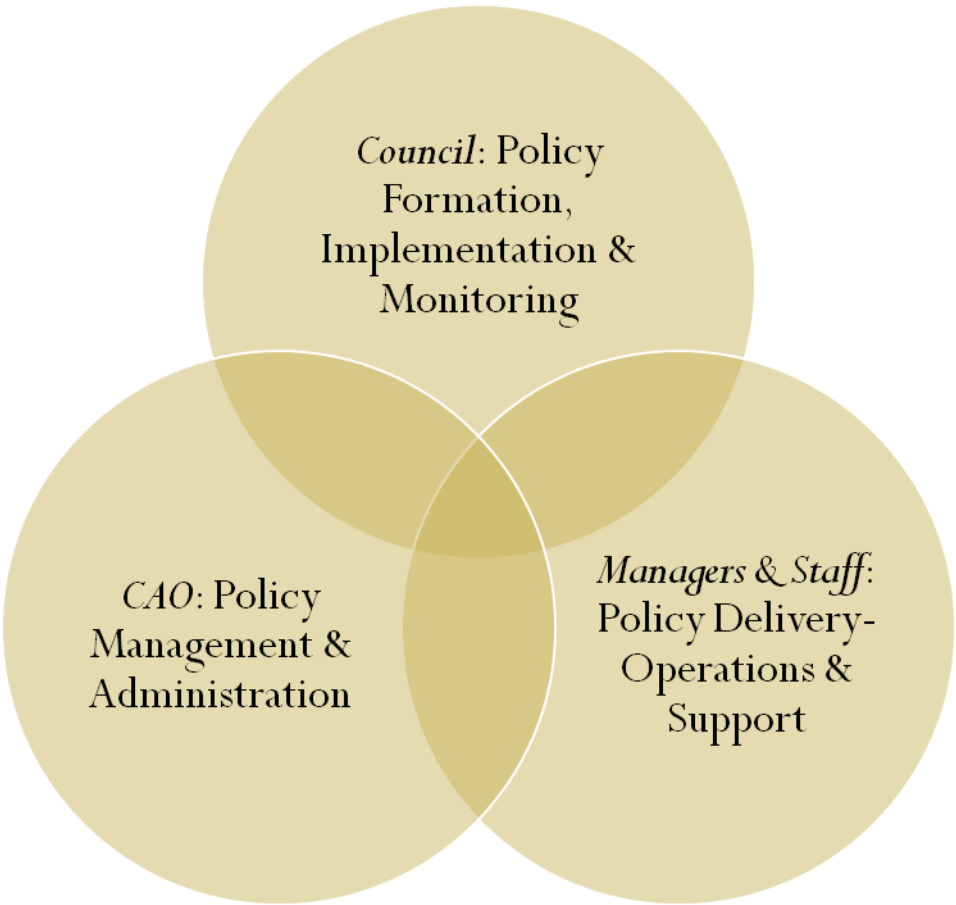
Township of Edwardsburg/Cardinal Proposed Organizational Model- Ideal Management Model, June, 2010



In addition there were concerns raised about the need for relationship building and clarity surrounding the roles and responsibilities between members of staff and council. The task of delivering municipal services is a highly inter-related process where distinct roles are performed as depicted in Figure Three below:

**Figure Three:**

***The Key Roles of Council, Management and Staff in the Delivery of Municipal Services, June, 2010***



In this continuous and sequential cycle of tasks a municipal Council focuses on making policy decisions about *what* services it will deliver and *how* the services will be delivered

while taking steps to *evaluate* both tasks to ensure the needs of the community are being met. The CAO is tasked with the responsibility of *managing* and *administering* Council's policy decisions by ensuring the processes and resources are in place to direct the delivery of services in a manner that is consistent with Council's policy decisions. The role of managers and staff focuses on the *operational* tasks that are required to *support* the delivery of the services and programs mandated by Council. Together Council and staff should conduct regular *evaluations* (in terms of efficiency and effectiveness) of the services they deliver on a continuous basis. A productive and effective working relationship between Council and its staff is established and will mature when both elected and appointed members are *linked* and *engaged* in their respective roles and responsibilities.

### **Recommendations:**

That the Council of the Township of Edwardsburgh/Cardinal adopt the Ideal management model set out in Figure Two, and that the necessary steps to implement this model be initiated by Council.

That the Council of the Township of Edwardsburgh/Cardinal adopt the key roles for council, managers and staff in the delivery of municipal services set out in Figure Three.

That the job descriptions for the positions of CAO and Treasurer attached Appendices Three and Four to this report be approved.

### **Community Stakeholder Input:**

A total sixteen (16) members from across the community were chosen by council for the purpose of obtaining community stakeholder input for inclusion in the review through interviews by the consultant. All responses are aggregated to ensure confidentiality around individual responses, with the exception of one stakeholder who consented to let a detailed written response and supporting material stand as an information document in the form of Appendix Six to the report. The collective responses of the community stakeholders were ranked in the same manner as the responses from both council and staff, i.e., in terms of the frequency or number of similar responses. The scoring provides a simple relative measure of how well some things are being done and where the priorities may lie for the areas that require improvement.

A copy of the interview questionnaire is found in Appendix Five and the summary of the number of responses and overall response rate is depicted in Table Three on the following page.

**Table Three**

**Edwardsburgh/Cardinal- Organizational Review**

**Summary of Community Stakeholders Interview Responses May-June 2010**

| Total # of Responses by Email or Mail | Total # of Responses by Personal Interview | Total # of Responses by Telephone | Total # of Responses | Total # of Non-Responses | Total # of Stakeholders Selected for Interviews | Response Rate % |
|---------------------------------------|--|-----------------------------------|----------------------|--------------------------|---|-----------------|
| 2                                     | 8  | 2                                 | 12                   | 4                        | 16  | 75.0%           |

The strengths and assets of municipality that are important to the community are ranked in Table Four below:

**Table Four**

**Edwardsburgh/Cardinal- Organizational Review**

**Summary of Community Stakeholders Interview Responses- Strengths & Assets**

**May-June 2010**

| Ranking | Strengths & Assets   |
|---------|--|
| 1       | <p>Strategic Location:</p> <ul style="list-style-type: none"><li>• Excellent transportation systems with the convergence of rail, roads (local and 400 series highways) St. Lawrence Seaway, International Bridge, deep water port and industrial park in Johnstown;</li><li>• Full and immediate access to national and international markets with short distances and proximity to many major centres, e.g., Kingston,</li></ul> |

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|   | <p>Ottawa and Montreal ;</p> <ul style="list-style-type: none"> <li>• Ideal location from an economic development perspective; and</li> <li>• The completion of Highway 416- as well as higher housing prices in Ottawa- has contributed to the increase in the number of new residences in the north part of the community.</li> </ul>  |
| 1 | <p>Full Range of Services:</p> <ul style="list-style-type: none"> <li>• Fire, snow removal, garbage pick- up, ambulance, roads and road side maintenance, etc., but must be careful to hang onto to these services;</li> <li>• Quite content with the services provided by the township;</li> <li>• Excellent recreational and cultural facilities throughout the community that must be maintained and continue to meet the needs of the community; and</li> <li>• There are opportunities to attract new people and business by capitalizing on existing sewer and water capacities.</li> </ul>  |
| 1 | <p>Staff and Council:</p> <ul style="list-style-type: none"> <li>• A very good township to deal with, although there is some room for improvement;</li> <li>• Overall council and staff are willing to work with the public and small business, and if this continues it will remain a great place to work and live;</li> <li>• Council and staff are responsive but there is some ‘silo’ thinking evident;</li> <li>• Very few issues , if any, as things get looked after;</li> <li>• The Township office in Spencerville is a ‘beehive of activity’ and both staff and council are approachable with good working relationships with community groups;</li> <li>• The township has been very proactive in promoting residential, commercial, marina and industrial growth; and</li> <li>• Staff and council have been responsive, respectful and followed up on concerns- they are doing a proper job.</li> </ul> |
| 2 | <p>Port of Prescott Ownership &amp; Operations:</p>  |

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|   | <ul style="list-style-type: none"> <li>• Well utilized but landlocked;</li> <li>• There is no need to change the current management and governance structure, i.e., leave it as a board of the municipal council;</li> <li>• The acquisition of the Port has proven to be significant and beneficial to the community- a very prudent decision by council;</li> <li>• The Port is a real asset and presents great opportunities for growth in the shipping lanes and Great lakes shipping H2O initiatives; and</li> <li>• The Port has proven to be a revenue generator but creating reserves for other township services from these funds is not appropriate and down the road- it's not a priority at the moment- the merits of transforming the Port into a separate municipal corporation should be examined;.</li> </ul>  |
| 2 | <p>Council:</p> <ul style="list-style-type: none"> <li>• Council is organized, seeing its way to getting things done, taken on the challenges and acted on issues as evidenced by its active involvement in economic development and community services, specific examples include the stabilization of the shoreline at the heritage site of old sunken Conestoga boat, the construction of the Greenfield Ethanol Plant which is good for the farming community and provides employment, the installation of new sewer and water lines on County Road 2 to the Casco Plant, the installation of a light at the railway overpass on County Road 22 and the brick paving and installation of benches in the downtown Cardinal;</li> <li>• The ward councillors are open and happy to serve the public; people need to know how approachable the members of council really are; and</li> <li>• Council has been good at representing the entire community, keeping the community informed and attracting businesses.</li> </ul> |
| 2 | <p>Municipal Electoral Ward System:</p> <ul style="list-style-type: none"> <li>• Is geographically representative but efforts should be taken to attract candidates with strengths in business, agriculture and revitalizing the existing communities;</li> <li>• The three wards are have similar- sized or balanced populations with a good mix of agriculture, industry and both rural and urban residences;</li> <li>• The size of council –six councillors and a mayor- is fine and works</li> </ul>  |

