



Pesce & Associates  
HUMAN RESOURCES CONSULTANTS

# Town of Kingsville Organizational Review Council Presentation

SEPTEMBER 21, 2020



# Organizational Review

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Council Presentation  
September 21, 2020

## AGENDA

1. Project Overview
2. Stakeholder Engagement
3. Jurisdictional Scan
4. Current State Assessment
3. Future State Recommendations
4. Facilities Review



## Project Overview

## Project Mission

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To partner with the Town of Kingsville to conduct a review of the organizational structure and departmental service responsibilities to project future staffing requirements that will support the operations in being responsive, coordinated and accountable, as well as to complete a review of Council remuneration and workplace needs.

## Project Success

- Review of the current organizational structure and alignment of departmental service responsibilities.
- Identification and projection of staffing needs for the next 5-10 years with recommended organizational structure.
- Overview of current physical workplace locations.
- Recommendations related to identified and projected workplace needs.
- Recommendations for amendments to the Remuneration and Expense for Council and Local Board policy and Convention and Conference and Other Expenses policy.

## In Scope

- Review and evaluate the current organizational structure and staffing.
- Provide commentary on external trends and legislative requirements facing municipalities.
- Complete a benchmark comparison of the structure and staffing to other similar sized municipalities.
- Make recommendations related to the organization of resources to establish appropriate staffing levels, clarify roles and responsibilities of management, improve service and strengthen communication.
- Make recommendations related to the continued, amalgamated or discontinued use of existing facilities for Council and Municipal administration and operations.
- Complete market review of Council remuneration and expenses with recommendations for adjustments to remain in line with comparators.

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## Out of Scope

- Implementation of the recommendations.
- New job descriptions.

# Project Approach



<ul style="list-style-type: none"> <li>Project Setup &amp; Planning</li> <li>Kick-Off Meeting</li> <li>Discovery, Data and Documentation Review</li> </ul>	<ul style="list-style-type: none"> <li>Develop stakeholder consultation framework</li> <li>Design engagement materials and proposed approach</li> <li>Stakeholder consultation</li> </ul>	<ul style="list-style-type: none"> <li>Determine comparators</li> <li>Complete market survey</li> <li>Review policies</li> <li>Report with recommendation for changes to policies and remuneration</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of operational structures</li> <li>Assessment of workspaces</li> <li>Gap analysis</li> <li>Presentation of current state assessment report</li> </ul>	<ul style="list-style-type: none"> <li>Confirm guiding principles</li> <li>Options design and validation</li> <li>Recommendations and high-level implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Prepare Draft Report</li> <li>Present draft report to CAO and Council</li> </ul>	<ul style="list-style-type: none"> <li>Finalize implementation plan</li> <li>Final report</li> <li>Knowledge transfer and project closeout.</li> </ul>
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## OUTPUTS

<ul style="list-style-type: none"> <li>Scope of project &amp; deliverables clear</li> <li>Communication &amp; Reporting Plan Complete</li> <li>Agreed project plan</li> </ul>	<ul style="list-style-type: none"> <li>Agreed approach to stakeholder engagement</li> <li>Stakeholder engagement complete</li> </ul>	<ul style="list-style-type: none"> <li>Identification of comparators</li> <li>Market survey report and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Analysis completed</li> <li>Current state report</li> <li>Presentation</li> </ul>	<ul style="list-style-type: none"> <li>Proposed structure</li> <li>Recommendations</li> <li>Implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Draft report</li> <li>Presentation of draft report</li> </ul>	<ul style="list-style-type: none"> <li>Final report</li> <li>Knowledge transfer/project complete</li> </ul>
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To complete the current state assessment, we reviewed all relevant documentation and conducted stakeholder interviews with individuals in the following positions:

## Council

- Mayor, Nelson Santos
- Deputy Mayor, Gordon Queen
- Councillor, Kimberly DeYong
- Councillor, Tony Gaffan
- Councillor, Laura Lucier
- Councillor, Thomas Neufeld
- Councillor, Larry Patterson

## Staff

- Fire Chief
- Fire Administration
- Firefighters
- Parks and Recreation Staff
- Recreation Staff
- Parks and Recreation Manager

## Staff (cont'd)

- Public Works Staff
- Chief Administrative Officer
- Office Support
- IT Services
- CAO Administrative Team
- Buildings Staff
- Chief Building Official
- Deputy Clerks
- Director – Corporate Services
- Director – Financial Services
- Director – Municipal Services
- Finance Staff
- HR Manager
- Manager of Planning Services
- Managers and Supervisors
- Programs Manager

To complete the jurisdictional scan, we reviewed the organizational structures of the following similar sized municipalities and considered these structures in the development of the future state recommendations:

<b>Municipal Comparators</b>	<b>Population</b>	<b>Total Dwellings</b>
Town of Kingsville	21552	8359
Town of Amherstburg	20427	8694
Municipality of Strathroy-Caradoc	20867	8455
Township of Uxbridge	21176	7946
City of Owen Sound	21341	9630
Town of Collingwood	21793	11618
Town of Essex	21936	8951
Town of East Gwillimbury	23991	8279
Municipality of Leamington	27595	10726
Township of Centre Wellington	28191	11499



