



The Township of Johnson

The Challenges & Obstacles

Committee of the Whole
Town Hall Meeting
February 24, 2020



"In the middle of every difficulty lies opportunity"
Albert Einstein

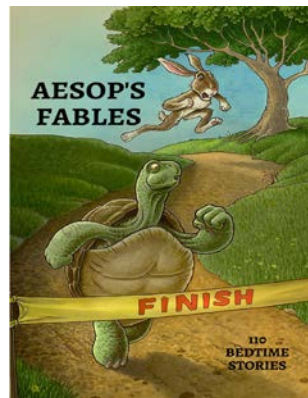


Aesop's Fables Lessons

The Tortoise and the Hare
Never Give Up

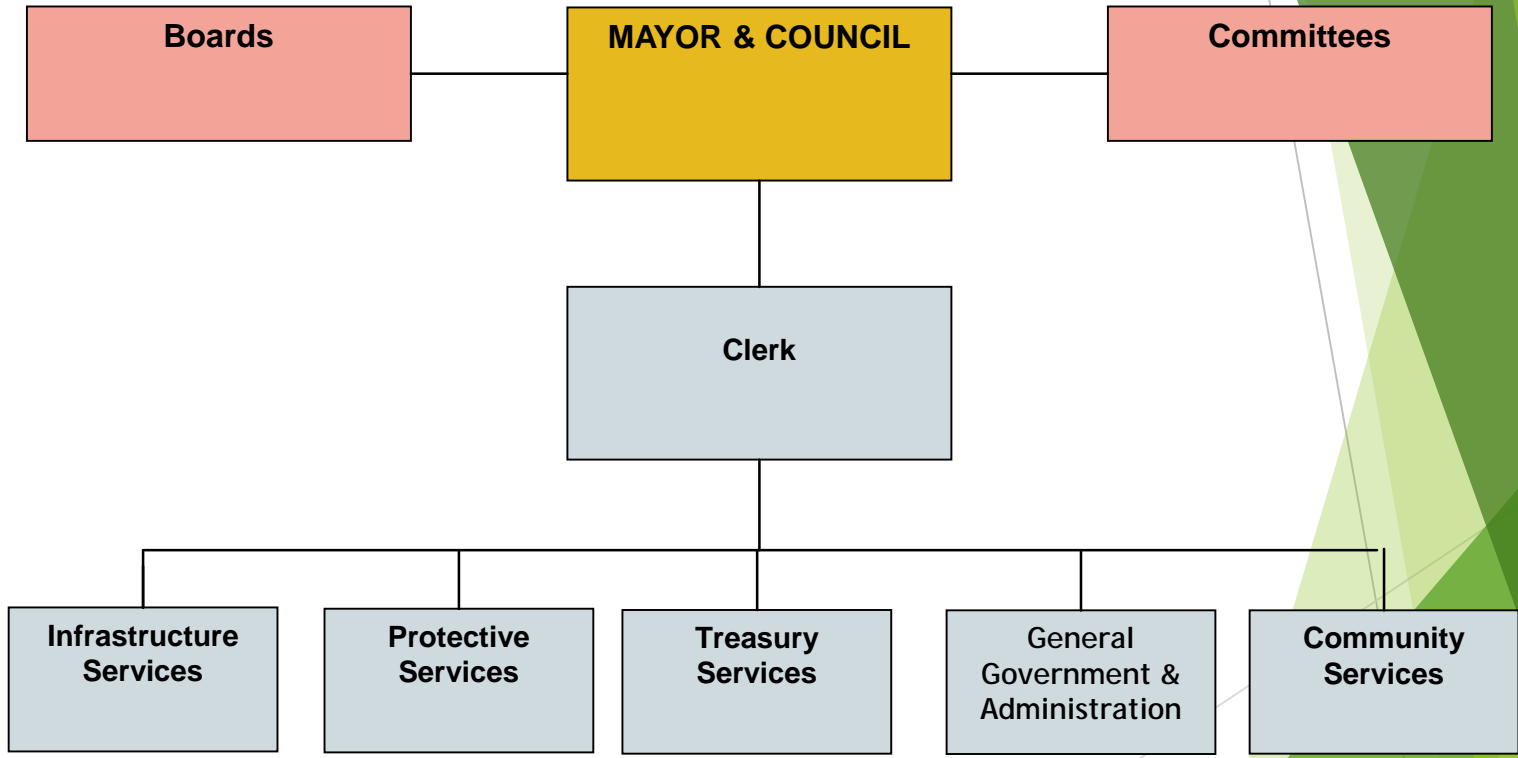
The Crow and the Pitcher
There's always a way

