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Staff Report

Administration – Chief Administrative Officer

Report To:	**Committee of the Whole Meeting**
Meeting Date:	November 30, 2022
Report Number:	FAF.22.162
Title:	Pre-Approval of Funding within the 2023 Budget to Initiate a Municipal Service Delivery Review and Human Resources Master Plan
Prepared by:	Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.22.162, entitled "Pre-Approval of Funding within the 2023 Budget to Initiate a Municipal Service Delivery Review and Human Resources Master Plan";

AND THAT Council provide pre-approval in advance of the 2023 Budget deliberations to complete a Municipal Service Delivery Review and Human Resources Master Plan that was identified in the 2022 Approved Budget as a 2023 Capital Project.

B. Overview

This report is requesting the pre-approval of 2023 Budget allocation for the Human Resources Master Plan which will include a comprehensive Corporate Organizational Structure Review along with a review of the current services being provided by the Town in order to update or confirm the desired service levels being provided.

C. Background

In the 2022 approved Budget, staff had identified the Human Resources Master Plan as a project to be completed in 2023. Projects that are identified in the annual budget include those projects being proposed in future years for further consideration during annual budget deliberations. Projects that are identified in future years are not considered approved projects as they require additional Council consideration in the year that they are being proposed.

In preparation for this project, staff have been developing an implementation plan for the Human Resources Master Plan and suggest that if Council were to pre-approve this project, it could be fully completed by the 4th quarter of 2023. This would allow Council to approve an organizational structure that best suits its mandates and priorities early in its Term of Council. It would also allow Council to set the desired levels of service the Town provides while better positioning the Corporation for the future.

In 1999, the former Town of Thornbury amalgamated with the former Collingwood Township, to form the Town of The Blue Mountains. As part of this amalgamation, the Town's original Corporate Organizational Structure was created which merged staff from the two former municipalities.

From 2005, through to mid-2006, the Town hired a Contract Town Manager and completed an internal review of the Organizational Structure, and implemented a significant realignment of the two (2) departments.

The first significant realignment involved the creation of an Engineering Division within the Public Works Department that would facilitate the internal review of engineering works as opposed to outsourcing the majority of this work to external consultants as was the previous practice. This outsourcing included the engineering review of Developments along with the Town's own Infrastructure Projects.

The second significant realignment involved establishing a Recreation Department which brought the Beaver Valley Community Centre, Small Halls, Parks, Trails, and Harbour together under one (1) Department. Previously, Parks and Trails was an individual and seasonal Department, the Harbour was also a separate seasonal Department, and the Beaver Valley Community Centre included operations of Moreau Park and reported to the Beaver Valley Community Centre Board of Management. The Small Halls (Craigleith Hall, Ravenna Hall, and Heathcote Hall) were operated by their own separate Boards of Management.

The Craigleith Depot, the Thornbury Clarksburg Union Cemetery, along with the seven (7) Pioneer cemeteries, 10th Line Recreational Complex, Special Events, networking with Youth and Senior's of our Community, and Public Transit were also added to what is currently identified as the Town's Community Services Department.

Between 2015 and 2017, the Town shifted the Planning and Building Department, which also included the By-law Services, to what is now known as the Planning and Development Services Department which, in turn, created a shift in the Public Works and Engineering Department which changed to the Infrastructure and Public Works Department, then later to the Operations Department.

Additionally, in 2015, the Town also established the Communications and Economic Development Department, and in 2019 established a Legal Department that later shifted to a more formal internal Legal Services Department. Previously, the Town's Solicitor was a Contract position. The Legal Services Department now includes By-law Services which was shifted from reporting to the Fire Chief within the Administration Department. Prior to reporting to the Fire Chief and Administration, By-law Services was part of the Planning and Building Department.

The previous Term of Council (2018 – 2022) wished to consider the enhancement of Customer Service and the potential for a centralized customer service model that staff believe could provide a consistent and more efficient customer service experience while also allowing for effective optimization of existing skilled, professional staff. In addition, there was also the desire to consider the establishment and implementation of a Lobbyist Registry. Neighbouring

municipalities have established and implemented such enhancements and staff suggest that these two items are excellent examples of areas to consider through this proposed review.