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|   | <p>well; and</p> <ul style="list-style-type: none"> <li>• The ward system must stay to ensure equal representation throughout the municipality and the size of the current Council is quite appropriate.</li> </ul>  |
| 3 | <p>Staff:</p> <ul style="list-style-type: none"> <li>• Have a 'can do' attitude;</li> <li>• Although there are some exceptions, very quick response times to questions;</li> <li>• Possess 'common sense'; and</li> <li>• The staff members at the town hall staff are always helpful, receptive and know their business-it's a good group who work well at what they do.</li> </ul>   |
| 4 | <p>Volunteerism:</p> <ul style="list-style-type: none"> <li>• There is a strong and active volunteer base in the township.</li> </ul>  |
| 4 | <p>Quality of Life:</p> <ul style="list-style-type: none"> <li>• The set of small rural communities that make up the township with the attraction of the waterway for others offers diverse opportunities for living and working and provides for a variety of life styles; and</li> <li>• This is a strong community that is very forward thinking and committed to its overall betterment. Many boards, organizations, outreach groups, and institutions are actively involved and responsive to community needs.</li> </ul> |
| 4 | <p>Supports for the Agricultural Base:</p> <ul style="list-style-type: none"> <li>• The market for farm products has been greatly enhanced and supported by Canada Starch, Greenfield Ethanol, and the Elevators-convenient access for farmers and a real support for farm prices in the agricultural sector; and</li> <li>• There is a strong and vibrant agricultural base that is supported by the community.</li> </ul>  |
| 4 | <p>Affordable Place to Live:</p> <ul style="list-style-type: none"> <li>• Low housing costs; and</li> <li>• Low building costs.</li> </ul>   |

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| 5 | Availability of Vacant Land: <ul style="list-style-type: none"> <li>• Presents potential development opportunities; e.g., availability of river view lands present residential and commercial growth opportunities; and</li> <li>• Lots of lifestyle choices, e.g., Cardinal is a focus for future village growth, as does Spencerville but it has limitations with its water system, and Johnstown serves as a bedroom hamlet.</li> </ul> |
| 5 | Public Engagement/Communications: <ul style="list-style-type: none"> <li>• Public input on municipal matters and the communication of same by the township is both good and adequate.</li> </ul>   |

The township’s strategic location, convergence of major transportation nodes, access to markets, range of services and working relationship with council and staff are all ranked as the highest strengths or assets by the stakeholders who were interviewed. The acquisition and operation of the Port of Prescott (the Port), the current municipal electoral ward system and the work accomplished by council follow closely on the heels of these assets. Municipal staff members are seen as responsive and helpful by the community. Active volunteerism, the range and proximity of market supports for the agricultural sector, affordable housing and building costs, the variety of life style choices, opportunities for growth and public engagement in civic matters also contribute to the well- being of the township.

The constraints and opportunities for improvement that were identified by the community stakeholders are ranked in Table Five below:

**Table Five**  
**Edwardsburgh/Cardinal- Organizational Review**  
**Summary of Community Stakeholders Interview Responses- Constraints &Areas**  
**for Improvement**  
**May-June 2010**

| Ranking | Constraints & Areas for Improvement   |
|---------|---|
| 1       | <p data-bbox="354 254 568 296">Amalgamation:</p> <ul data-bbox="402 317 1437 1904" style="list-style-type: none"> <li data-bbox="402 317 1437 464">• Far too much time and energy is spent on discussing and perpetuating former community boundaries, the real issue is the rural- urban growth population imbalance in the current growth trends;</li> <li data-bbox="402 485 1437 600">• Leave it alone and concentrate on addressing the historical and current conflicts between the predominantly rural north and the more industrialized south;</li> <li data-bbox="402 621 1437 737">• The governance and management structure of the Cardinal Community Centre has been a bit of a ‘political football’- if it’s working and not a problem leave it alone, if it is not working then fix it;</li> <li data-bbox="402 758 1437 915">• The management and governance of the Cardinal Community Centre should fall under the umbrella of the township- leaving it as a separate committee is a by- product of the past and is not a good idea;</li> <li data-bbox="402 936 1437 1199">• The Township must de- amalgamate for the good of Cardinal- Cardinal lost everything and the whole matter should be put on the ballot for the upcoming municipal elections- examples include the old mutual aid program for fire services which was less expensive and more effective than the two- station response model now in place, Cardinal taxpayers built and paid for many facilities including the Library and it owned its sewer and water services;</li> <li data-bbox="402 1220 1437 1293">• Cardinal has lost its ‘small town’ appeal and cannot compete with the larger box stores in Brockville;</li> <li data-bbox="402 1314 1437 1577">• There were no real cost savings with amalgamation- the number of committees, operations and staff were increased and the renovations and construction of new facilities- fire hall and library have proven to be too costly- and in some cases the cost of services for policing and waste disposal have sky- rocketed; another example cited is the payment of mutual aid fire protection fees (\$15,000/year) to the Town of Prescott despite the investments in the township’s fire services;</li> <li data-bbox="402 1598 1437 1755">• The ‘walls’ are not entirely down but Council is trying to make it work and provide balance in services across the township- often used as a ‘scapegoat’; Council should not be bogged down with de- amalgamation and focus on moving forward rather than backwards;</li> <li data-bbox="402 1776 1437 1904">• Amalgamation was a good move- and meant to be- only, it didn’t go far enough, it should have included Town of Prescott and Augusta Township to deal more efficiently with, for example, roads and fire</li> </ul> |

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|          | <p>services; and</p> <ul style="list-style-type: none"> <li>• The amalgamation of the former municipal corporations of the Township of Edwardsburgh and the Village of Cardinal in 2001 is attributed to the pressure exerted by the Province of Ontario on the local elected politicians- it was not a “good match” but the alternative- the ‘South Grenville Model’ was worse; and has led to much tension between the partners because the new municipal entity is not based on an ‘equal partnership’- See Appendix Six, page 4.</li> </ul>   |
| <p>2</p> | <p>Community Engagement/Communications:</p> <ul style="list-style-type: none"> <li>• There needs to be more community engagement, especially in the areas of public safety, e.g., the open local ditches in Johnston are still a problem and requires a plan to address this issue;</li> <li>• Council needs to communicate more frequently with the public in order to keep people informed of its activities- discussion at Council meetings appear to have already taken place and appear to be ‘rubber- stamped- you don’t see a council ‘in action’- a regular newsletter or public release put out by council would help to keep people better informed on the issues and the deliberations by council ;</li> <li>• Council does not communicate well with taxpayers- people are often treated disrespectfully and sometimes not made to feel welcome when attending a council meeting- questions are often left unanswered;</li> <li>• There needs to be a process to engage the community in establishing priorities for the municipality and establish a solid line of communication with the public;</li> <li>• There is some uncertainty how the public participates in meetings of council- at present there is a fifteen minute period at the conclusion of a meeting to ask questions or make a comment- perhaps the meeting agenda should be published in advance of the meeting to make the public aware of the matters under consideration, or the question period moved to the beginning of the meeting, or a more informal committee of the whole approach would encourage public awareness and participation;</li> <li>• A regular cost efficient council ‘newsletter’ or ‘message’ from the Mayor- perhaps inserted with the tax bills- would serve as an effective communication tool;</li> <li>• There are signs of voter apathy and the use of internet voting in municipal elections is too risky and not secure- the paper ballot is</li> </ul> |

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|   | <p>preferred; and</p> <ul style="list-style-type: none"> <li>• A welcoming package or letter of information about the municipal services and facilities available in the township would be useful for new residents.</li> </ul>  |
| 3 | <p>Committees and Boards:</p> <ul style="list-style-type: none"> <li>• Some committees and boards are top heavy with the number of councillors, the township should tap the expertise and skills of the people who reside in the community;</li> <li>• Reduce the size and number of committees to help 'streamline' decision- making, and reduce the burden on staff support resources and the cost of committee meetings;</li> <li>• There are too many committee meetings with a lot of ad hoc committees that should be combined or eliminated to reduce areas of duplication; and</li> <li>• There needs to be a better balance of both urban and rural representatives on the township's planning committees and as a general rule council should look at refreshing committee and board membership on a regular basis.</li> </ul>   |
| 4 | <p>More Promotion is Needed:</p> <ul style="list-style-type: none"> <li>• Target the community as an active retirement destination (55-75 age groups) like Elliot Lake;</li> <li>• Encourage more small businesses to locate in the community;</li> <li>• Need to attract start- up industries by setting up the industrial park like a trailer park where prospective businesses simply 'park' their business, 'plug' into the services they need and start working;</li> <li>• The signage for Johnstown at Highway 416 needs to be improved;</li> <li>• Continue to build on the opportunities to attract divers to the St. Lawrence River; and</li> <li>• More funding together with staff time should be directed to the promotion of the township's strategic location, transportation modes and facilities to attract new waterfront development, especially in the areas around the Port.</li> </ul> |
| 4 | <p>Spending/Operational/Financial Accounting Practices:</p> <ul style="list-style-type: none"> <li>• The proposal to increase honorariums, meeting stipends and mileage re- imbursement is premature given this is an election year, and, if</li> </ul>  |

