
20/20 Insight Special Report



YOUR Township

February 26, 2020

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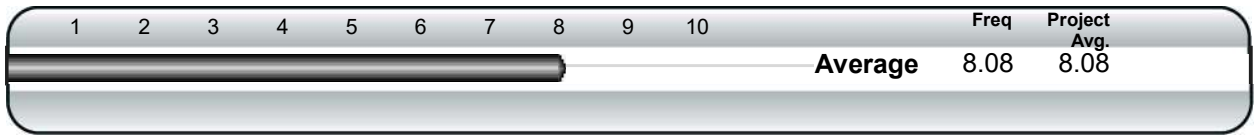
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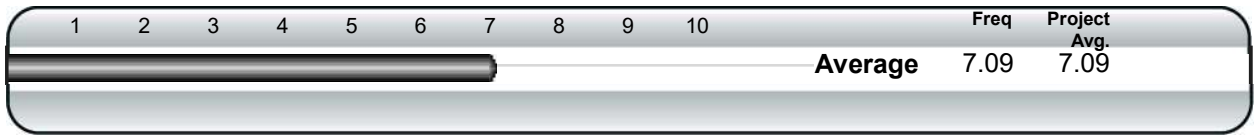
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Category Summary

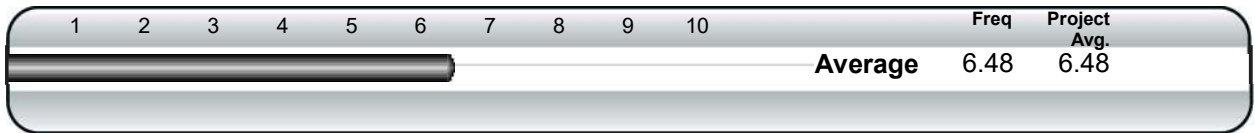
Staff Duties



Management Duties

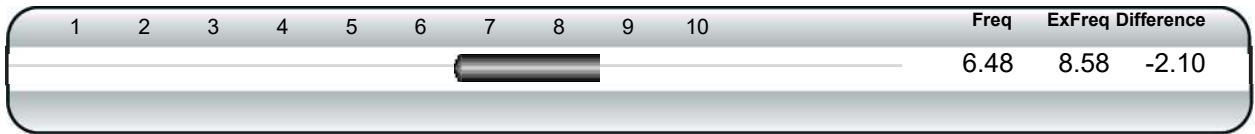


Council Duties

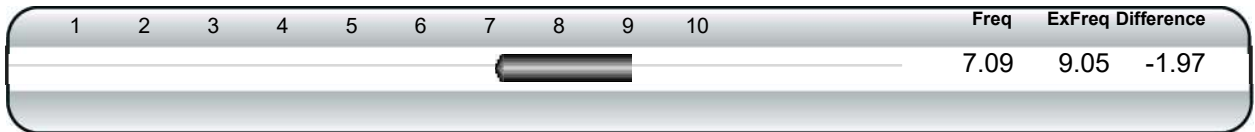


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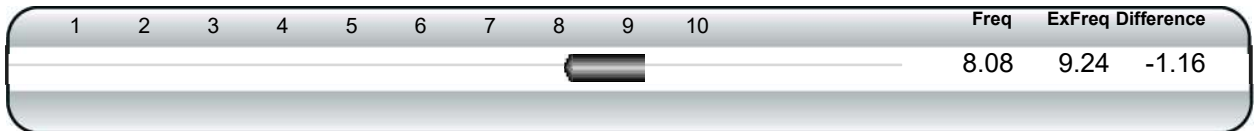
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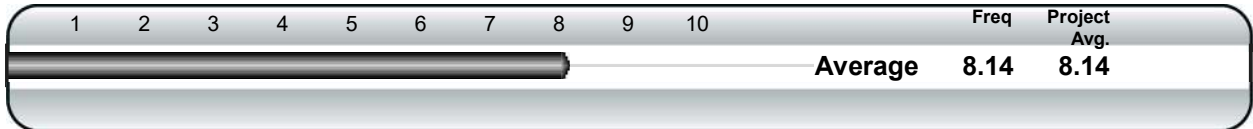


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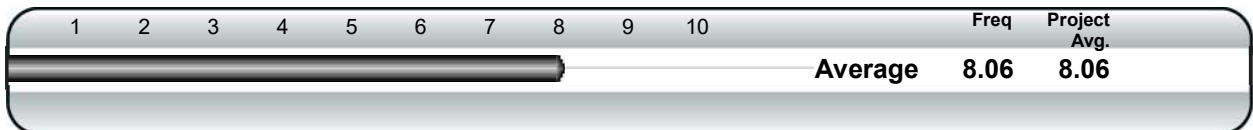


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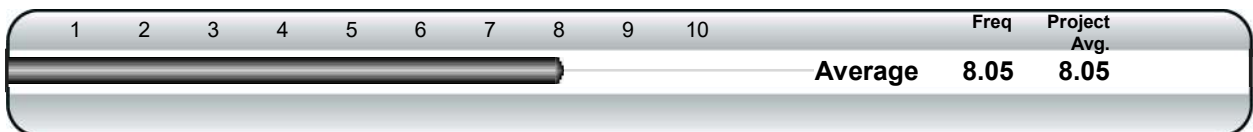
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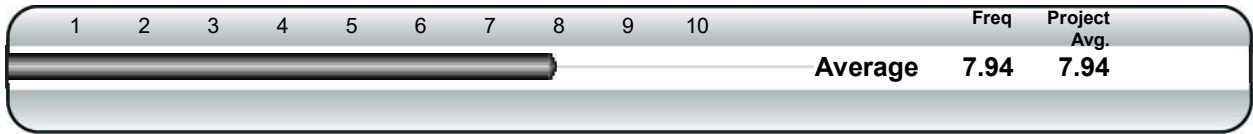
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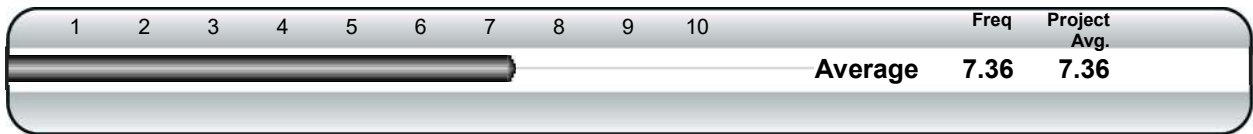
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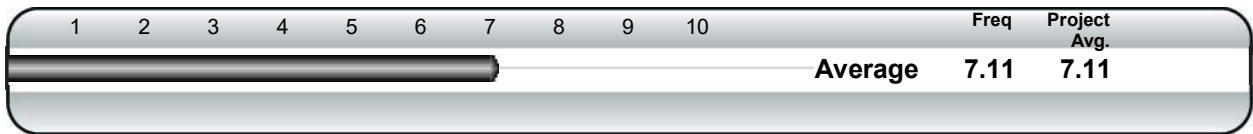
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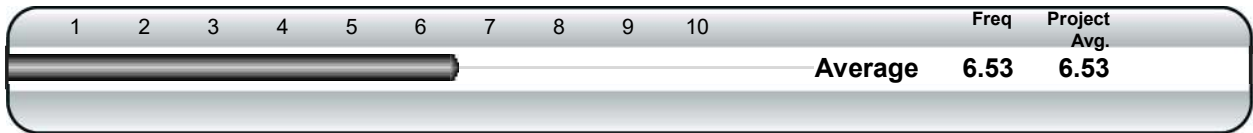
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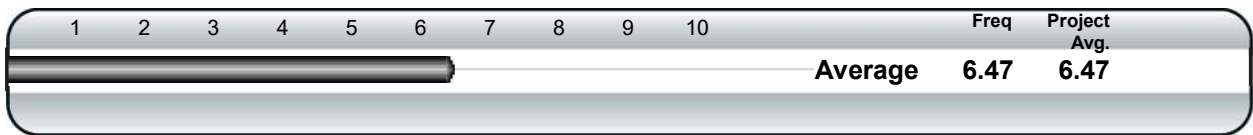
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9. Implements operational and project plans that include monitoring their ongoing success and report of results.