# Summary of Current State Assessment

The following strengths were noted during the current state assessment:

1. Very dedicated staff who enjoy working for the Town. Committed to evolving with the community as it experiences unprecedented growth and attracts residents from large urban centres, who have a higher level of expectation for provision of services.
2. The Town environment is a welcoming, supportive one. Has a team/family feel to it.
3. Town Council recognizes the need for a review of the service model to ensure staff are positioned appropriately and supported in a manner which allows them to continue to provide a high level of service during a period of growth.
4. The Town of Kingsville is growing in population and number of households. There are significant opportunities for economic development. The growth has a positive impact on the financial outlook for the Town.
5. Staff are very engaged in the organizational review process and appreciate the opportunity to provide input.

The high-level assessment and review of the Town resulted in findings and observations categorized by the following six themes:

- 1 Culture** An evolving culture comprised of committed staff, dedicated to provision of services and implementing service improvements, feeling pulled in many directions.
- 2 Services** The Town would like to continue to provide a high level of service but are experiencing the challenges of higher expectations for service from new residents moving to the area and limited financial resources to fund needed staff resources.
- 3 Processes** A lack of knowledge and/or adherence to policies and processes inhibits the efficiency and communication between departments, and between Council and Town staff.
- 4 Structure and Staffing** The organizational structure and staff resources of the Town function well but are not optimally aligned to deliver the services of the Town in the most efficient and effective way.
- 5 Staff Development and Retention** Staff are dedicated to their roles and are committed to evolving with the community but feel overworked and undervalued. Opportunities for development are limited.
- 6 Communication** Communication between departments and between levels within the organization are not formalized and employees possess different levels of knowledge.



## Future State Recommendations

The following principles were applied during development of the future state design:

1. Focus on roles required for the Town and not capabilities of current staff.
2. Assess and confirm roles and reporting relationships that promote clear accountability and provide improvements to current reporting relationships.
3. Consider organizational structure of similar sized municipalities.
4. Ensure required service standards and legislative requirements are met.
5. Assess contracted out services for cost effectiveness/efficiency providing recommendations on what can be done in-house versus outsourced.
6. Consider strategies required to support structure, processes and services over the next 5 – 10 years.

The following summarizes the high-level recommendations categorized by the following six themes:

- 1 Culture**  
Implement employee engagement programs and processes that assist in maintaining the supportive culture within the organization. One that is open to change and supportive in implementation of changes.
- 2 Services**  
Conduct an efficiency/service review to optimize capabilities and opportunities in order to provide enhanced service to rate payers.
- 3 Processes**  
Impart training and encourage adherence to existing and new policies and processes for communication and technology usage. Review opportunities to move paper-based processes to automated.
- 4 Structure and Staffing**  
Implement an organizational structure that is optimally aligned to deliver the services of the Town in the most efficient and effective way, with the positions and resources necessary to meet community service needs.
- 5 Staff Development and Retention**  
Focus efforts on building capacity among the existing staff and identify future leaders as part of ongoing staff development program.
- 6 Communication**  
Create a communications strategy that centralizes all communications corporately and provides information to staff and the community in a timely and consistent manner.



## Facilities Review

## Current State Assessment

- The majority of the workspace in the Town Hall building is occupied. There is not much room for additional staff.
- Office space at the arena is full though there is a Committee room that could be changed into office space.
- The Carnegie Centre has a basement that is currently being rented to the BIA.
- Building layout in Town Hall building leaves some office staff in open areas, which they have indicated makes it difficult to focus on detailed work.
- However, most staff at the Town Hall have their own individual office.
- Supervisor, Public Works is only management person without their own office.
- Building Inspectors and By-Law Officers are scattered throughout Town Hall and are not in an area together. Many are occupying an office on their own when much of their time is spent out of the office.
- Interactions with the public are held in the open which makes front line Office Support staff feel unsafe.

## Future State Recommendations

- Build glass around the front desk reception at Town Hall.
- Ensure appropriate privacy barriers are up in the open space areas for Office Support staff.
- By-Law Officers and Building Inspectors share offices. i.e. two per office. Move them all to the offices in the Development and Planning area of Town Hall.
- Convert Committee Room at Arena into Offices to house the Manager of Recreation and Manager of Facilities and Properties. Bring Recreation and Facilities together due to interconnectedness of work.
- Base Tourism and Economic Development out of the Carnegie Centre with part-time Tourism Customer Service Representative at a counter and Tourism & Economic Development Officer office in the basement with the BIA.
- Develop the Building and Planning entrance to be the one stop shop for building, planning and inspections. Ensure wayfinding that directs inquiries / in-person to this area.
- Build offices in the Public Works building behind Town Hall to house the Supervisor Public Works and Drainage and Inspection Supervisor.

# Questions



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