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|  | <p>implemented they should be phased in over a 2-3 year period;</p> <ul style="list-style-type: none"> <li>• The proposal to increase council and committee honorariums and meeting expenses in January, 2011, is not needed or necessary- people should be attracted to run for council for the good of the community rather than for personal or monetary reasons- See Appendix XX, pages 5-6;</li> <li>• A one- time motion to cover certain convention expenses has become a standard practice;</li> <li>• There is a need to create a standard logging system to track action-oriented correspondence from the public;</li> <li>• Too much sand and not enough salt is used in winter maintenance;</li> <li>• The requirement and extra cost to use a clear plastic tagged bags for household waste just adds to the number of plastic bags ending up in the landfill site;</li> <li>• Council should look a process that does more than just dealing with the cost or financial benefit of a service or program- this process should involve setting priorities, establishing a vision or outcome with measureable and tangible results and produce a full understanding of all of the benefits of the service or program- several examples where such a process would have helped in decision- making were cited including, internet voting, garbage incineration, staffing, Chinese delegation and honorariums;</li> <li>• Five year fiscal plans that address and prioritize maintenance and replacement needs should be established for all services;</li> <li>• Spending is out of control and annual spending caps or levels for both operational and capital costs should be established at beginning of every budget cycle;</li> <li>• Specific concerns regarding water and sewer user fees and water and sewer costing issues are documented in Appendix Six, pages 7-10;</li> <li>• Specific concerns regarding the use of water user fees to cover the costs associated with new fire hydrants are documented in Appendix Six, pages 10-11;</li> <li>• Financial accounting practices require more accountability (details on funding sources, etc.) with respect to capital expenditures for upgrades to water and sewer plants as well separate accounting for the costs and financing of well water testing- See Appendix Six,</li> </ul> |
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|   | <p>pages15-16;</p> <ul style="list-style-type: none"> <li>• The basis for compensation to the volunteers in the Fire Department is “unbalanced and unfair”- See Appendix Six, page 11; and</li> <li>• Wage increases in the range of 3% annually for staff in recessionary times is unacceptable.</li> </ul>   |
| 5 | <p>Municipal Electoral Ward System:</p> <ul style="list-style-type: none"> <li>• Candidates for the position of councillor should be free to run in any ward;</li> <li>• The current ward system needs to be revised by down- sizing council- one (1) mayor should be elected at large and only one (1) councillor for each of three (3) existing wards;</li> <li>• While the size of Council is appropriate, the ward system perpetuates the differences between the communities and there is a need to get passed this- would prefer to see councillors elected at large;</li> <li>• The size of council is too large but the current ward system should be retained for geographical and population representation purposes with only one (1) elected representative for each ward and a mayor and a deputy- mayor elected at large;</li> <li>• Another alternative would see the creation of four (4) wards- one (1) for each of the three communities of Spencerville, Cardinal and Johnstown and one (1) for the rural areas with a mayor elected at large;</li> <li>• The current ward system is based on population rather than an equal partnership where the Cardinal partner receives only one- third ( 2 seats out of 6) representation for the position of councillor- See Appendix Six, page 4; and</li> <li>• The municipality is over- governed for the population size of the township and the current system lacks accountability, i.e., all ratepayers do not have the right to vote for all of the councillors who make decisions on their behalf, and as such the current ward system should be dissolved and the number of councillors reduced to three (3), plus a designated position of deputy- mayor with all positions, including the position of mayor, elected at large- See Appendix Six, page 5.</li> </ul> |
| 5 | <p>Inter- municipal Partnerships:</p> <ul style="list-style-type: none"> <li>• The township has lost touch with neighbouring communities- there is a need to re- visit and re- establish these connections with, for</li> </ul>  |

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|          | <p>example the Town of Prescott, in order to address longer- term growth and economic strategies requiring piped municipal water and sewer services due to the rising and in the case of water extremely high costs for these services; and</p> <ul style="list-style-type: none"> <li>• A working relationship with, for example, the Town of Prescott and Augusta Township needs to be established to avoid the duplication of services such as water and sewer treatment facilities in the area- this would produce a stronger collective voice.</li> </ul>  |
| <p>6</p> | <p>Services:</p> <ul style="list-style-type: none"> <li>• While the number and range of recreational and cultural facilities is a positive factor in the community, the municipality must examine how it will continue to support them in the face of provincial and federal government spending cutbacks and changing demographics;</li> <li>• The needs of seniors are not being met, Council needs to keep an eye on the growth and needs of this age group;</li> <li>• There is a need for more community- based recreational facilities for kids above and beyond the current facilities including a skateboarding park, basketball and tennis courts and more cross country ski trails in areas such as Limerick Forest;</li> <li>• The Johnston Community Centre is under- utilized and isn't managed as a prominent 'place' in the community and while the municipality has been good to maintain the facility, it needs a major up- date, e.g., washrooms need to be up- graded to meet provincial disability standards;</li> <li>• There is a large dependence on federal and provincial grants which is a constraint in these economic times;</li> <li>• Johnstown has grown significantly as a bedroom community over the last 30 years- there is a need by council to continue to manage the 'red tape' and maintain its support for the South Edwardsburgh Public School as part of the heart of this community;</li> <li>• The works and recreation departments have grown and there is a need to put measurable benchmarks and standards in place in these departments, e.g., when how often grass will be cut in the ditches- one of the first steps in performance standards should involve addressing property standards issues ;</li> <li>• There is a need for a plan to address the maintenance and safety issues for municipal ditches; and</li> <li>• With the number of recreational and cultural facilities council should</li> </ul> |

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|   | look at utilization rates by age groups and user fees.   |
| 6 | <p>Staffing:</p> <ul style="list-style-type: none"> <li>• Instead of using external resources to recruit staff, especially for senior level positions, the searches should be undertaken by council and steps should be taken to put succession planning in place to fill staff vacancies;</li> <li>• More leadership at the CAO level is needed; and</li> <li>• There is a growing bureaucracy that may be down- sized by examining the reduction in service standards while still meeting regulatory requirements and community needs- See example cited in Appendix Six, pages 9-10.</li> </ul>   |
| 6 | <p>Planning:</p> <ul style="list-style-type: none"> <li>• The official plan up- date needs to move ahead- there has been no meetings or status report lately- and the township needs to inform the community about its status and progress ,address concerns and capitalize on ‘grass roots’ input from the community;</li> <li>• The official plan up- date needs to incorporate a long- term vision about what it will bring to the community and identify where future growth will occur;</li> <li>• The township needs to do more pre- planning to address servicing problems;</li> <li>• More community strategic planning needs to be done;</li> <li>• Planning for the municipality must ensure that farming and agriculture is protected, promoted and supported, as well as the rural living lifestyle; and</li> <li>• Rules need to be in place for building (new and infilling) and development.</li> </ul> |
| 7 | <p>Application and Enforcement of By- Laws:</p> <ul style="list-style-type: none"> <li>• Certain vacant properties in the village of Cardinal near the old canal are used for dumping lawn and tree trimming waste- the site should be cleared of this waste and no dumping signs posted- See Appendix Seven;</li> <li>• There needs to be a consistent and concerted application of the municipal yards by- law to deal with derelict, vacant buildings- one example cited included a large vacant structure in the village of</li> </ul>   |

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|   | <p>Cardinal- See Appendix Eight;</p> <ul style="list-style-type: none"> <li>• By- Laws are not enforced very well and a need for more follow through is important to ensure the communities remain attractive (e.g., removal of weeds) and infrastructure improvements (e.g., road ways, off-site and on- site parking, drainage, snow ploughing, location and scale of structures and buildings, water and sewage capacity, etc.) for new development and in- filling in built- up areas meet all by- law standards and, if not, the content of these by- laws should be up- dated to ensure development remains attractive and meets standards– these communities are the ‘window to the municipality’; and</li> <li>• Poor planning is occurring with the development industry obtaining relief from existing by- laws from the township with specific examples cited in Appendix Six, pages 11-15.</li> </ul>  |
| 8 | <p>Industrial Park:</p> <ul style="list-style-type: none"> <li>• The industrial park should serve as an ‘innovation centre’ to attract and support businesses, young graduates and keep young and skilled people in the community; and</li> <li>• Focus on green industries and connect to the woodlots to bring all of the players together to serve as a model wood forest centre for the growth and development of new products in the timber industry.</li> </ul>  |
| 8 | <p>Transportation/Roads:</p> <ul style="list-style-type: none"> <li>• County Rd #2 must be widened in the area of the entrances to the grain elevator, Greenfield Ethanol Plant, the salt storage areas, Bridgeview Marina/Restaurant and adjacent businesses on or near Commerce Drive to accommodate the recent increases in traffic and accommodate the expansion of these businesses in the area;</li> <li>• There is a need to put a traffic plan in place to address the safety issues- the movement of trucks and cars gets hung up in the area of the Ethanol Plant, the Port and the grain elevators;</li> <li>• There is a need for an action plan for improvements to the roads and streets throughout the township to reduce uncertainty and keep the community informed on the timing for these improvements, e.g., the parking lot at the Community Centre in Johnstown;</li> <li>• The council and roads department should do an annual driving tour of the township roads, identify road improvements, set standards and set out a plan for improvements; and</li> </ul> |