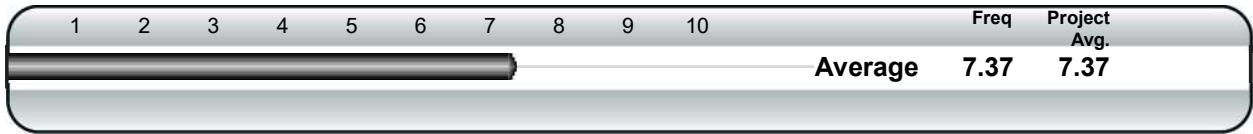
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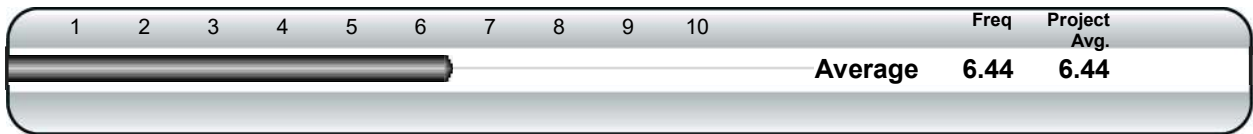
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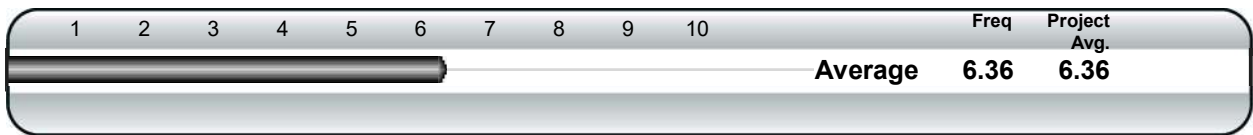
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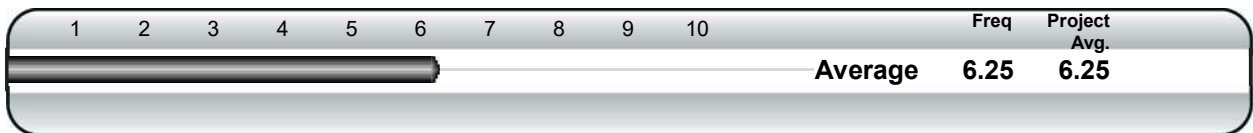
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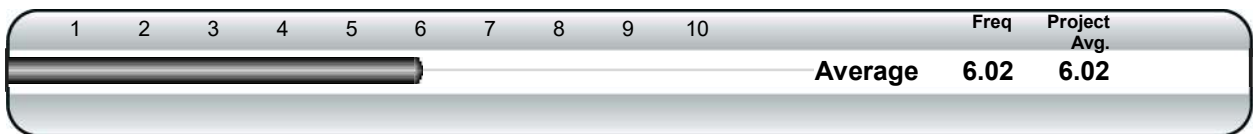
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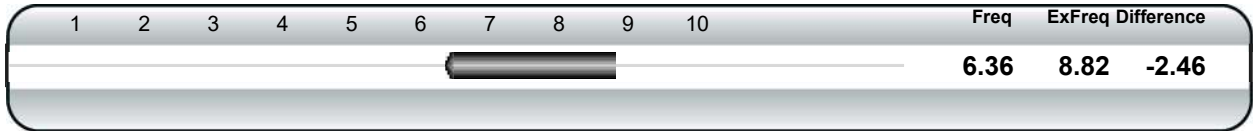
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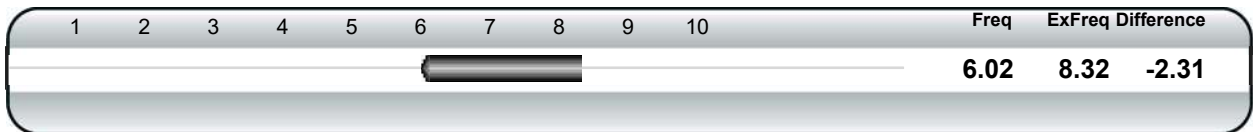
Item Ratings - Scale Comparison

