

Appendix 3

Municipality of West Grey 2020 Organization Review

Public Summary Report

Marianne Love, *ML Consulting*

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Key Objectives

- Ensure that the Municipality is 'right sized' to deliver key municipal services and support Council strategic directions by:
 - benchmarking other municipalities of similar size/population (Attachment 1);
 - assessing existing staffing structure, staffing levels, compensation levels, job titles, job descriptions
- Ensure that the Organization Structure aligns with West Grey's stated priorities, follows relevant organization design principles and best practices, and addresses key challenges faced by West Grey
 - **Review of service areas and staffing will include considerations of:**
 - **Strategy:** aligns with West Grey's strategic priorities and directions and eliminates gaps
 - **Structure:** organizational design aligns 'like' functions to foster the cross-pollination of ideas
 - **Process:** Structure facilitates improved process efficiencies and streamlining of services
 - **People:** Optimal use of each staff member, ensuring they are contributing to the objectives of their department with contingencies in mind through succession planning
 - **Culture:** Structure fosters a culture of dedication to service excellence across the organization
 - **Cost effectiveness and Ability to pay**

Approach

- The Consultant interviewed department heads (CAO, Director of Finance/Treasurer, Director of Infrastructure and Public Works, Fire Chief, Clerk, CBO, CEO/Chief Librarian) and probed the following:
 - Key challenges in staffing
 - Key challenges in servicing
 - Accomplishments; what's working well
 - Challenges; areas to improve in staffing and service delivery
- Council completed a survey providing comments on organizational capacity, technology, council business including time allocated. The Consultant also interviewed each member of council individually.
- A questionnaire was developed and submitted to CAOs of identified municipalities regarding size and service levels.
- West Grey CAO provided information on West Grey's organizational size, scope and level of services.
- Other source documents for West Grey include:
 - Strategic Vision Plan 2020-2022
 - 2019 Budget Presentation
 - 2018 FIR
- Interviews, survey responses and comparator information have provided context and information to provide recommended solutions

Background and Current State

- West Grey's municipal services are currently delivered by seven functional areas:
 - The Office of the Chief Administrative Officer/Administration, Clerk, Building and Planning, Finance, Fire Services, Infrastructure and Public Works, Community Services;
 - a complement of 36 full time positions, 21 part time positions, approximately 7 seasonal and 2 contract positions, 98 volunteers contracted services and shared service agreements. There is 1 full time library position; and 8 part time positions.
- The Municipality is spread across a vast geographic area and was created through an amalgamation of the former Townships of Normanby, Glenelg and Bentinck, the former Village of Neustadt and the former Town of Durham. The administration office is located in Durham with works yards in Durham, Glenelg, Bentinck and Normanby; landfill sites in Durham, Bentinck and Normanby; fire stations in Durham, Ayton and Neustadt; and libraries in Durham, Neustadt, Ayton and Elmwood.
- The Compensation Program was reviewed in 2020. The output of that review produced a banding framework that can support changes in organization design and job content, using tools and systems that can effectively measure job value and internal relativity.

Background and Current State

- Strong financial position:
 - The Municipality's 2018 Financial Information Return reflects a total municipal tax of approximately \$9,536,816. Over the period of 2009 -2018, the Municipality's municipal taxes have increased by an average of \$358,785 or 5.0 % per year; the municipal tax increase has been relatively stable and ensures fiscal sustainability in the municipality's financial plan.
 - The Municipality recorded increases in net financial assets from 2012 to 2018 and indicates strong financial stewardship and capability to invest in future operational and capital needs. Since 2016 and as at December 31,2018 there was no outstanding long-term debt.
 - Discretionary Reserves and Reserves per Household have increased over the past 10 years; \$2.95 million in 2009 to \$7.63 million in 2018. The Municipality has steadily built its total reserve position relative to its tangible capital assets over the past 10 years from 2.57% to 5.76% (2009 to 2019).
 - West Grey's residential taxes per household are the lowest among the comparator group. West Grey's median current value assessment is the highest among the comparator group.
- Staffing Levels have been relatively consistent.
 - When viewed over the past five years, the staffing levels for full-time and part-time employees have been relatively consistent, with three additional positions added in the past three years. West Grey is largely reliant on a full-time staffing model with a consistent level of part-time support. The full-time staffing complement per 1,000 households for West Grey is 6.4; lowest among the comparators group.
 - Within the next year, five employees will be entitled to retire with an unreduced pension; and within the next five years, an additional four could retire with an unreduced pension.