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|   | <ul style="list-style-type: none"> <li>• Need to speed more money to improve roads.</li> </ul>   |
| 8 | <p>Staff and Council:</p> <ul style="list-style-type: none"> <li>• Certain staff and members of council are very 'old school', opposed to any new ideas, new people and any development;</li> <li>• Small little things, like burnt out street lights don't get done in a timely fashion; and</li> <li>• The roles and responsibilities between staff and council should be clarified to reduce council interference in operational matters- need to strike a good balance.</li> </ul>   |
| 8 | <p>Population Growth Imbalance:</p> <ul style="list-style-type: none"> <li>• Need to address and focus growth in existing built- up areas, not the rural areas by investing the time and money to revitalize built- up areas;</li> <li>• Must focus on promoting residential, commercial and industrial development in built- up areas to correct the rural- urban imbalance; and</li> <li>• A co- operative effort in fixing up the Johnstown and Cardinal areas is needed.</li> </ul>  |
| 8 | <p>Develop Plans for Cardinal:</p> <ul style="list-style-type: none"> <li>• Develop a waterfront plan on the lands between the old canal and the St. Lawrence River with walking paths, benches, historic boards, and cross country ski trails;</li> <li>• Need a concerted effort to re- build the downtown core, replace aging infrastructure, e.g., sidewalks and replace/ extend water and sewer services as the need arises;</li> <li>• Replace the medical clinic in Cardinal and support grant applications for this service; and</li> <li>• Plans and actions to preserve and re- develop the old canal (Lock 28) need to be resurrected- there were public meetings about three years ago but nothing has transpired since then.</li> </ul> |
| 8 | <p>The Port of Prescott:</p> <ul style="list-style-type: none"> <li>• Develop connections and political 'savvy' at federal and provincial levels, e.g., develop skill sets to manage the Port by having the Board develop its political connections with the help of outside expertise to become better connected when seeking such things as</li> </ul>   |

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|   | <p>permit approvals; and</p> <ul style="list-style-type: none"> <li>• There should be fewer councillors and more residents-at-large appointed to the board.</li> </ul>  |
| 8 | <p>Staff:</p> <ul style="list-style-type: none"> <li>• Spend far too much time ( and costs) with certain taxpayers; and</li> <li>• Building inspection services are not always 'development friendly' and should focus on helping the contractor.</li> </ul>                                  |
| 8 | <p>Council:</p> <ul style="list-style-type: none"> <li>• Lack of knowledge with some members.</li> </ul>  |
| 9 | <p>Council Meetings and Procedures:</p> <ul style="list-style-type: none"> <li>• Concerns over the procedures for closed meeting ('in camera') sessions of council and for giving notice and the calling of too many special council meetings are set out in Appendix XX, page 16.</li> </ul> |
| 9 | <p>Lack of Developable Land:</p> <ul style="list-style-type: none"> <li>• Need more land designated for development.</li> </ul>   |
| 9 | <p>Community Image:</p> <ul style="list-style-type: none"> <li>• The current railway underpass for Cardinal presents a poor image.</li> </ul>   |

Governance issues top the list of concerns for the community stakeholders who identified the need to move beyond, or away from, amalgamation, improve community engagement and communications with the public, examine changes the composition and size of committees and boards, consider a reduction the number of special-purpose and 'ad hoc' committees and boards as fundamental matters to be addressed by council. The need to re-examine the ward system and re-establish working relationships with neighbouring municipalities are essential matters of civic interest to the community.

Another central theme that emerges from the interview responses is the need to capitalize on community strengths through more deliberate and targeted promotion of the township's assets, e.g., strategic location.

A third and equally important theme encompasses operational and capital spending where the need to determine cost efficiencies and measureable outcomes and targets for programs and services and establish longer- term, strategically- focused fiscal planning and accountability measures is evident.

Lastly, the general theme of planning ties together a number of matters regarding growth management policies, the need for community enhancement and development plans and related by- law enforcement issues identified by the community stakeholders.

### **The ‘Go Forward’ Plan:**

Three recommendations that deal with the structure of the senior management team, job descriptions for the positions of CAO and Treasurer and the guiding principles for the working relationship between council and staff are set out on page 13 to this report. In conjunction with these three actions, several recommendations with directions and strategies and specific actions are established and organized around the five broad themes which emerged through the input from council, staff and members of the community that were discussed and summarized earlier in this report. Together the senior management team and Council are in the best position to prioritize the recommendations, but certain essential actions are flagged that require more immediate attention. The proposed actions which are set out in Table Five below, together with the templates that follow the table represent the *‘Go Forward’ Plan* of organizational and operational improvements for Council’s consideration and approval.

**Table Five**

**Township of Edwarsburgh/Cardinal Organizational Review**

**Directions, Strategies and Recommendations, June, 2010**

**An Organizational ‘Go Forward’ Plan**

| Organizational Improvements- The Goals and Objectives  | Directions and Strategies  | Actions and Recommendations  |
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| <p><b>CAO &amp; Management Team</b></p>  |  |  |
| <p>Foster and develop a team working environment to problem solving and improvements to departmental interaction, addressing day-to-day and long- term issues and enhancing communications.</p> <p><i>Deemed an essential action for the CAO and senior management team.</i></p> | <p>Establish a regular schedule of senior management team meetings and develop an action-oriented working agenda for the meetings.</p> | <p>Recommended actions:</p> <ul style="list-style-type: none"> <li>a) Formalize the meeting schedule on at least a monthly basis, with the option to meet in between meetings if required.</li> <li>b) The CAO or a manager in the absence of the CAO will chair the meetings and develop a written working agenda by canvassing all members for items of business in advance of the meeting.</li> <li>c) Where a member raises a particular issue for the working agenda that requires attention or action, the member should be prepared to present solution(s) for discussion at</li> </ul> |

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| <p>Develop and implement a performance management system to establish expected outcomes for all employees, employee training and development/succession planning needs</p> | <p>Conduct regular performance appraisals of all staff employed by the municipality.</p> | <p>the team meeting.</p> <p>d) The chair shall keep brief working notes on the proceedings of the meeting that indicate the nature of the item of business, action(s) taken, departmental area(s) of responsibility and timelines for action.</p> <p>e) The working agenda should be comprised of: (1) departmental updates where members provide a brief oral update on activities within their area of responsibility; and (2) both new and unfinished items of business. Unfinished items of business will be brought forward on the agenda (until the matter has been addressed) including the details on the action(s) taken, departmental area(s) of responsibility and timelines for action.</p> <p>f) Copies of the monthly working agenda should be distributed to all members of Council for information reporting purposes.</p> |
| <p>Develop and implement a performance management system to establish expected outcomes for all employees, employee training and development/succession planning needs</p> | <p>Conduct regular performance appraisals of all staff employed by the municipality.</p> | <p>This task will include Council, CAO, all managers and supervisors and requires:</p> <p>a) That all job descriptions be reviewed for accuracy and completeness in conjunction with</p>   |

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| <p>of the organization through the use of a standardized performance appraisal tool.</p> <p><i>Deemed to be an essential action to be led by CAO.</i></p>  |   | <p>the performance appraisal review.</p> <p>b) That a standardized appraisal form be used for all staff with expected behaviours stated and outcomes measured where appropriate.</p> <p>c) That employee training and development needs be identified during the appraisal review and serve as the basis for developing the staff training and development plan by the CAO for Council's consideration through the annual budget review process.</p> <p>A draft appraisal form for use by the Township is set out in Template #1 to this report.</p>               |
| <p>Enhance response times and reduce project delays by tracking both larger projects and smaller matters in a timely and consistent manner.</p> <p><i>Deemed to be an essential task led by the CAO.</i></p> | <p>Monitor and report on project status and/or delays and establish tracking system for action-oriented correspondence and inquiries.</p> | <p>In order to monitor the status of projects, avoid delays and track complaints or inquiries the following steps are recommended:</p> <p>a) That the CAO in conjunction with the management team file regular written reports with the monthly Committee of the Whole agenda of Council regarding the status of all projects where delays have or may occur, citing the reasons for the delays and steps taken or recommended to mitigate the delays; and</p> <p>b) That all action-oriented correspondence received by the township be tracked and logged by</p> |

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|  |   | date and action taken. The log shall be available for viewing at all council meetings.   |
| Governance & Civic Matters   |   |  |
| <p>Moving forward and beyond amalgamation</p> <p><i>Deemed to be an essential set of tasks led by Council.</i></p>         | <p>Deal with the outcomes and consequences and take steps to mitigate post- amalgamation tensions.</p>                            | <p>Address three (3) specific issues:</p> <ul style="list-style-type: none"> <li>a) Examine and address the cost and benefits of delivering services through a service review;</li> <li>b) Examine and address representational issues in the current electoral ward system ; and</li> <li>c) Put into place growth management and development strategies for all rural and urban areas in the township through the Official Plan Up- Date program.</li> </ul> |
| <p>Enhance community engagement and communications.</p> <p><i>Deemed to be an essential initiative led by council.</i></p> | <p>Develop procedures for regular up- dates on municipal activities and provide meaningful opportunities for community input.</p> | <p>Recommended actions include:</p> <ul style="list-style-type: none"> <li>a) Posting quarterly newsletters or messages from the Mayor on the township's website or inclusion with property tax billings with an electronic or regular mail address for feedback and comments from the public;</li> <li>b) Establish an annual pre- budget forum through the township's website or local media where the public is invited to provide</li> </ul>               |