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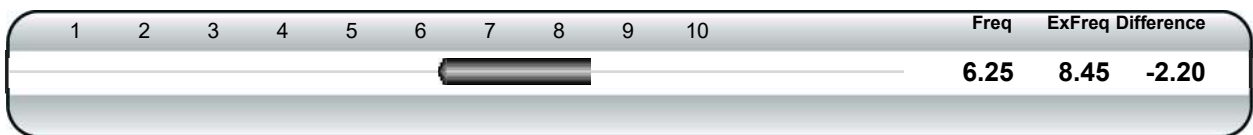
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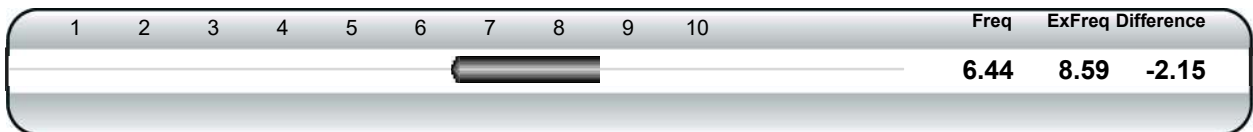
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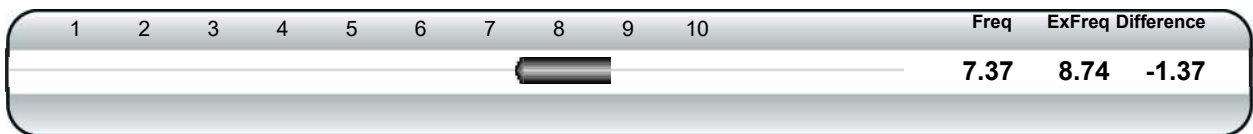
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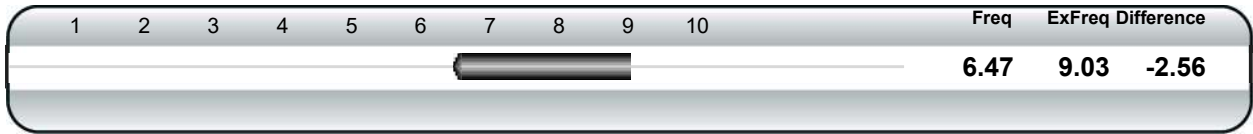
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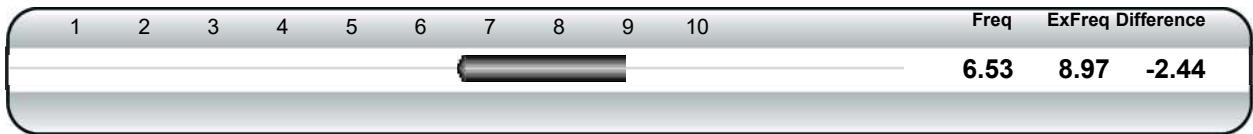
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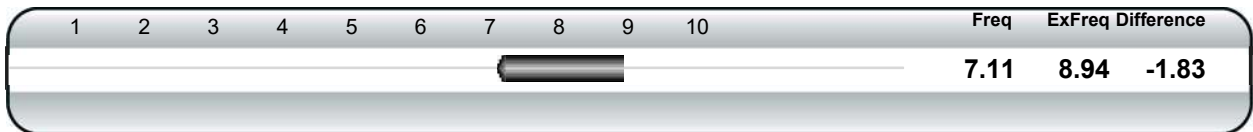
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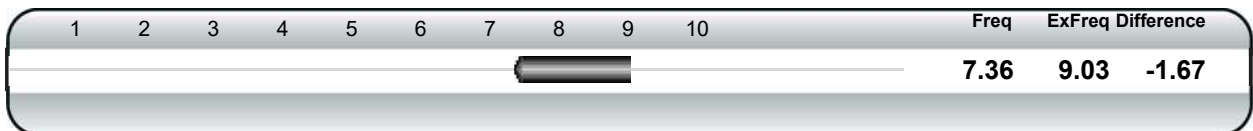
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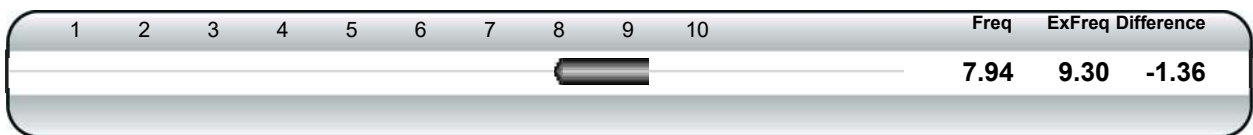
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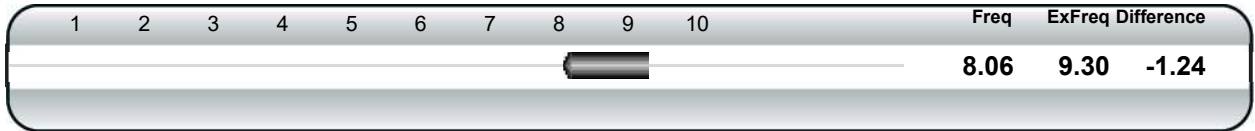
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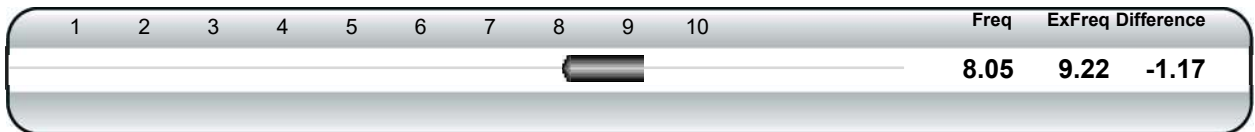
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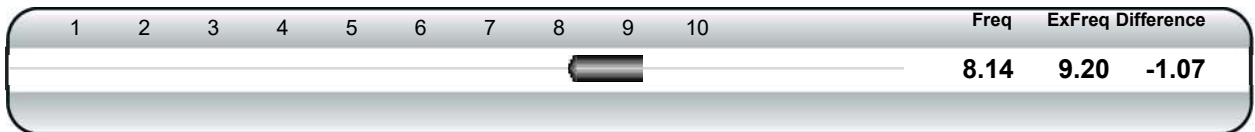
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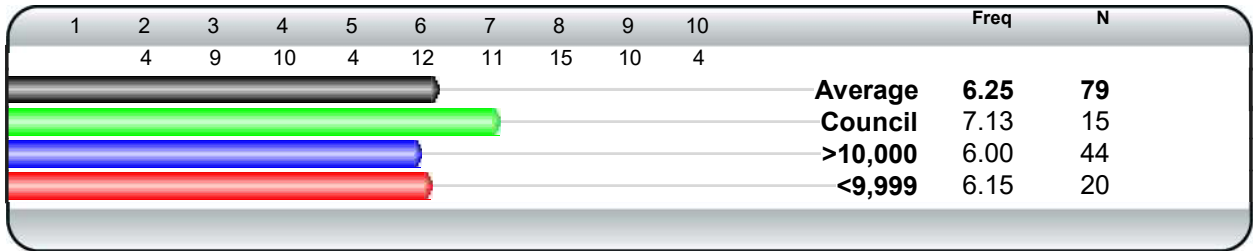
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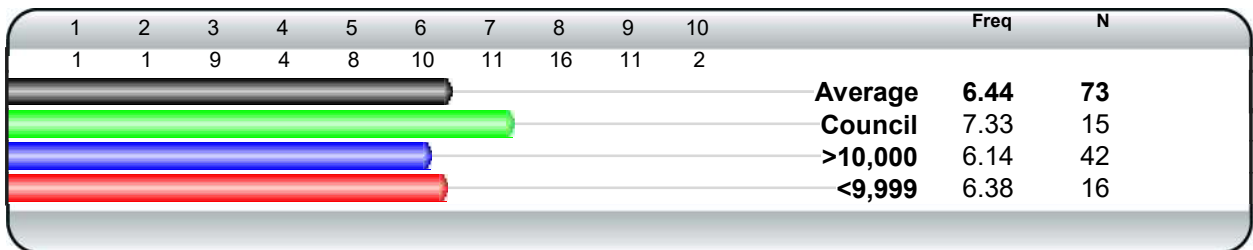
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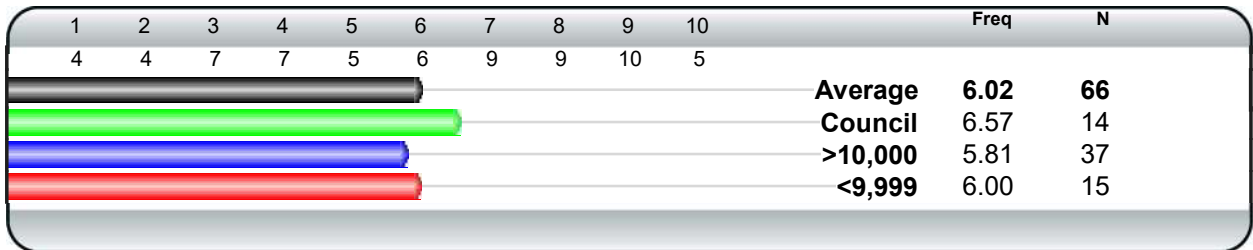
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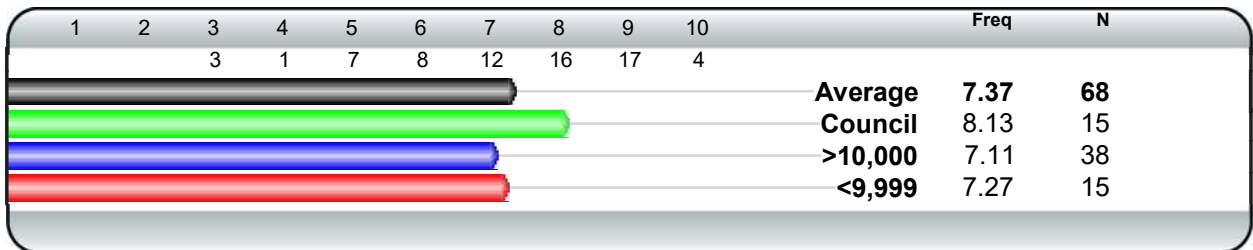
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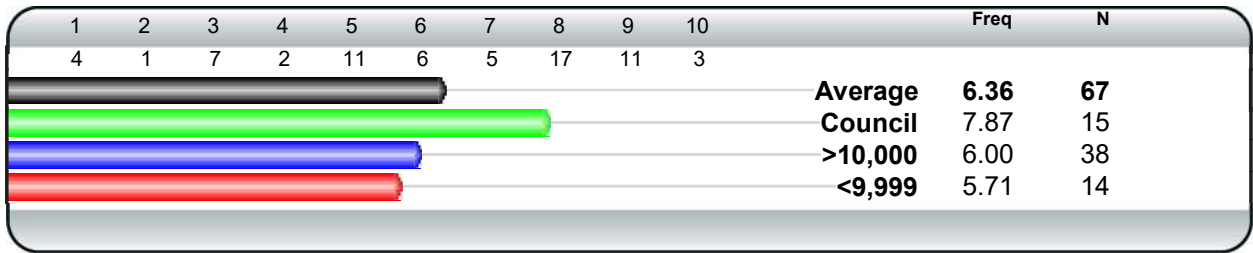