As outlined above, the Town has experienced a number of small, impactful realignments over the years, however, has never completed a fulsome Corporate Organizational Structure Review. As the Town continues to grow, and development continues to extend and, in some cases expand, services, staff recommend that the timing to complete this review is critical to allow for strategic decision-making and long-term planning for our community and the resources required to do so. It would also allow for more effective and efficient management, implementation, and operation of the Corporation on behalf of Council and the community.

This project would provide Council with options for consideration and assist with the understanding of financial impacts associated with these options for a new structure that provides the clarity and resources required to deliver the Leadership, Management, and Services that Council direct staff to deliver.

Clarity of the Corporate priorities and deliverables is critically important to the community and the Corporation, both at the Council and staff levels. Over the past three years, the Corporation and the community have navigated the COVID-19 pandemic very well, while taking on a variety of very important initiatives.

For the past two years, the Town has implemented a time-tracking system that requires staff to record their time and allocate it to a range of specific projects and or tasks. Included in this tracking system, staff track their vacation time, lieu time, sick time, and overtime. The ability to utilize this tracked time to determine where time is allocated, and where resources are being used will be invaluable in informing this project.

This proposed project is an opportunity to consider the overall organization and implementation of a structure that reflects and delivers the services that Council sets within the first year of its term. This is also an opportunity to consider a range of tools to enhance staff recruitment and retention. These tools would include the continuation of our working remotely models, consideration of offering four (4) day work weeks, for those positions that are appropriate, consideration of alternate hours of work, and the number of hours of work per week. These concepts are becoming more and more common in both the Private and Public Sectors and are seen as valuable tools for recruiting and retaining staff.

D. Analysis

Staff are recommending that a fulsome Corporate Structure Review (Human Resources Master Plan) be completed early in this Term of Council to provide an opportunity to establish a structure that is best suited to provide the services the community is looking for in the most effective, efficient, innovative, sustainable, and modern way.

The proposed timing of this project also aligns well with the proposed updating of the Town's existing Corporate Strategic Plan which covered 2020 – 2024.

Staff also recommend that the development of the Corporate Structure include the development of a strategic succession plan program that will ensure the Corporation is positioned well to transition staff while retaining Corporate and community knowledge and relationships. This succession planning would consider a period of 10+ years to effectively navigate the ever-changing environment and landscape municipal government often faces through upper-tier downloading while also being nimble enough to ensure the Corporation is being an effective champion for our community.

Staff have reviewed a number of Corporate Structure Reviews completed over the past 6 to 8 years. This review has included a range of larger, smaller, and similar-sized lower-tier municipalities. Staff believe that retaining the services of an outside Consultant is extremely important not only to retain the services of an expert in the field of municipal structures and service delivery but also because an external Consultant provides a neutral perspective of the organization.

As an organization, we have learned a lot about our structure through the pandemic and throughout this past Term of Council. In 2018, there was a shift toward having projects completed by internal staff instead of having external services retained through the use of consultants. Over the past four years, there has been a range of success with this concept, however, some of these projects have identified the limited amount of resources the Town has in certain areas and the range of expertise and skillsets that can impact the overall staff resourcing available to complete tasks and deliver Town services.

The question of whether the Town continues to use more of an “Internal Resource” process or considers alternatives of the “External Resources/Use of Consultants” would be a key aspect for review through this proposed project to ensure that the Organization reflects the desired style of doing business.

In addition, staff recommend that a review of the existing Employee Performance Management and Bonus Program be performed. This program was implemented through the previous Term of Council and should be reviewed and considered by the new Council. The proposed timeline allows for the 2023 Performance Management Program to be completed while allowing for a fulsome review of the program and communication plan to be executed regarding how the Organization could proceed in the future.

Staff have also identified that it is critically important for individual, confidential interviews to be completed with each member of Council and a fulsome range of management and staff.

In preparing this report, a Request for Proposal (RFP) was drafted and is ready for release pending Council approval either as a pre-approved project or through the deliberation of the 2023 Budget. Staff have also taken the opportunity to develop two project timelines for Council consideration that reflect both a pre-approved timeline and a typical budget deliberation timeline.