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| <p>Streamline decision-making processes and reduce the burden on staff and costs of committee meetings.</p> <p><i>This is an essential task to be led by council and the CAO.</i></p> |  | <p>comments on the strategic directions and priorities that should be incorporated into the annual budget deliberations that capture both operational and longer-term capital financial planning commitments by council; and</p> <p>c) Addresses the current concerns about the status of the Official Plan up-date program.</p>  |
|   | <p>Examine a reduction in the size and changes to the elected/appointed composition of special-purpose 'ad hoc' committees and boards.</p> | <p>Undertake a review of the current committees/board mandates and activities and:</p> <p>a) Eliminate, reduce duplication or redundancy and combine or consolidate committee mandates and activities to reduce the number of meetings;</p> <p>b) Examine reducing the number of elected officials where the committee or board will benefit from the of appointment of non-elected members who possess skill sets, experience and working knowledge to enhance the policy-making/operational and/or advisory roles of the committee or board, including the Board of Management for the Port;</p> <p>c) Take steps to ensure community</p> |

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| <p>Eliminate the rural-urban tensions attributed to the council governance and representational model adopted at the time of amalgamation in 2001.</p> <p><i>A task led by council and completed before the fall of 2013 in order to make any changes prior to the municipal election in 2014. This task should be conducted in tandem with the proposed review of the township's committees and boards.</i></p> | <p>Examine the current municipal electoral ward system and size of council for efficient and effective representation.</p> | <p>representation is balanced between the rural and urban areas; and</p> <p>d) Establish criteria for refreshing membership and encouraging 'new faces' for all committees and boards with non- elected membership.</p>  |
| <p>Explore opportunities for the elimination of duplication and economies of scale in delivering shared municipal programs and services.</p> <p><i>This initiative to be led by council with the</i></p>   | <p>Re-establish and/or formalize working relationships with neighbouring municipalities.</p>                               | <p>Conduct a review of the current governance model and ward system that incorporates the following:</p> <p>a) Evaluates the representational merits of ward (population- based model) versus the at-large election of councillors;</p> <p>b) Determines the number of councillors that are required to efficiently and effectively represent and carry out the municipal business of the community; and</p> <p>c) Makes provision for public input during the review.</p> |
| <p>Establish a regular forum to discuss common service and program issues and initiatives with, but not necessarily limited to, the Town of Prescott, Augusta Township and the Village of Merrickville-</p>  |  |  |

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| <i>support of the senior management team.</i>   |  | Wolford.   |
| Community Promotion   |  |  |
| <p>Capitalize on the strengths and assets of the township.</p> <p><i>Led by the CAO in conjunction with council and the Counties.</i></p> | <p>Promote and attract new development that will contribute to economic and social well-being of the community.</p>                                      | <p>Develop a promotional package and strategies that;</p> <ul style="list-style-type: none"> <li>a) Targets and brands a destination theme for the community in conjunction with Counties' initiatives;</li> <li>b) Encourages and attracts small businesses and start-up industries;</li> <li>c) Continues to support the agricultural base;</li> <li>d) Improves signage to draw visitors from the 400 series highways;</li> <li>e) Maximizes the opportunities to develop the commercial, industrial, recreational, tourism activities along the St. Lawrence corridor; and</li> <li>f) Promotes the township's industrial park.</li> </ul> |
| Operational & Capital Spending/Service Reviews/Financial Planning and Accountability  |  |  |
| <p>Develop a strategic focus for the senior management team and council in the delivery of municipal services and programs.</p>           | <p>Establish processes that focus on the costs and measurable benefits of services through regular and systematic reviews of the core components and</p> | <ul style="list-style-type: none"> <li>a) Together the senior management team and council should establish a regular annual program that entails a systematic review of the costs and benefits of the core</li> </ul>  |

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| <p><i>This task should be staged and involve a review of one or two core components of the services in each department annually.</i></p> | <p>activities that make up each of the services delivered by the municipality.</p> | <p>components and activities of each of the programs and services delivered by the municipality on a department by department basis.</p> <ul style="list-style-type: none"> <li>b) The task requires that a manageable and appropriate amount of time and staff resources must be allocated away from day-to-day operations in order to establish a continuous and on-going cycle of review. It is recommended that council and the management team:</li> <li>c) Examine on a regular basis all operational processes and procedures to eliminate duplication and streamline steps or re-align resources to save time and/or money;</li> <li>d) Make recommendations to Council on the elimination or devolution of programs or services, or activities that fall outside of Council's legislated or community –based core mandate, or that may be administered more efficiently by other organizations in the community;</li> <li>e) Investigate the application of the pre-established efficiency and effectiveness unit measures in the Municipal Performance Measurement Program (MPMP)</li> </ul> |
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| <p>Establish a comprehensive long-term financial plan for all services.</p> <p><i>To be led by the CAO, developed by the senior management team and approved by council over the next 2-3 annual budget cycles.</i></p> |  | <p>and the use of AMO's Municipal Information &amp; Data Analysis System (MIDAS), a web-based tool with free access as a vehicle to develop a manageable approach to service reviews and the development of measurable service and operational benchmarks by the management team. Please refer to Template #2; and</p> <p>f) Adopt the standard step by step processes as a framework to guide the reviews set out in Template #3.</p> |
|   | <p>Develop corporate- wide strategic and capital forecast plans for all departments.</p> | <p>Actions include:</p> <p>a) The development of 5-10 year capital forecast plans that cover infrastructure and the human, corporate and technical needs to support growth and the services mandated by Council.</p>   |

## Planning

There is a substantial amount of input from the community stakeholders that encompasses the general theme of planning and identifies and ties together a number of matters regarding growth management policies, the need for community enhancement and development plans and related by-law enforcement issues. While these matters fall outside the scope of this review it is recommended that council take these matters under advisement.

***Templates***

***Template #1:***

***Township of Edwardsburgh/Cardinal***

***Proposed Performance Appraisal Criteria and Content Form, June 2010***

**TOWNSHIP OF EDWARDSBURGH/CARDINAL**

**Proposed Criteria for a Staff Performance Appraisals, June, 2010**

**EVALUATOR'S CHECK LIST:**

The items listed below for each evaluation category are designed to provide the evaluator with a set of evaluation criteria. These criteria will generally be common across the organization. Note that in the ranking, the evaluator must provide an explanation of all ratings.

Please consider the employee's demonstrated performance and indicate that which most closely describes that performance:

**Exceptional:** Performance consistently far exceeds expectations.

**Proficient:** Performance consistently exceeds normal expectations and job requirements.

**Satisfactory:** Performance consistently meets expectations and job requirements.

**Unsatisfactory:** Performance is below the minimum acceptable level.

## CATEGORIES:

### 1. Job Understanding

Exceptional- performs tasks with no supervision - thoroughly informed of all aspects of job

Proficient -- requires minimal supervision and explanation of requirements

Satisfactory-- requires average supervision and explanation of requirements

Unsatisfactory--inadequate knowledge -needs constant supervision - unable to perform daily tasks

### 2. Job Skills

Exceptional- possess superb job skills- requires no additional training

Proficient - exceeds required job skills and requires moderate additional training

Satisfactory- has basic skills to carry out tasks and requires standard additional training

Unsatisfactory- has insufficient skills to meet requirements- requires substantial improvement in skill set

### 3. Knowledge of Organization

Exceptional- shows thorough understanding of organizational linkages, policies, operations and procedures

Proficient- has basic understanding of whole organization, linkages, policies, operations and procedures

Satisfactory- generally only understands own Department linkages, policies, operations and procedures

Unsatisfactory- does not understand own Department's linkages, policies, operations and procedures

### 4. Responsibility/Initiative

Exceptional- completely accepts and seeks responsibility- regularly seeks to perform additional work- regularly offers practical ideas and suggestions- needs little direction

Proficient- responds positively when presented with responsibilities- requires minimal supervision- often develops practical new ideas and suggestions

Satisfactory- accepts responsibility- occasionally develops new ideas and suggestions- requires direction

Unsatisfactory-does not accept responsibility- refuses to consider accepting responsibility- requires detailed direction on commencement of new assignments- reluctant to seek new assignments-rarely offers new ideas and suggestions

#### 5. Judgment

Exceptional- consistently makes correct decisions based on available information

Proficient- rarely makes an incorrect decision based on available information

Satisfactory- usually makes correct decisions based on available information

Unsatisfactory- makes frequent errors in judgment resulting in incorrect decisions

#### 6. Organizational Ability/Time Management

Exceptional-work day is always well planned- consistently establishes and meets priorities and schedules for carrying them out on a daily/weekly basis

Proficient-work day is generally well planned- organizes the day so that most priorities are handled

Satisfactory- work day is generally planned and most priorities are usually met

Unsatisfactory- rarely has duties/ activities planned- is not able to establish work day priorities- does not manage time effectively