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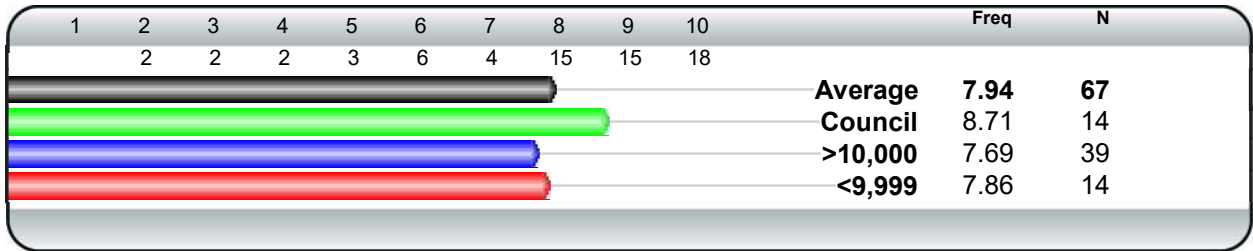
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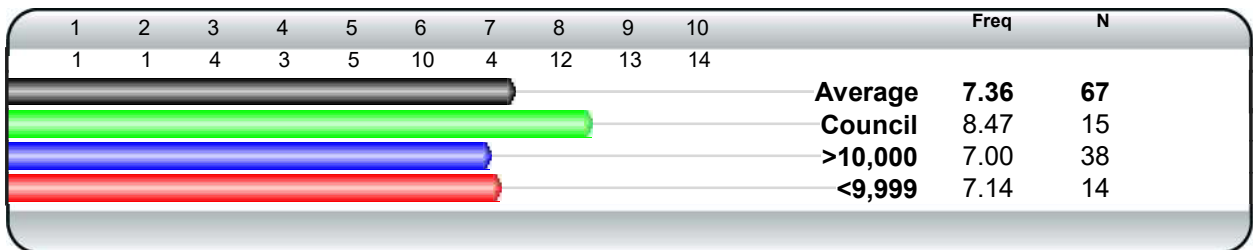
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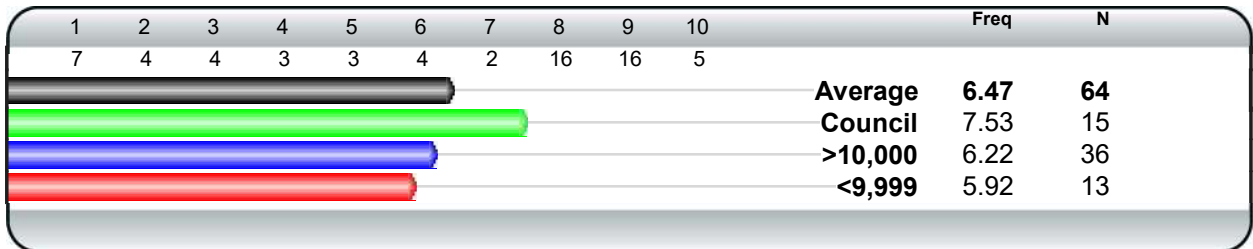
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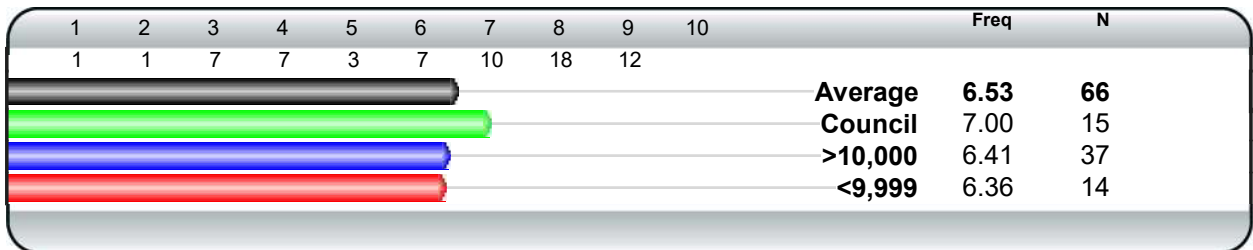
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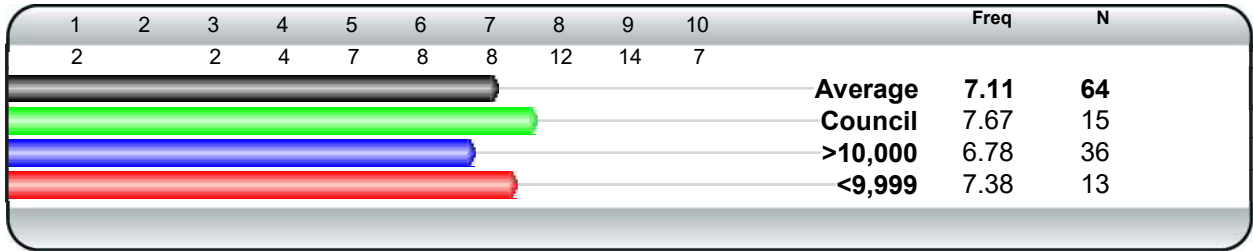