The Dreaming Priest
No substitute for hard work

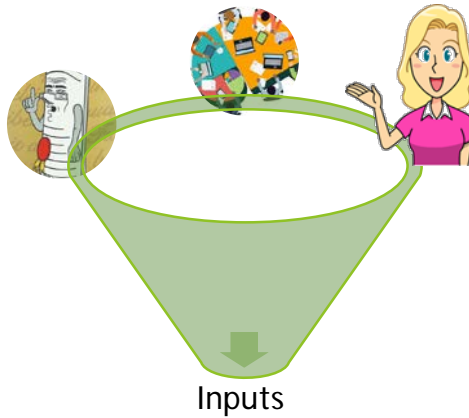




Organizational Chart



The Municipal Paradigm



Council

Staff



Administrative Head



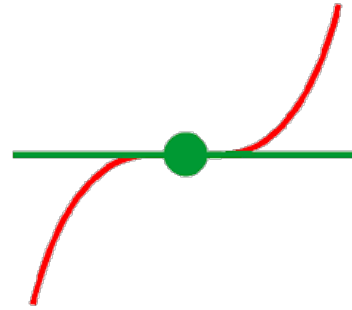
Point of Inflection

Mathematics

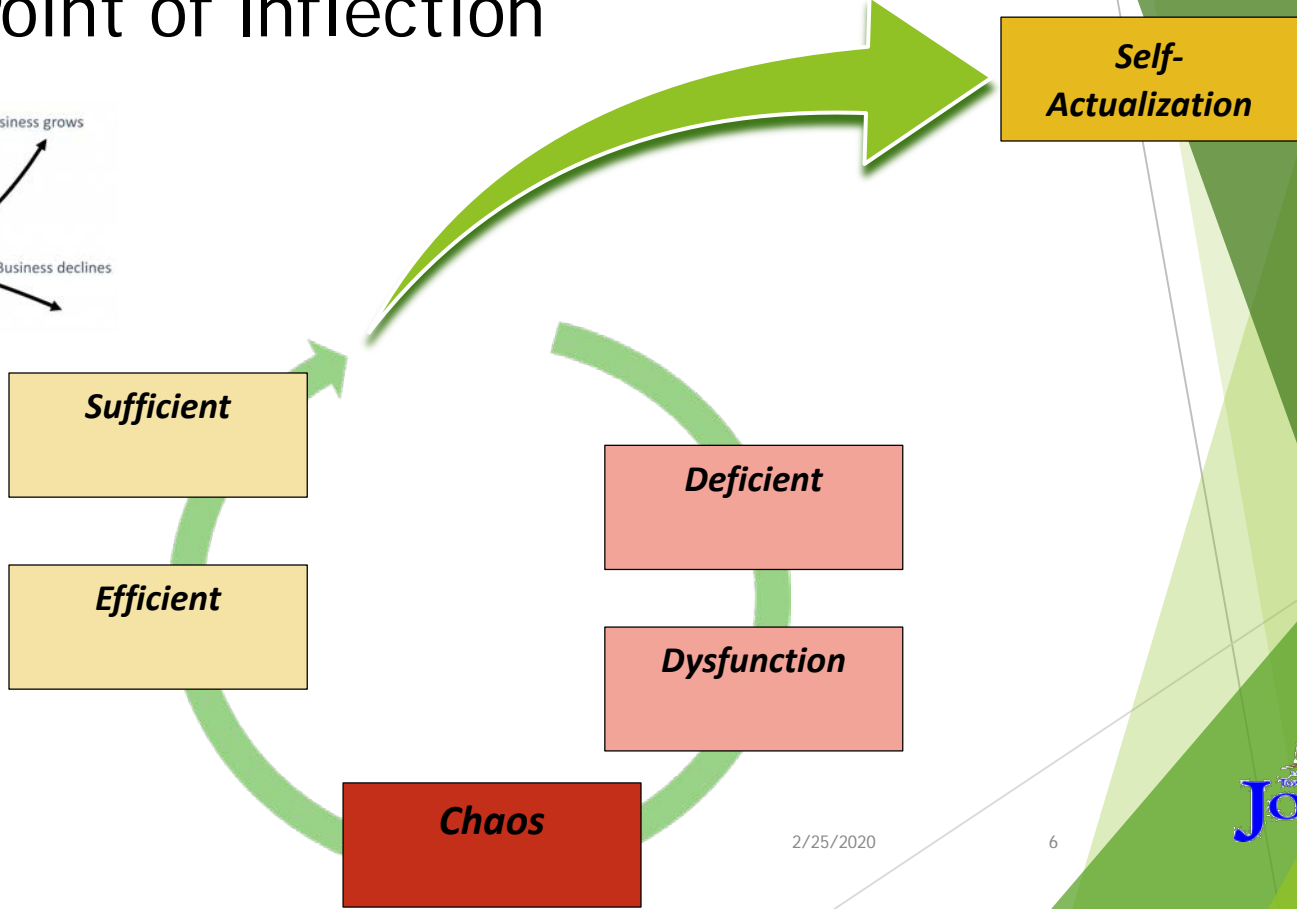
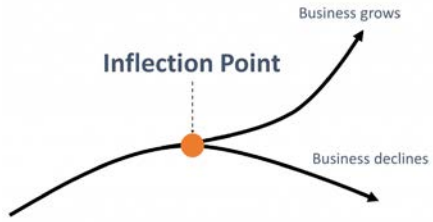
- A point of a curve at which a change in the direction of curvature occurs.