#### 7. Public Relations

Exceptional-afforded a high degree of professional respect- demonstrates responsibility towards public relations- always follows up to secure a successful conclusion to public requests

Proficient-generally professionally well regarded- usually demonstrates respect for public relations- almost always follows up to secure a successful conclusion to public requests

Satisfactory- professionally; reasonably well regarded- demonstrates basic respect for public relations- usually follows up to secure a successful conclusion to public requests

Unsatisfactory- demonstrates little respect for public relations-rarely follows up on public requests

#### 8. Attitude

Exceptional- demonstrates keen enthusiasm for job- active force in creating team relationships- readily accepts and incorporates recommendations/criticism for improvements

Proficient- demonstrates strong enthusiasm for job-works well with others- frequently accepts and incorporates recommendations/criticism for improvement

Satisfactory- demonstrates an interest in job-willing to take on new tasks- usually co-operates with other team members- normally accepts and incorporates recommendations/criticism for improvements

Unsatisfactory- dislikes assignment of new tasks beyond regular duties- is disruptive to team initiatives- unwilling to accept recommendations/criticism and make improvements

#### 9. Quality of Work and Reliability

Exceptional- work is consistently of high quality and always presented at high professional standards- work is consistently well researched and articulated with sound evaluation - consistently dependable to undertake responsibilities of job

Proficient- work is frequently of high quality and presented at a professional standard- work is frequently well researched and articulated with effective evaluation- frequently dependable to undertake responsibilities of job

Satisfactory- work is usually accurate and presented in a professional manner- work is usually well researched with reasonable accurate evaluation- usually dependable to complete responsibilities of job

Unsatisfactory- work is often inaccurate and generally not presented in a professional manner- work is generally poorly researched and/or with flawed evaluations-is not dependable

#### 10. Attendance/Punctuality

Exceptional-always works in accordance with scheduled working hours-perfect attendance

Proficient- regularly works in accordance with scheduled working hours- below average absenteeism

Satisfactory- normally works in accordance with scheduled working hours- average absenteeism

Unsatisfactory- consistently/habitually does not work in accordance with scheduled working hours- is absent more than the average

#### 11. Flexibility/Team Member

Exceptional- consistently able to accept and adapt to change- consistently works well as member of the team- consistently exhibits tact, diplomacy with public/team relationships

Proficient- frequently able to accept and adapt to change- frequently works well as a member of the team- usually demonstrates tact, diplomacy with public/team relationships

Satisfactory-usually able to accept and adapt to change- usually works well as member of the team- normally demonstrates tact, diplomacy with public/team relationships

Unsatisfactory- is unable to accept and adapt to change- does not work well as a member of the team- does not demonstrate tact, diplomacy with public/team relationships.

#### 12. Communication Skills

Exceptional- is an excellent communicator both verbally and in writing- easily understood by other team members, Council and the public

Proficient- is an effective communicator both verbally and in writing- is usually understood by other team members, Council and the public

Satisfactory- exhibits adequate communication skills both verbally and written- normally understood by other team members, Council and the public

Unsatisfactory- has substantial difficulty in communication either verbally or in writing- frequently misunderstood by other team members, Council and the public

### 13. Personal and Professional Training and Development

Exceptional- consistently exhibits willingness to learn and improve through personal/ professional study/experience

Proficient- frequently exhibits willingness to learn and improve through personal/professional study

Satisfactory- usually exhibits willingness to learn and improve through personal/professional study

Unsatisfactory- rarely exhibits willingness to learn and seek improvements through personal/professional study

## TOWNSHIP OF EDWARDSBURH/CARDINAL

Proposed Content for Employee PERFORMANCE EVALUATION Form, June, 2010

Name of Employee:

Title:

Department:

Date:

Rating Period From:

To:

Evaluator:

1. Job Understanding

How well does this employee understand the responsibility and requirements of their position?

2. Job & Skills

How well does this employee meet and maintain the knowledge and skills required to work in this setting?

3. Knowledge of Organization

How well does this employee understand the organization's systems, policies, procedures and operations?

4. Responsibility/Initiative

How well does this employee accept responsibility? How well does this employee begin an assignment without direction and knowledge and recognize the best way of doing it?

5. Judgment

Does the employee appropriately analyze information resulting in sound decisions?

6. Organizational Ability/Time Management

How effective is the employee in planning their own work and coordinating and/or directing others if applicable?

7. Public Relations

How well does this employee deal with the public using tact, diplomacy and follow-up.

8. Attitude

How enthusiastic is this employee in performing the job, willingness to work well with team members, ability to accept criticism.

9. Quality of Work and Reliability

How accurate is this employee's work, attention to detail with proper evaluation, pride in finished work and dependable

10. Attendance/Punctuality

How conscientious is this employee reporting/departing work on time and is there a high level of absenteeism?

11. Flexibility/Team Member

How willing is this employee to accept and adapt to changes and work well with other members of the team.

12. Communications Skills

Does this employee communicate effectively?

13. Personal and Professional Development

Does this employee demonstrate a willingness to learn, improve, through personal study or employer sponsored training and development

Summary of Evaluator's Comments:

Evaluator's Recommendation:

Employee's Comments:

Signature of Evaluator & Date

I have reviewed and discussed this Performance Evaluation with the Evaluator.

Signature of Employee & Date

## Template #2

### **Discussion Points and Sources for the Municipal Performance Measure Program (MPMP) and AMO's Municipal Information & Data Analysis System (MIDAS)**

MPMP: The Ministry of Municipal Affairs in conjunction with municipal working groups has designed and refined performance measurements since 2003. Currently there are fifty-eight (58) efficiency and effectiveness unit measures covering the following municipal service areas: local government; fire services; police services; roads; conventional transit; wastewater(sewage); storm water; drinking water; solid waste management (garbage); parks and recreation; libraries and land use planning. Many of the unit measures relate directly to operating costs, e.g., *Roads 4.1 Operating costs for paved (hard top) roads per lane kilometre.*

For more information visit: [www.mah.gov.on.ca/page297.aspx](http://www.mah.gov.on.ca/page297.aspx)

MIDAS: This web- based data system is fast becoming a very useful- and likely powerful- tool for comparative analysis and is potentially one the most cost effective means to access data from comparable municipalities when conducting service reviews. All of the FIR and MPMP data for Ontario municipalities is accessible at no charge to a municipality.

For more information visit: [www.amo.on.ca](http://www.amo.on.ca) and click the MIDAS tab.

## Template #3

### **Service Reviews- The Standard Stages and Processes:**

Stage 1: Getting organized for Service Delivery Review in order to achieve success you need to:

- Engage and secure the “buy in” of council and senior staff;
- Find a champion in your organization who is willing to lead and manage the project;

- Set aside the resources to complete the review, whether you go “in-house” or use external expertise;
- Establish the principles that will guide the approach and reflect the values of your organization:

Stage 2: Establish performance outcomes and service standards.

Stage 3: Understand and evaluate current performance. How does current performance compare to your performance targets?

Stage 4: Option One – Consider internal improvements; r Option Two – Investigate other feasible service delivery methods.

Step 5: Select service provider.

Stage 6: Implement, evaluate and report.

The review is predicated on the following questions:

1. Do we really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does Council want for this service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the services being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the services?
10. How can a service change best be implemented and communicated.

**Recommendation:**

That the 'Go Forward' Plan be referred to staff and the Township's standing committee on Administration and Finance for recommendations on the approval and implementation of the plan to Council.

That the section on Planning in the 'Go Forward' Plan be taken under advisement by Council.

**Salary Compensation Considerations- The Local Market Context:**

The collection and analysis of the salary market information for the management team is set out in Appendix Nine to this report. The comparators, which include the three (3) neighbouring municipalities of Augusta, Elizabethtown-Kitley and Merrickville-Wolford, were chosen for the purposes of this high level review because of the similarities in the size and scale of their respective operations and staffing structures to the township. Where available salary data for comparison purposes is compiled for the positions of CAO, Treasurer, Public Works Manager/Roads Superintendent, Chief Water/Sewer Operator, Recreation Director, Clerk/Planning Administrator, and CBO and measured against the statistical median (the midpoint in a set of data) using the salary data for each position. Salary data from the Village of Westport was used for comparison to the township's position of Recreation Director because there are no comparable positions in the management structures in the township's immediate three (3) municipal neighbours. The use of a statistical median provides an indication of how far above or below the Township's salary compensation compares to the midpoint of the salary ranges for the municipalities that were selected as local market comparators.

The salary information gathered for the purposes of this review does not include overtime pay, or any other form of premium pay or compensation that may be associated with the position matches provided by the comparators. In addition the analysis is based on 2010 data, except for Edwardsburgh/Cardinal where 2009 salary data contained in By- Law No. 2008-81 is applied. In Appendix Nine the salary ranges (start and top) provided by the respondents and the Township are divided by the hours worked annually to produce hourly rates for consistency in the comparative analysis since the number of hours worked annually for any position may vary from municipality to municipality. One of the respondents, however, provided the salary data in confidence which means the data from all of the comparators has been aggregated into a median calculation to preserve the request for confidentiality. The results, which are based on the top hourly rate for each position, are summarized below:

1. Chief Administrative Officer: The Township's rate of \$45.65 falls above the median rate of \$43.73 by \$1.92/hour;
2. Clerk/Planning Administrator: The Township's rate of \$34.46 is marginally under the median rate of \$34.58 by \$0.12/hour;
3. Chief Building Official: The Township's rate of \$34.46 is above the median rate of \$31.54 by \$2.92/hour;
4. Public Works Manager/Roads Superintendent: The Township's rate of \$33.17 falls below the median rate of \$33.53 by \$0.36/hour;
5. Treasurer: The median for the top hourly rate is \$39.29/hour;
6. Chief Water/Sewer Operator: The Township's rate of \$33.17 is above the median rate of \$30.12 by \$3.05/hour; and
7. Recreation Director: The Township's rate of \$27.54 is below the median rate of \$29.15 by \$1.61/hour.