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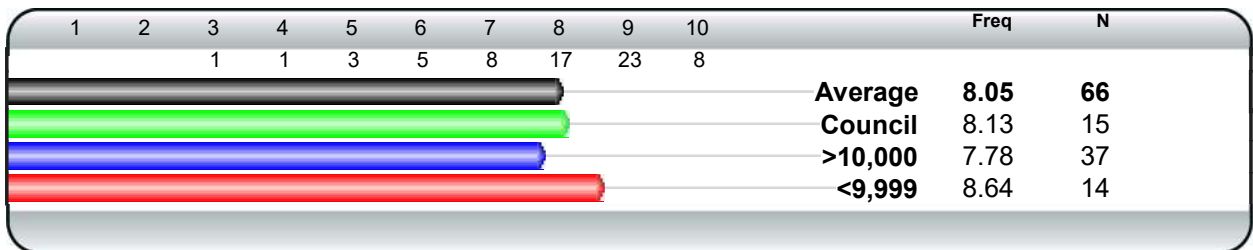
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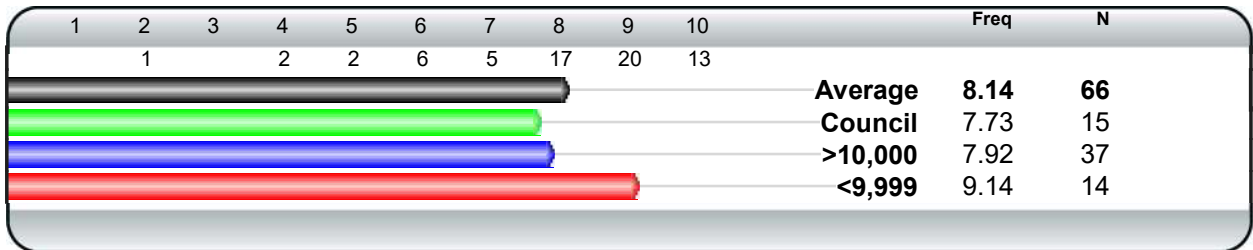