Estimated Time Frames

Item	With Pre-Approval (Scheduled)	Without Pre-Approval (estimated)
RFP Release Date	Dec 15, 2022	Apr 20, 2023
RFP Closing Date	Jan 17, 2023	May 25, 2023
RFP Evaluation	Jan 19, 2023	Jun 1, 2023
RFP Award	Jan 30, 2023	Jun 12, 2023
Draft Report from Consultants	Aug 2023	Jan 2024
Final Report from Consultants	Oct 2023	Mar 2024
Project Completion/Budget Considerations	Dec 2023	Dec 2024
Implementation of Recommendations	2024	2025

Staff believe that this project would provide a significant opportunity to manage change within the organization and throughout the municipality based on having a better understanding of what services this Council wishes to provide and how this Council wishes for those services to be provided.

The review would be considered on the simplest of basis being:

- What services are currently being provided by the Town of The Blue Mountains
- What services have been historically provided by the Town of the Blue Mountains
- What services are currently being provided by the County of Grey
- What services have been historically provided by the County of Grey
- What services “Must” or “Shall” be provided by municipalities
- What services “have been” or “often are” provided by municipalities
- What services are offered by “others” but could be provided by a municipality
- What services are not typically offered by a municipality but could be offered by a municipality
- What services are not typically offered by a municipality and could not be offered by a municipality

In addition to many of these points above, the review should include identifying the levels of service, and the standard of these services based on what is a legislatively required standard “Must Do” or what is Council approved but not legislatively required.

Over the past four years, a number of very important and innovative initiatives were brought forward that resulted in the Town being involved in and, in many cases, leading smaller regional

projects. Some of these initiatives included the Rural Access to Broadband Internet (RABIT) Task Force and the Joint Municipal Physician Recruitment and Retention Committee as two (2) examples. These types of initiatives are considered Corporate Initiatives and the review of recently established structures see a trend of Departments or Divisions being identified as Corporate Strategy/Initiatives Departments. Depending on the wishes of Council, this may be an option of interest to consider for The Blue Mountains.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

Creating an Organizational Structure that ensures all pillars of the Town's Integrated Community Sustainable Plan will be essential in ensuring the resourcing of these needs.

G. Financial Impacts

Staff have included a budget of $300,000 for the completion of the Human Resources Master Plan (Corporate Structure Review).

- $105,000 from General Government Development Charges
- $105,000 from Taxation
- $30,000 from Planning Studies Reserves
- $30,000 from Building Rate Stabilization Reserve Fund

- $30,000 from Development Engineering Reserve

H. In Consultation With

Senior Management Team

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer at cao@thebluemountaions.ca.

J. Attached

1. 2022 Budget Sheet

2. Existing Corporate Structure

Respectfully submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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519-599-3131 extension 234

Report Approval Details

Document Title:	FAF.22.162 Pre-Approval to Initiate a Municipal Service Delivery Review and Human Resources Master Plan.docx
Attachments:	- Attachment-1-2022-Budget-Sheet.pdf - Attachment-2-Existing-Corporate-Structure.pdf
Final Approval Date:	Nov 21, 2022

This report and all of its attachments were approved and signed as outlined below:

Shawn Everitt - Nov 21, 2022 - 10:47 AM

Corporate Administration

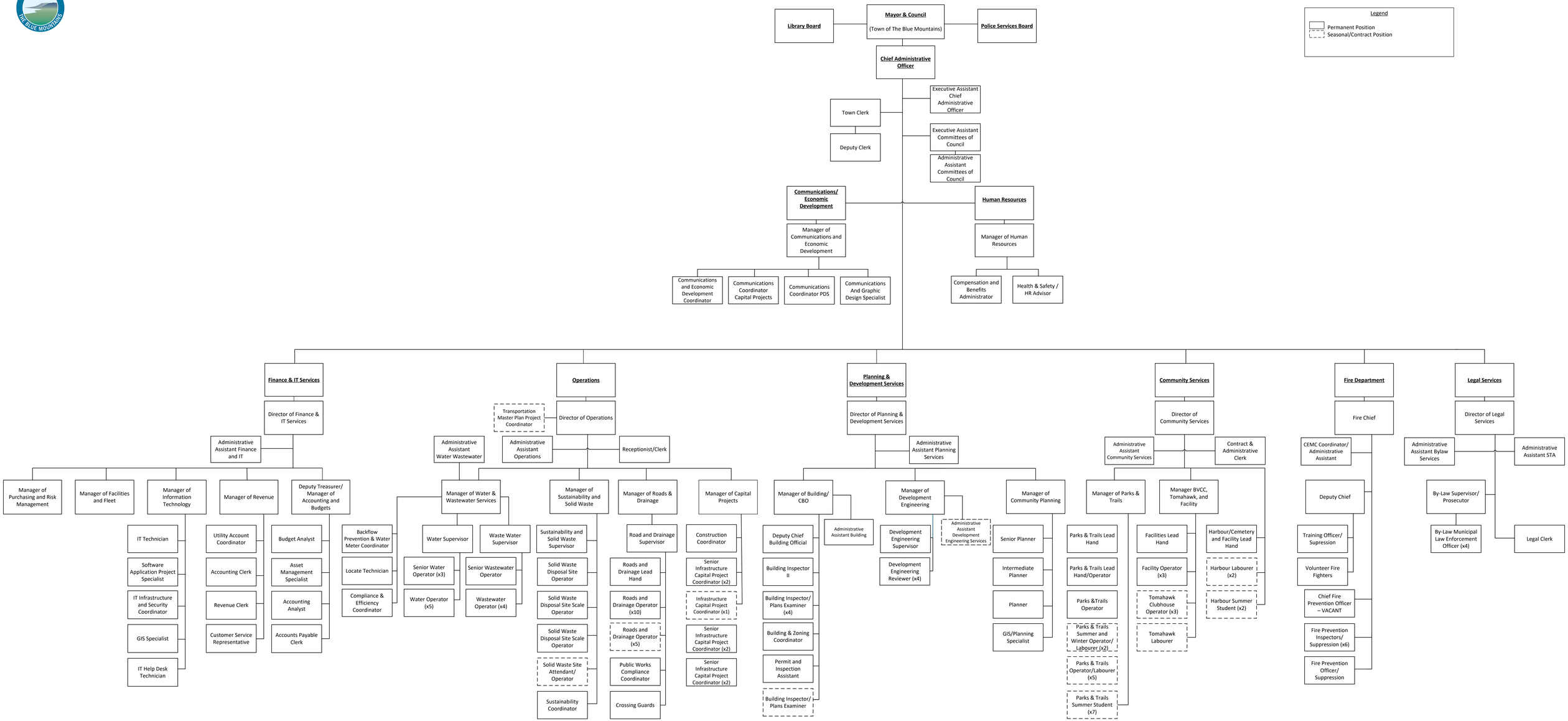
Project	Comprehensive Road Needs Study
Lead Department	Operation – Roads and Drainage
Budget	$ 150,000 Consulting
Funding	$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund $ 105,000 Taxation **$ 150,000 Total Funding**

Project	Human Resource Master Plan
Lead Department	Administration - Human Resources
Budget	$ 200,000 Consulting
Funding	$ 100,000 General Government Development Charges $ 100,000 Taxation **$ 200,000 Total Funding**

Project	Growth Management Strategy
Lead Department	Planning and Development Services – Planning
Budget	$ 110,000 Salaries and Benefits (Contract) $ 150,000 Consulting **$ 260,000 Total Budget**
Funding	$ 260,000 General Government Development Charges

Total Projects:	7
Total Budget:	$ 865,000
Total Funding by Source:	$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund $ 82,500 Planning Studies Reserve $ 100,000 Various Asset Replacement Reserve Funds $ 245,000 Taxation $ 392,500 General Government Development Charges **$ 865,000 Total Funding**

2024 Studies and Plans

Project	Strategic Plan
Lead Department	CAO
Budget	$ 75,000 Consulting
Funding	$ 75,000 General Government Development Charges

FAF.22.162
Attachment 2