**Recommendation:**

That the results of the salary market review serve as a basis for Council's determination of the annual salary compensation for the senior management team in 2010.

Appendix One

**The Township of Edwardsburgh/Cardinal**  
**Organizational and Operational Review- Swat Analysis**  
**Council Interview Questionnaire, November, 2009**  
**Fournier Consulting Services**

|          |  |
|----------|--|
| Name     |  |
| Title    |  |
| Ward     |  |
| Date     |  |
| Time     |  |
| Location |  |
| Phone No |  |
| Email    |  |

The SWAT analysis is designed to assess the strengths (those things that are done well) and constraints (those things that need to be improved or strengthened) of the organization. Individual responses will be held in confidence and the collective results of the of this analysis will assist the consultant in establishing a “go forward plan” for the management team and Council that identifies both the organizational and operational improvements required to support the ongoing development and implementation of the directions, priorities and services delivered by staff and Council.

In your responses to the questions on the next page please consider such matters as workloads, the flow of information, reporting mechanisms, succession planning, the management and delivery of services, administrative processes, operational improvements, interactions with the public, or any other areas of the municipal administration and operations that are important to you.

The review is also designed to incorporate public input and perspectives on the strengths and constraints of the Municipality through interviews with up to ten (10) community stakeholders selected by Council. At the conclusion of your interview you’ll be asked to provide the name(s) of individuals or organizations that you would recommend for selection by Council.

Thank you for your time and assistance with this project. If you have any questions or concerns during the review please do not hesitate to contact me.

Steve Fournier

Fournier Consulting Services,

Phone: 613 928 2891

Email: [fcs@kingston.net](mailto:fcs@kingston.net)

## Questionnaire

In order of priority what do you consider to be the strengths of the Municipality?

In order of priority what do you consider to be the constraints facing the Municipality?

Do you have any other comments?

Who would you recommend for selection by Council as a community stakeholder for public input in this review?

## Appendix Two

### ***Edwardsburgh/Cardinal –Organizational and Operational Review-Managers’ Interviews Questionnaire- Swat Analysis, December 15, 2009***

The key focus of the review is to identify and make recommendations on organizational and operational improvements to meet the immediate and longer term priorities, goals and objectives established by Council. All responses will be treated in confidence. Factors for consideration may include customer service, organizational teamwork, delivery of services, corporate and strategic planning, performance management, priority setting, workloads, and other matters important to your department and the overall organization.

Date, Time and Location of Interview:

Position and Department:

Organizational Contact(s) and Operational Responsibilities:

- Direct Report to CAO:
- Reporting Relationship with Council, Committees Boards:
- Frequency of contact with CAO, Council, Committees, Boards and Public:
- Nature and Extent of management duties and employee supervision:

In your opinion what are (please provide specific examples where possible):

(a) The strengths of your department and the organization (or the things they do well) to support its goals and objectives?

(b) The barriers or constraints within your department and/or the organization (or things that need to be changed or improved) to support its goals and objectives?

Do you have any further comments you would like to add?

## Appendix Three

### **TOWNSHIP OF EDWARDSBURGH/CARDINAL JOB DESCRIPTION**

**JOB TITLE:** Treasurer

**REPORTS:** Directly to the Chief Administrative Officer (CAO) and indirectly to Council

**DATE:** March 18, 2010

**POSTION SUMMARY:**

As a key member of the Township's management team the Treasurer will perform the statutory and mandated duties of the position in accordance with PSAB requirements, the *Municipal Act* and the directions and policies established by Council. The Treasurer will be responsible for the financial management systems of the Township, including but not limited to the general ledger, payroll, accounts payable and receivable, tax and water/sewer billings and the collection of accounts. In executing these responsibilities the position will involve the management of the Treasury Department and provide financial leadership to the Deputy- Treasurer and Finance Assistant. As a member of the management team, the Treasurer will also be involved in corporate initiatives and policy development activities.

**RESPONSIBILITIES AND DUTIES:**

1. Supervises and directs all staff in the Treasury Department.
2. Manages all financial and accounting activities and provides training and guidance to treasury staff.
3. Responsible for the management of treasury staff in accordance with Council's personnel policies.
4. Provides functional support, advice and guidance on finance and accounting procedures to all staff and department heads.
5. Prepares and submits the annual budget (operating and capital) for the Treasury Department; monitors the performance of the Treasury Department against budget and takes corrective action as necessary.

6. Develops and recommends new or revised policies for the financial management of the municipality.
7. Manages financial projects and studies assigned by the CAO and/or Council.
8. Implements all financial policies and by-laws approved by Council.
9. Co-ordinates the departmental and board budget submissions, including the preparation of supporting financial reports, for review by standing committees and approval by Council.
10. Co-ordinates the preparation and completion of grant applications.
11. Executes treasury functions on behalf of the Corporation including reserve funding, cash flow management, management of investments and optimization of credit lines, risk management/insurance and banking relations.
12. Monitors and prepares regular monthly reports on the Corporation's revenues and expenses (i.e., balance sheet management), including the identification and reporting of budget variances with recommendations to department managers, CAO and Council on adjustments as necessary. Ensures monthly financial reports are provided to all department heads, standing committees, boards and Council.
13. Oversees the preparation and on-time submission of financial statements, tax returns, financial reports and information required by the Corporation's external auditors.
14. Establishes operating procedures, work methods and standards covering the corporate chart of accounts, accounts payable, accounts receivable, capital asset sub-ledger, tax billing/collection, tax write-offs/tax sales, and the preparation of monthly, quarterly and annual financial statements and reports.
15. Responsible for completion of the F.I.R. and ensures appropriate internal controls are in place to secure the municipal assets.
16. Represents the department with taxpayers, citizen's groups/associations, special interest groups, commercial interests and representatives of the financial community.
17. Performs other duties directed by Council from time to time.

## **EDUCATION, EXPERIENCE, KNOWLEDGE AND SKILLS:**

A post secondary education in accounting or related field, preferably coupled with a professional accounting designation or equivalent experience and education.

A minimum of 3-5 years of experience at the management level, preferably in a municipal environment.

A demonstrated ability to develop innovative and creative responses to complex issues. Thorough knowledge of financial, purchasing, accounting and auditing policies, principles and practices, applicable legislation/regulatory standards, investment and debt management, provincial grant processes, property taxation, budget formulation, local government functions and responsibilities.

A strong customer service orientation and well developed organizational and communication skills.

Possess integrity, strong interpersonal skills and the ability to foster positive internal and external working relationships.

Ability to develop the skill sets of key staff.

Possess strong analytical skills and working knowledge of automated- electronic financial and accounting systems.

## **WORKING RELATIONSHIPS**

**a) Internal:** Council, C.A.O., Deputy- Treasurer, Finance Assistant, department heads and staff.

**b) External:** Local and senior government officials, financial institutions, municipal auditor and the public.

The forgoing description reflects the general duties necessary to describe the principal functions of the job identified and shall not be construed to be all of the work requirements that may be inherent to this classification.

## Appendix Four

### Job Description

**Job Title:** Chief Administrative Officer

**Reports To:** Council

**Date:** April 2010

#### **Position Summary:**

As the Chief Administrative Officer (CAO), the incumbent will manage the affairs of the Township in accordance with the policies and direction of Council. The incumbent will also be responsible for the supervision and development of senior managers, department heads and immediate staff. The incumbent will advise Council on issues, provide specific recommendations for action and develop and implement the economic programs and initiatives directed by Council.

#### **Qualifications:**

- University Degree at Graduate level in Business, Public Administration, or in a directly applicable discipline or equivalency in education and experience
- CMO designation or ability to successfully obtain within a determined time period
- 5-7 years in a senior management position, preferably with progressive responsibilities in a public sector environment
- Demonstrated ability to communicate effectively with the public, senior staff and Council
- Experience in the delivery and/or management of community economic development programs is essential
- Strong organizational, consensus/team building and leadership skills
- Demonstrated analytical skills
- Must possess a valid Driver's License and be bondable
- Working knowledge of computer applications
- Experience in financial, human resources and strategic planning is essential

- Ability to effectively manage in a unionized environment is an asset
- Working knowledge of provincial statutes is preferred

**Position Responsibilities:**

1. Performs the responsibilities of the position within the legislative and regulatory standards set out in the applicable Provincial and Municipal Acts. Performs the responsibilities of the position in a manner consistent with the operational policies of the Township of Edwardsburgh/Cardinal.
2. Administers the affairs of the Township in accordance with the policies and directions established and approved by Council.
3. Provides leadership and manages the development of senior staff.
4. Makes recommendations to Council on the efficient and effective delivery of all programs and services and supervises the implementation of the programs and services approved by Council
5. Recommends to Council improvements in the administration of the Corporation.
6. Meets regularly with senior managers and department heads to ensure adherence to corporate policies and procedures.
7. Provides direct administrative guidance to all municipal departments consistent with the policy directions approved by Council.
8. Attends council meetings, committee meetings and special meetings of council.
9. Conducts performance appraisals and recommends merit increases to Council for senior staff.
10. Fosters positive employee/employer relations and a productive workplace environment.
11. Acts as a major spokesperson for the Township of Edwardsburgh/Cardinal with regard to public relations and information of a general nature.
12. Carries out statutory duties as required by enabling legislation.
13. Directs the preparation of council and committee agendas, by-laws and resolutions.
14. Provides administrative support and resources members of council.
15. Represents the Township of Edwardsburgh/Cardinal on various municipal bodies.