Staff Duties

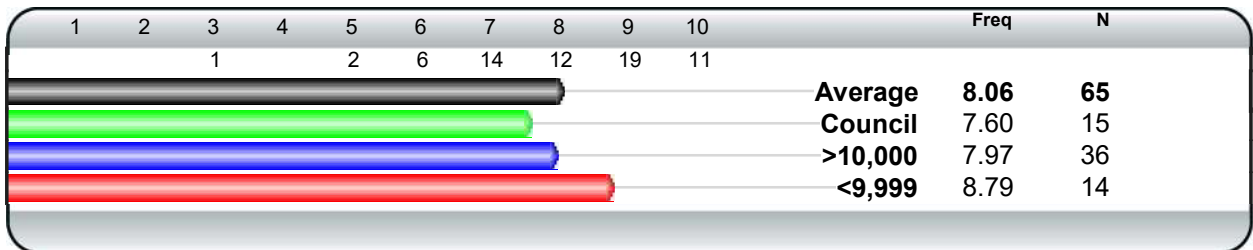
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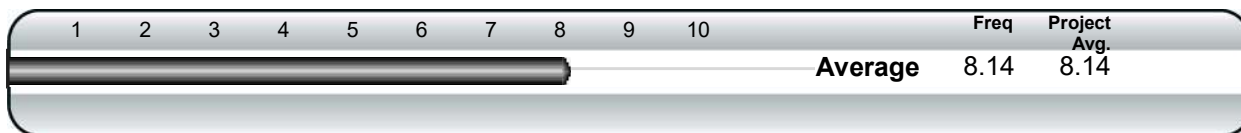
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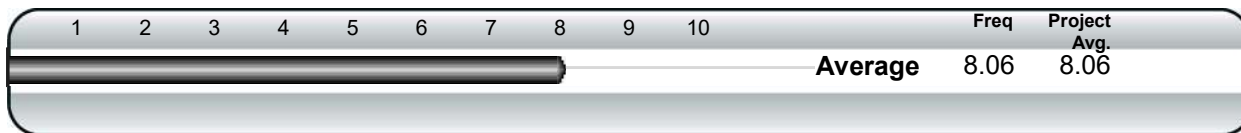
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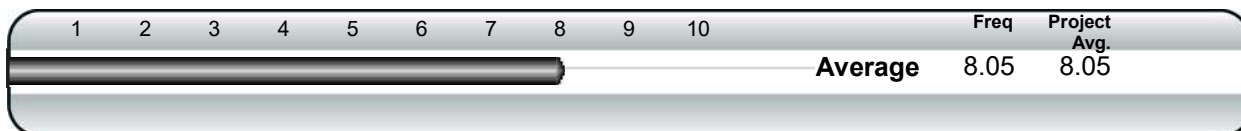
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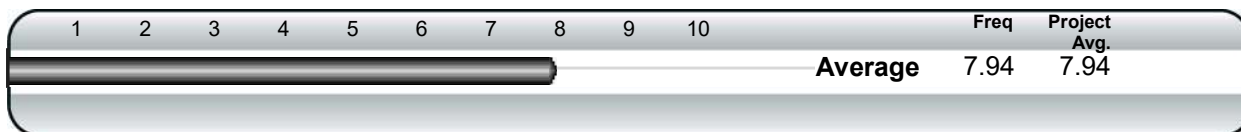
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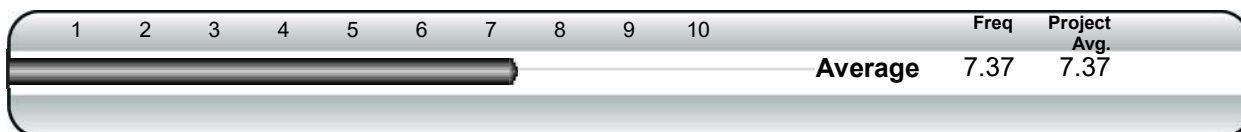
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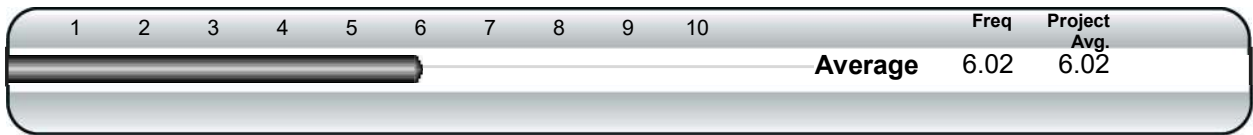
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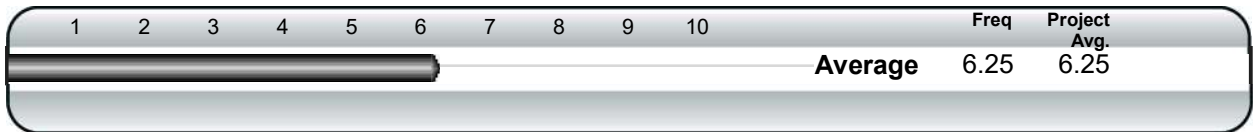
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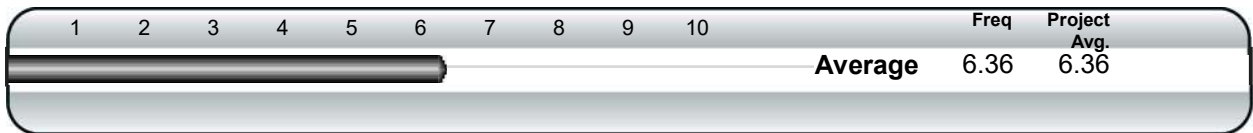
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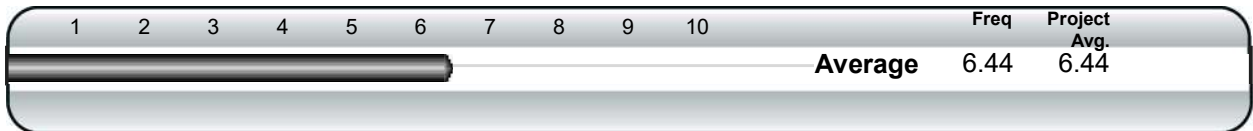
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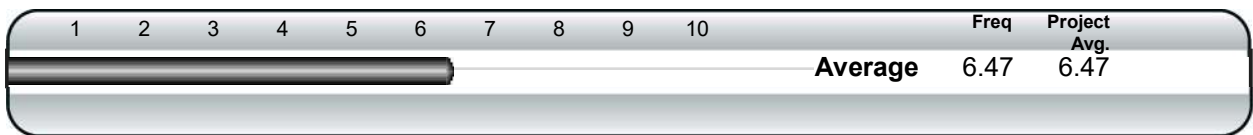
2. Provide specific guidelines and directions to staff on the applications of all Municipal policies.

(Council Duties)



8. Align Municipal department business plans with the strategic plan.

(Management Duties)



Summary Questions

14. What do you think is needed to enhance Management/Council collaborations?

- *A better understanding by Council of services delivered and impact of growth on ability to improve.*
- *A better understanding of each and everyone's role and responsibilities, where does it begin and where does it stop.*

More confidence in each and everyone's competence.
- *A Chief Administrative Officer*
- *a more structured approach to project / initiatives with goals and measures of success*
- *All (not just some) Council members must be willing to do their homework, absorb the information provided, ask questions for clarification and be willing to change their opinion based on the facts of the situation. Some Council members believe they already know everything they need to know and therefore don't absorb new information. Some don't take the time to prepare. Also, all Council members need to respect staff as knowledgeable, credible and working for the betterment of the community.*
- *All members of council need to be more respectful of staff and abide by codes of conduct and staff/council relationship guidelines. Many council members appear to want to undermine staff*
- *An understanding of what is optional or mandatory, something the residents should be aware of.*
- *At this township we have a good collaborations between management and most of council. More rules for disruptive councillors.*
- *Better policies.*
All small northern rural communities would benefit by join efforts or sharing a single service to perform policy writing and revision. The more streamlined our policies are the easier it will be to embark in future shared services.
- *Better understanding of how municipal system works. More education for elected Councillors. Motivation for staff...incentives*
- *Better understanding of:*
Roles of Council and Staff
Organizational Capacity
- *Clear definition and details as to what Council is and should be responsible for and then compared to management and staff so that there will be less micro managing by Council and staff and management feel they can do what they were hired to do.*
- *Clear direction. Also the implementation of a Strategic Plan and Organizational Review. Currently there is on guiding document.*
- *Clear separation of roles and expectations.*
- *Clearer reports presented to council that provide both the pros and cons of the issue, not just staffs recommended preference.*
- *Committee of the whole which is just implemented*
- *Council - Less personal agendas and do whats right for the whole municipality not just their little areas they live.*

Open dialog in both directions
- *Council has to understand their role and the role of staff. There is a disconnect between administration and policy making because some elected officials do not understand that their role is representative, not administrative.*