Background and Current State

- Council identified the following key themes in the survey and interviews:
 - Need to Operationalize the Strategic Plan and demonstrate importance; otherwise it's aspirational. Includes prioritizing strategies/activities and reporting with metrics.
 - Support for funding and focus on the Asset Management Plan and alignment with strategic plan and long-range capital forecasts
 - Stronger focus on Economic Development to grow tax base
 - Review Committee mandates and right size the number of Committees- including review of mandates and how they relate to the strategic plan, staff support, resources, composition and reporting (reports and minutes)
 - Improve efficiency of Council business—reduce number of Council and Committee meetings and how often issues are discussed (e.g., Planning, Committee of the Whole, Council)
 - Technology challenges relating to functionality of laptops and connectivity
 - Anticipating Staff/Council Relations Policy and the Procedural Bylaw will facilitate effective decision making and use of resources

Staffing and Service Gaps

- **Number/Frequency of Meetings and Challenges to effectively resource Council** (2 Council meetings, 1 Committee of the Whole, 1 Planning Committee per month; 32 Committees of Council/Boards/external committees with 24 Council meetings and 83 committee meetings in 2019; typically Council meetings extend beyond 4 hours.
- **Front Counter Customer Service:** Staff who serve at the front counter also have several other tasks to complete.
- **IT Support**—Director, Finance/Treasurer provides daily IT Technical support (5% allocation); not best use of position.
- **Strategic Plan not fully operationalized, corporate initiatives not prioritized**
- **Performance Management Program/Budget Cycle not aligned;** step movement is July 1st; opportunity to align budget cycle, department business plans and performance review cycle
- **Human Resources function:** currently, no dedicated HR support or internal expertise for employee relations, managing performance, employee development, HR Policies and best practice, drafting job descriptions, recruitment, interviewing, onboarding, attendance management, WSIB claims, return to work/modified duties, health and safety training (Health and Safety currently with Fire Chief)

Staffing and Service Gaps

- **Accountability for Asset Management; Senior Financial Support** –requirement to update and manage the Asset Management Plan; provide analysis and forecasts on infrastructure deterioration, risk; development of replacement and intervention costs, short and long range reinvestment forecasts, lifecycle analysis and economic analysis; financial forecasting in consultation; and assist Planner in administration of Community Improvement Program
- **Bylaw Enforcement Service Level and Resourcing:** contracted service; enforcement is complaint driven; first response is timely; need to review process and status updates
- **Challenges in achieving required service level in Building Inspection and Enforcement; Attraction/Retention:** Building Official positions are highly market sensitive, yet the municipality is mandated to meet legislative requirements and contracted commitments
- **Landfill Services:** evolving program (i.e., diversion, organics/plastics/Styrofoam/household hazardous waste); challenges with operations/hours. General review was submitted to council.
- **Fire management resources:** currently operating with a full time chief and volunteer deputy chief model with no ability for full week coverage and gaps in proactive Fire Prevention and Public Education
- **Community Services:** need to further operationalize the strategic vision plan; need for enhanced representation on committees and community partner groups; support and liaison with committees of council to ensure objectives and mandates are approved by council and goals are met; oversee any budget allocated to committees by council; ensure committee chairs provide regular reports to council

Conclusion

- ▶ When compared to local area municipalities in this Review, staffing is low in most functional areas. Full time staffing levels are the lowest per household when compared to Wellington North (8.7 full-time staff per 1000 households), Grey Highlands (10.2 full-time staff per 1000 households), Meaford (13.4 full-time staff per 1000 households) and Minto (15.1 full-time staff per 1000 households) *2016 Stats Canada data
- ▶ The following gaps need to be addressed:
 - ▶ accountability for Asset Management and enhanced Financial Reporting, Analysis and Forecasting
 - ▶ a re-alignment to ensure customer service, legislative functions and corporate services are managed
 - ▶ accountability for Capital Projects and Landfill/Environmental Services
 - ▶ reduced number of direct reports to CAO (16 to 6) aligns with effective leadership/span of control and best practice, enables focus on strategic priorities and initiatives including Economic Development

Recommendations

- ▶ The following additions to full time complement are recommended in 2021:
 - ▶ Finance and Asset Management Coordinator
 - ▶ Customer Service and Records Coordinator
 - ▶ Capital Projects and Environment Coordinator
 - ▶ Junior Building Inspector/Plans Examiner
- ▶ The following additions to full time complement are recommended in 2022/2023:
 - ▶ Human Resources/Health and Safety Coordinator
 - ▶ Deputy Fire Chief/Fire Prevention Officer
 - ▶ Bylaw and Property Standards Officer
 - ▶ IT Technician
- ▶ It is recommended that the Municipality introduce a new Performance Management Program with metrics and a Pay for Performance System that includes Department Business Plans, Performance Management Tools that assess Goals/Competencies and Development Plans, and training materials.

Comparators/Comparator Metrics

4 municipal comparators were identified for comparison purposes:

Municipality	County/ Region	Population	Households	Operating Expenses (2018)	Annual Payroll
Wellington North	Wellington	11,914	4,839	\$16.1 m	Not reported
Grey Highlands	Grey	9,804	5,299	\$17.0 m	\$4.37 m
Meaford*	Grey	10,991	5,590	\$20.1 m	\$2.85 m
Minto*	Wellington	8,671	3,370	\$13.6 m	\$3.87 m
West Grey	Grey	12,518	5,648	\$16.5 m	\$2.48 m
2016 Statistics Canada and 2018 FIR data Annual payroll reported by Municipality *denotes comparator in the Compensation Review					