16. Maintains a high level of respect and confidentiality for the organization in accordance with the *Freedom of Information and Protection of Privacy Act (22FIPPA)*.
17. Follows all guidelines for employees and employers as legislated under the *Ontario Occupational Health and Safety Act*.
18. Other related duties as assigned and required by council.

## **WORKING RELATIONSHIPS**

- a) **Internal:** Council, all, department heads and staff.
- b) **External:** Local and senior government officials, boards and agencies and the public.

The foregoing job description reflects the general duties necessary to describe the principal functions of the position and shall not be construed to be all of the work requirements that may be inherent in this job classification.

**Appendix Five**  
**Community Stakeholders' Interview Questionnaire**  
**May- June 2010**

Dear Stakeholder,

As a result of a telephone conversation with Mayor Larry Dishaw at noon today, we have agreed that the consultant will follow up on the survey questionnaire, which was distributed to you by email on April 29<sup>th</sup>, through a personal interview with each of the stakeholders. Public input on the review is extremely important to Council and this step will provide an opportunity for the consultant to address any questions you may have about the review or the survey and set aside an appropriate amount of time to explore the matters that are important to you in greater detail, accuracy and clarity.

To this end, arrangements are underway to schedule blocks of time during the day and evenings, for those of you who work during the day, in the Council Committee Room at the library in Cardinal. We are setting aside seven (7) working days and evenings, as may be required, on May 13, 14, 17, 18, 19, 20 and 21. We will schedule two (2) hour blocks of time for each interview starting at 9:00am, followed by 11:00 am in the morning and 1:00pm and 3:00pm in the afternoon. The times for evening interviews will be booked upon your request and all interviews will be scheduled on a 'first come- first served' basis.

It is no longer necessary to respond electronically or by mail to the survey by May 14<sup>th</sup>. The consultant will record your responses to the questionnaire during your interview. We would strongly recommend that everyone take advantage of the 'face- to- face' interview, including those persons who have already responded. You may also find it helpful to jot down a few notes on the questionnaire between now and the date of your interview.

In order to schedule your interview please forward your preferred date and time as well as an alternate date and time in the event of a scheduling problem to my attention at 613 928 2891 or by email at [steve.fournier.fcs@gmail.com](mailto:steve.fournier.fcs@gmail.com) at your earliest convenience. We will confirm your interview date and time by email. The use of an alternate Gmail address is necessary on a temporary basis due to a prior commitment from May 2 to May10, 2010. After May 10<sup>th</sup> please resume using [fcs@kingston.net](mailto:fcs@kingston.net) for emailing purposes.

We thank you for your time and apologize for any inconvenience arising from the changes to the survey process for the stakeholders.

Yours truly,

Stephen Fournier,

Fournier Consulting Services,

1456 County Road 8,

RR. #1, Delta, ON, K0E 1G0

613 928 2891

Email: [fcs@kingston.net](mailto:fcs@kingston.net)

Alternate email: [steve.fournier.fcs@gmail.com](mailto:steve.fournier.fcs@gmail.com) (May 2 to May10, 2010)

## Questionnaire

In order of priority what do you consider to be the strengths of the Municipality?

In order of priority what do you consider to be the constraints facing the Municipality?

Do you have any other comments?

**Appendix Six**

**Detailed Stakeholder's Written Submission and Supporting Documentation**

**May, 2010**

(Original hard copy to be attached to Final Report)

**Appendix Seven**

**Stakeholder Submission**

**Picture of Property used for Garden and Tree- Trimming Waste May, 2010**

(Original to be attached to Final Report)

**Appendix Eight**

**Stakeholder Submission**

**Picture of Property in Cardinal May, 2010**

(Original to be attached to Final Report)

**Appendix Nine**

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

***Position: CAO***

| <b>Municipality</b>   | <b>Salary Range</b> |                   | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |                   |
|-----------------------|---------------------|-------------------|----------------------------------|--|-------------------|
|                       | <b><i>Start</i></b> | <b><i>Top</i></b> |                                  | <b><i>Start</i></b>                    | <b><i>Top</i></b> |
| Edwardsburgh/Cardinal | 70,660.00           | 83,090.00         | 1,820                            | 38.82                                  | 45.65             |
| <b>Median</b>         | <b>69,622.50</b>    | <b>80,045.00</b>  | <b>N/A</b>                       | <b>38.25</b>                           | <b>43.73</b>      |

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

*Position: Treasurer*

| <b>Municipality</b>   | <b>Salary Range</b> |                  | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |              |
|-----------------------|---------------------|------------------|----------------------------------|--|--------------|
|                       | <i>Start</i>        | <i>Top</i>       |                                  | <i>Start</i>                           | <i>Top</i>   |
| Edwardsburgh/Cardinal |                     |                  |                                  |  |              |
| <b>Median</b>         | <b>60,405.50</b>    | <b>71,504.50</b> | <b>N/A</b>                       | <b>33.19</b>                           | <b>39.29</b> |

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

***Position: Clerk/Planning Administrator***

| <b>Municipality</b>   | <b>Salary Range</b> |                   | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |                   |
|-----------------------|---------------------|-------------------|----------------------------------|--|-------------------|
|                       | <b><i>Start</i></b> | <b><i>Top</i></b> |                                  | <b><i>Start</i></b>                    | <b><i>Top</i></b> |
| Edwardsburgh/Cardinal | 53,310.00           | 62,720.00         | 1,820                            | 29.29                                  | 34.46             |
| <b>Median</b>         | <b>53,310.00</b>    | <b>65,185.00</b>  | <b>N/A</b>                       | <b>29.29</b>                           | <b>34.58</b>      |

**Township of Edwardsburgh/Cardinal Salary Review**  
**Distribution of Survey Results by Position**  
**June 2010**

*Position: Chief Building Official*

| <b>Municipality</b>   | <b>Salary Range</b> |                  | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |              |
|-----------------------|---------------------|------------------|----------------------------------|--|--------------|
|                       | <i>Start</i>        | <i>Top</i>       |                                  | <i>Start</i>                           | <i>Top</i>   |
| Edwardsburgh/Cardinal | 53,310.00           | 62,720.00        | 1,820                            | 29.29                                  | 34.46        |
| <b>Median</b>         | <b>49,782.50</b>    | <b>61,500.00</b> | <b>N/A</b>                       | <b>27.35</b>                           | <b>31.54</b> |

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

*Position: Recreation Director*

| <b>Municipality</b>   | <b>Salary Range</b> |                  | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |              |
|-----------------------|---------------------|------------------|----------------------------------|--|--------------|
|                       | <i>Start</i>        | <i>Top</i>       |                                  | <i>Start</i>                           | <i>Top</i>   |
| Edwardsburgh/Cardinal | 48,570.00           | 57,280.00        | 2,080                            | 23.35                                  | 27.54        |
| <b>Median</b>         | <b>38,285.00</b>    | <b>44,640.00</b> | <b>N/A</b>                       | <b>25.14</b>                           | <b>29.15</b> |

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

***Position: Chief Water/Sewer Operator***

| <b>Municipality</b>   | <b>Salary Range</b> |                   | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |                   |
|-----------------------|---------------------|-------------------|----------------------------------|--|-------------------|
|                       | <b><i>Start</i></b> | <b><i>Top</i></b> |                                  | <b><i>Start</i></b>                    | <b><i>Top</i></b> |
| Edwardsburgh/Cardinal | 58,650.00           | 68,990.00         | 2,080                            | 28.20                                  | 33.17             |
| <b>Median</b>         | <b>54,346.00</b>    | <b>62,644.00</b>  | <b>N/A</b>                       | <b>26.13</b>                           | <b>30.12</b>      |

**Township of Edwardsburgh/Cardinal Salary Review**

**Distribution of Survey Results by Position**

**June 2010**

***Position: Public Works Manager/Superintendent***

| <b>Municipality</b>   | <b>Salary Range</b> |                   | <b>Hours Worked<br/>Annually</b> | <b>Salary Range by<br/>Hourly Rate</b> |                   |
|-----------------------|---------------------|-------------------|----------------------------------|--|-------------------|
|                       | <b><i>Start</i></b> | <b><i>Top</i></b> |                                  | <b><i>Start</i></b>                    | <b><i>Top</i></b> |
| Edwardsburgh/Cardinal | 58,650.00           | 68,990.00         | 2,080                            | 28.20                                  | 33.17             |
| <b>Median</b>         | <b>63,551.00</b>    | <b>69,747.00</b>  | <b>N/A</b>                       | <b>30.55</b>                           | <b>33.53</b>      |