Business

- A time of significant change in a situation; a turning point.



Municipal Point of Inflection



Infrastructure Services



Deficiency

- ▶ Infrastructure Deficit
- ▶ No Planning
- ▶ Weak Legislative Awareness
- ▶ Water & Sewer
- ▶ Committee Operated Landfill Operation
- ▶ Lack of Planning & Procedures

Transition to Efficiency

- ▶ Asset Management & Funding
- ▶ Business Plan & Integrated Planning
- ▶ Engaged & Educated Staff
- ▶ Planning & Engagement with PUC
- ▶ Staff Management of Landfill
- ▶ Developed by staff and approved by Council



Protective Services

Deficiency

- ▶ Weak Legislative Awareness
- ▶ Emergency Management Planning
- ▶ Lack of Resources
- ▶ No Bylaw Enforcement
- ▶ No Procedures
- ▶ Intermittent Ratepayer Communications

Transition

- ▶ Engaged & Educated Staff
- ▶ EMP to be a priority
- ▶ Determine what we need
- ▶ Shared Service?
- ▶ Develop Procedures
- ▶ Communications Plan



General Government



Deficiency

- ▶ Outdated Policies / Bylaws
- ▶ Outdated Policy Manual ; Not Published
- ▶ Archaic Technology; Wholistic
- ▶ Peripheral Service Delivery Review
- ▶ No Formal Council & Staff Role Training
- ▶ Fractured Committee Organization
- ▶ No formal Ratepayer communication & education

Transition

- ▶ Update all policies and Bylaws
- ▶ Formal Manual and Publishing
- ▶ Needs Study & Upgrade
- ▶ Full Service Review
- ▶ Formalize all Council & Staff Training
- ▶ Formalize Committees, Membership and Mandates
- ▶ Communications Plan

General Government



Deficiency

- ▶ Government Reporting not on time
- ▶ No Profile
- ▶ Risk Management - non-priority
- ▶ Lack of Planning
- ▶ No Records Management Process
- ▶ Insufficient Asset Management
 - ▶ Municipal Office
- ▶ Shared Services - lacks formal process
- ▶ No Procedures

Transition

- ▶ Government Reporting Process
- ▶ Build Regional and Provincial Profile
- ▶ Enterprise Risk Management Plan
- ▶ Business Plan and Integrated Planning
- ▶ Make Records Management a priority
- ▶ New Regulation forces AMP
 - ▶ Planning for new Municipal Office
- ▶ Formal Shared Services Plan
- ▶ Develop Procedures

2/25/2020



Community Services

Deficiency

- ▶ Confusion in Cemeteries Management
- ▶ Unmaintained Parks
- ▶ Fractured Land Use Planning Process
- ▶ No Economic Development

Transition

- ▶ Work with Committee to improve
- ▶ Parks Plan; better maintenance
- ▶ Promote guidelines for land use planning
- ▶ New OP and Zoning Bylaw
- ▶ New Economic Development Committee
- ▶ Participation & Membership on HNCEA



Finance



Deficiency

- ▶ Confusing Property Assessment
- ▶ No formal Budget & Financial Reporting process
- ▶ Fractured Electronic Payments & Payroll
- ▶ No Schedule of Fees & Charges
 - ▶ Lack of Bylaw Updates

Transition

- ▶ Assessment Based Management
- ▶ Formalize Budget & Financial Management process
- ▶ Fully utilize accounting system functionality
- ▶ Developed and Publish Fees & Charges Schedule Annually
- ▶ Update all necessary by-laws

Human Resources



Deficiency

- ▶ Underutilized Staffing Levels & Skill
- ▶ Lack of formal Compensation policies & Pay Equity Plan
- ▶ Lack of Staff Performance & Training Plans
- ▶ Absent Health & Safety Polices

Transition

- ▶ Hire and retain the best; use all skills to the fullest
- ▶ Formalize all HR policies including compensation and pay equity
- ▶ All staff to have performance and training plans
- ▶ Prioritize Health and Safety