Summary Questions

- *Council members need to understand their roles better. Perhaps standardized training sessions for all new council members should be mandatory. Also there should be harsher repercussions if Council members violate the Code of Conduct, etc.*
 - *Council needs to have an open mind and not use personal experience to make discussions*
 - *Council needs to understand their role and stay OUT of day to day operations. Have more trust that staff know what they are doing.*
 - *Council needs to understand their roles better as the policy approvers (governance) rather than the doers (operations).*
 - *Council orientation should be mandatory and explain the importance of management/council collaboration for the better*
 - *Council to be open and communicative. It is important for them to realize that social media is not the answer and that corporate vision does not rely on the word of a few keyboard bullies. They have to realize they were elected by the residents for four years and in that four years it they need to make the hard decisions to move municipalities forward.*
 - *Council training on what actually is their job and purpose. They make policy and provide directive and staff are to follow and implement policies and directives. Council needs a clear understanding to stay out of the "Weeds" and stick to their own jobs as elected officials and not staff of management stature. Have respect, integrity and trust for the employees - not micro-manage. Understand that they do not oversee operations.*
 - *Council's trust of staff as professionals providing professional advice based on experience, education, and best practices.*
 - *Currently there is an underlying atmosphere of distrust between Council, administration and staff. Not all are on the same page and information is distributed on a need to know basis.*
 - *Defining clear levels of serves with a direct correlation to cost.*
 - *Discuss and recognize the distinction between policy and operational decisions.*
 - *Education*
 - *Enhanced councillor training in roles and responsibilities.*
 - *Finalization of new Strategic plan and work plan*
 - *Good direction and communication in needed at all times. Council needs to set specific and realistic goals and be completely clear on the direction that they would like to take and staff needs to followup in a timely manner.*
 - *Hoping that our new strategic plan and carrying out the coordinating operational plan will enhance collaborations. Our township has had a strategic plan before but failed to consistently keep Council updated on the actions items.*
- A new CAO is all about promoting everything we do through media releases.*
- *Improved orientation practices, as well as ongoing council training - likely best through independent organization like AMO with seasoned practitioners*
 - *In most all cases staff are on the right path that is required to run and operate a Municipality. The problem in this system is regarding Council and their role. In today's political environment most all the time council is only concerned with satisfying the entitled so that they can get re elected. In our Municipality we have a Council that has no issue trying to order staff to break the law, go against the Road Authority and all to get votes for the next election. This type of culture has been created by council and councillors and at some point the smaller Municipality will explode. Its pretty evident, look at the job movement in Municipalities*

Summary Questions

right now and you will see the effect of these councils. Politics is the only thing that matters these days, staff continue to fight for the general tax payer but it is wearing on staff.

Council's need to have rules themselves and if they break the rules there should be consequences. The integrity commissioner lives in our council chambers and never has council supported his recommendations. It's a joke. Lies, untruths happen every day. On a regular basis Councillors have attacked staff in public, accused them of taking bribes, or trying to harm seniors. We even have one councillor that is dating a local journalist and they control the narrative every week, I may add a narrative of untruths and misinformation.

- *It is my opinion that we are collaborating well. However, we do have new council members this term and the curving is steeper for some than others. It isn't a problem, per say, but there isn't the same level of trust between council and staff. And, this is integral to any healthy relationship.*
- *Keep them informed with all the information and options for alternatives*
- *Mandatory Council training (including testing) on how to behave and what role of governance means vs role of administration. Including examples.*
- *More education for new Councillors. Better understanding and acceptance of differing abilities and opinions.*
- *More opportunities to have open and frank discussions on various options dealing with decisions*
- *Need younger staff, old staff has bad habits over the years too hard to break. More training needed but refuse to take it.*
- *Ongoing communication surrounding the chasm that exists between the reality and perception of reality in municipal life. Generally speaking, this Council is very receptive to being informed as to the reality of problems and issues in the municipality, before providing Council direction. Former Council's however, provided direction in the absence of information and expected it to be carried out despite it having no basis in reality.*
- *Open communications, respect for the knowledge staff has based on the experience in the field.*
- *Proper segregation of duties, Council should represent tax payers's interest while Administration bring accurate and complete information as well as efficiently deliver Council's mandates and objectives.*
- *Resources*
- *Service and operational reviews by a third party plus a commitment from management and council to follow through with recommendations.*
- *Some common sense.*
- *Special committees could be formed to work on certain projects.*
- *Staff makes recommendations and council makes decisions*
- *Stronger communications between management and council will always help enhance collaborations.*
- *To build a relationship of trust. My typical approach is "slow and steady" to build trust over time, but we have had some recent issues with several departments that has fractured the trust between management and Council (from both sides).*
- *To continue working together. Please note we are a Town, not a Township.*
- *Understand Roles and Responsibilities, of Council and Management in other words Council needs to stay out of the weeds and center their efforts on policy development and planning.*

Example: Council members meeting contractor on the construction site, to obtain progress reports.

Summary Questions

Council members meeting with selected Baseball leagues and changing the season schedule to benefit one league over the others

- *We have an excellent relationship between Council and Staff*

15. What causes dispute between Council and Management at your Township? (give an example)

- *A dispute would likely only occur if there was an "us and a them" attitude. We fortunately no longer have that.*
- *As noted above, there are no disputes per say, but there isn't a full level of trust among all council members and our management team. This could build with time, but requires clear, consistent and open communication.*
- *At times Elected Officials venture into administrative matters and can be seen to be directing staff without the proper authority or council support. Doesn't happen often but when it does is clearly becomes a problem.*

Secondly, political agendas can be a source for some conflict between council members which if staff are not careful they can be drawn into the fray .

- *Clearly when Council wants to move into the implementation or the action staff of policy. The second point , is that Council gives no credibility to staff's research and linking to recommendations.*

Council Members opening stating that the research, completed by staff on subject is not correct and is miss leading.

Council Members directing staff not to report the true facts of a project to a funding source.

- *Communication can always been improved upon where staff keep Council abreast of issues as they arise and vise versa*
- *Council is always micro managing management staff. Staff will bring their recommendation to Council and Council will reject it because they know what is best.*
- *Council is to involved in the "weeds" - they try to solve the residents complaints, rather than letting staff review, investigate and resolve then report. They take it upon themselves to be the heros, when all it causes is added grief, stress and workload to staff.*
- *Council members getting too involved in management issues and calling contractors on their own. They do not understand that they do not belong "in the engine room".*
- *Council members thinking they are experts and directing staff in day to day operations rather than setting policy*
- *Council tends to micro manage and also expect perfection. On a bad weather day, the night time roads superintendent was doing rounds to determine which roads required more than usual winter maintenance, they slid off road into a tree. They were not hurt and were able to get the vehicle back to the garage. Council is demanding to know why they were out driving at all and how come they went off the road. Accidents do happen and if our Roads staff are not out completing winter maintenance duties, than it is not safe for the public. But now the public works manager feels he needs to be on the offensive for his staff because Council is demanding an explanation as to why the staff member was out doing his job in bad weather.*
- *Council thinking they are experts in all areas and not trusting management.*

When the department is providing a service that has not been approved by council, when management brings to their attention they trust the members and not management.

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- *Council wanting to get more involved in day to day things at times*
- *Council/Management relations are excellent and disputes are non-existent due in no small part to the diligence of the Mayor, as Head of Council, and management who are very sensitive to the needs of Council and respectful in all dealings with them.*
- *Councillors having their own agenda which does not fit into the management direction for the city. Councillors not being educated in areas they make decisions on they go on speculations and their own perspective instead of knowing all the facts.*
- *Councillors not having trust in the staff and assuming they can get the answers another way / through another resource. Councillors wanting to get involved in the administration portion of the roles of staff*
- *Council's sometimes tendency to involve themselves with operational decisions. Interference of this sort, while perhaps politically advantageous, undermines the position of staff.*

The overall efficiency/effectiveness of the municipality is not improved through "pot hole" Councillors.

- *Disputes tend to arise when Council members do not understand their role and overstep. For example, they engage in direct discussions with developers without staff present, and perhaps even make promises that they shouldn't. Then it is up to staff to resolve when disputes arise, making it appear to the public as though staff has caused the problem.*
- *Distrust when reporting to Council. And unfair timelines. The majority of Council do not realize that staff are not robots and that we all need down time. Council wants to keep everyone happy and still believe that the management style of the 60'-80's still remains in this environment.*
- *Egos. Either staff or Councillors over stepping their authority. Staff or Councilors taking full credit for something. Lack of team work.*
- *Follow up as per direction from council*
- *Important that management brings forth complete and accurate information to maintain credibility and Council confidence.*
- *In several instances, the Council takes advice and makes policy decisions from vocal members of the public regardless of whether or not the staff has provided detailed information to the contrary. While it is recognized that the Council makes decisions sometimes for political reasons, the manner in which they do it is sometimes is derogatory and demeaning to the staff. The Staff works hard to be able to present comprehensive information to the Council to assist in decision making. On several occasions, the Council in turn is dismissive and disrespectful and questions the motivation behind some Staff recommendations.*
- *In smaller municipalities Council has a hard time sticking to their role of governance, they want to be highly operationally involved and get unhappy when that isn't welcomed by staff.*
- *lack of communication*
- *lack of communication; data that is poorly explained*
- *Lack of trust between staff and council. Some council members do not trust staff and will not listen to recommendations, making random decisions against recommendations on a regular basis without thought for the future impact of such decisions (ie - making a one-off decision to plow a certain service club's parking lot leading to numerous similar requests causing additional time and expense to the public works department which increases service calls for road issues and then wondering why the department is over budget and service calls are sky-high.*
- *Lack of understanding (or caring) what role of governance means vs role of administration. Examples: Council sitting on non-by-law roles interviews for staffing vacancies; Council wanting to approve RFPs for already directed priorities; the mayor and deputy mayor wanting to participate in Senior Manager meetings; Council initiating a staff satisfaction survey, and then wanting to directly implement*

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improvements such as staff meetings, etc.

- *Lag in follow up to issues or concerns of taxpayers, developers etc. Also lack of regular updates on progress of directions from council.*
- *Management always complaining about needed more staff , over work .In the last 15 years we had two staff working in office plus one intern student for the last ten years on a yearly bases . Before this one person did it all .Maybe if all Councillors did more instead of just coming to the meetings that might help.*
- *Management believes that Council should simply agree with projecting a higher than normal budget/tax increase, always using the case that we will just have to cut services if they don't agree to a 3.25 % increase instead of what they have consistently approved - a 2% increase*
- *Mostly the perceived, by members of Council, inability of staff to proceed quickly with Council's requests, and Council members crossing the line between Council decisions and management, especially of staff. For example:
Council members going over the CAO and asking personnel directly to do certain things. The Mayor acting more as a CAO rather than an elected official.*
- *not a clear understanding of duties residents*
- *Not being given sufficient information on issues. Lack of respect between staff and council and this works both ways.*
- *Not being willing to listen staff and experts on subjects they know nothing about and wanting the world to be how they see it no matter what.*
- *-Not informing Council of emerging issues that may become contentious or evolve into serious concerns
-Council not supporting the recommendations of Staff (i.e. budget needs such as for capital renewal or operations based on Council's desired service level, recommended actions based on a specific matter such as increasing service level to be in conformance with new regulation/best practices)*
- *Not understanding policy and proper protocol. Not being able to see each person and form an opinion for themselves instead just believe the rumour mill, which in turns causes problem with communication and acknowledging the respectful open discussions.*
- *Personalities, "doing more with less," etc...*
- *Politics:

Council knowing what is the "right thing to do" but being lobbied by special interest groups. Spills over to staff with pressure to alter or change a staff recommendation/actions.*
- *Poor communication and understanding of the chain of command will cause big problems. If a council members does not follow the chain of command (Council to CEO/management to staff) and instead goes directly to a staff member communication breaks down.*
- *Priorities of staff not aligned with Council.
Lack of attention to detail in implementing priorities.
Unrealistic expectations to get things done.*
- *Staff does the research, develops a well thought out recommendation with reasons. The recommendation may not be agreeable to the vocal residents so Council disagrees and goes in a completely different direction.*
- *Staff recommendation not to proceed with super build application (every 10 years) for Old Town Hall rehabilitation stand alone facility. Community Action Plan calls for new multi use facility and council final decision was to support the 30 people that showed up to the meeting for Town hall*
- *The culture created by politicians is the root of the problem. They do not understand their role. Most of the*

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time staff are protecting the general tax payer, and council is trying to get money to interest groups and entitled residents.

Switzer Drain, Appin Parking, both examples that when political pressure is put on politicians they do not really care about rules, law etc, its only about the votes. In the case of the Parking situation in Appin, Council tried to order the Public Works Department to erase lines off a public roadway to accommodate parking on both sides of a street that was not designed for parking on both sides. Staff refused to do this because council was increasing the risk to public safety. Our Municipal governance is very sick right now and no one is doing anything about it. Its sad. They actually gave these people money and an apology in public to shame staff in the media. Staff are refusing to remove lines from a public roadway without re engineering to ensure public safety. Every councillor voted to shame staff in public. Sad time for our local municipalities.

- *The largest cause of disputes between Council and management is the either lack of communication, or simply mistrust in that you are not getting all of the information that you require to submit complete reports or documentation.*
- *Trust*
- *Typically issues arise when council dives into operational matters.*
- *When a member of Council is also a contractor that does not want to adhere to the enforcement of the Certificate of Approval at our landfill.*
- *When Council does not give clear direction through resolution but then tries to hold staff accountable for not doing something that was never directed to be done.*
- *When council members don't hear what they want to hear.*
- *When Council oversteps their role and attempts to direct staff.*