Clarington

Staff Report

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Report To:	Council		
Date of Meeting:	December 9, 2019	**Report Number:**	CAO-016-19
Reviewed By:	Andrew C. Allison, CAO	**Resolution#:**	
File Number:		**By-law Number:**	
Report Subject:	Organizational Structure Review		

Recommendations:

1. That Report CAO-016-19 be received;

2. That the Organizational Structure Review prepared by Grant Thornton LLP dated December 4, 2019, Attachment 1 to Report CAO-016-19, be received;

3. That the CAO report back at the February 18, 2020 General Government Committee meeting with a proposed implementation plan; and

4. That the Clarington Board of Trade and Office of Economic Development be advised of Council's decision.

Report Overview

On July 2, 2019, Council directed staff to apply to the Provincial Audit and Accountability Fund for an Organizational Structure Review. Our application was successful. Grant Thornton LLP was retained to conduct the review. This report presents Grant Thornton's report and recommends that staff provide a proposed implementation plan to the General Government Committee on February 18, 2020

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1.   Background

Organizational Structure Review Process

1.1.   Through [Report FND-021-19](), staff were directed to undertake an organizational structure review provided funding was received under the Province's Audit and Accountability Fund. Due to time constrains, Council directed staff to sole source the contract if the funds were awarded. The Municipality's application was successful in the amount of $150,000. Grant Thornton LLP was engaged to undertake the review.

1.2.   In accordance with the funding agreement with the Province, a draft of Grant Thornton's Organizational Structure Review was filed with the Ministry of Municipal Affairs and Housing on November 29, 2019. Attached to this report (Attachment 1) is a copy of their final report dated December 4, 2019. As required by the Province, a copy of this report has been posted on our website.

1.3.   In order to inform their recommendations, Grant Thornton prepared a Current State Assessment (Attachment 2). The Assessment provided an overview of the current state of the Municipality's organizational structure, a comparative analysis for benchmarking with six comparable municipalities, feedback on perspectives of departmental performance, and perceived areas of improvement from staff and Council.

1.4.   Once the Current State Assessment was complete, Grant Thornton performed an analysis based on six specific areas of impact (cost savings) and what they termed a 4P analysis (Purpose and Strategy, People and Culture, Process and Finances, and Performance and Measurement). This resulted in 30 recommendations with a high level implementation outline.

2.   Going Forward

2.1   Grant Thornton's report presents a total of 30 recommendations for organizational restructuring. It identified the potential for estimated cost savings and efficiency improvements valued at between $2.5 and $4.2 million.

2.2   Not all of the identified cost savings and efficiencies will be realized immediately as some synergies and efficiencies will take time to attain. It is also important to note that there may be costs associated with the implementation of some of the recommendations.

2.3   There is considerable information in the report that staff will need time to review in order to provide Council with a recommended implementation plan. For example, for each of the 30 recommendations, staff will need to consider financial implications (i.e. impact on the municipal budget, possible sources of future funding to assist with the implementation), human resource issues (e.g. collective agreement implications, pay equity), physical space requirements, functional analyses of impacted positions, realistic timeframes for implementation and, most importantly, input from impacted staff.

2.4   It is important to note that having a detailed plan for implementation will be key to our success in realizing the potential efficiencies from the recommendations. It will allow us to ensure that the rollout is done efficiently and respectfully of all involved, and work to limit potential challenges down the road. Research shows that this type of detailed planning is vital regardless of the size or scope of changes proposed.

2.5   As we move forward toward implementation, staff will explore potential funding assistance through the additional monies made available in the Audit and Accountability Fund. Staff will provide clarity around our potential eligibility at the February 18 GGC meeting.

3.   Conclusion

It is respectfully recommended that Council receive the Organizational Structure Report prepared by Grant Thornton LLP dated December 4, 2019 and direct that the CAO report back at the February 18, 2020 General Government Committee meeting with a proposed implantation plan.

Staff Contact: Andrew Allison, Chief Administrative Officer, 905-623-3379 ext 2002 or aalliston@clarington.net.

Attachments:

Attachment 1 – Organizational Structure Review, Grant Thornton LLP, December 4, 2019

Attachment 2 – Current State Assessment, Grant Thornton LLP, November 13, 2019

The following interested party will be notified of Council's decision:

Clarington Board of Trade and Office of Economic Development

Grant Thornton

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Municipality of Clarington Organizational Structure Review

Recommendations and Implementation

Final Report
December 4, 2019

Contents

Executive summary

In August 2019, Grant Thornton was retained by the Municipality of Clarington to provide an organizational structure review. As per the Provincial Audit and Accountability funding guidelines, the draft report submission is to be presented to the provincial government on or before November 30, 2019, by the Municipality of Clarington.

The purpose of this engagement was to perform an Organizational Structural review and to make recommendations that may re-align overall and/or department level structures in an effort to achieve savings as a result of efficiency gains from improved collaboration, effective change management, employee engagement and the implementation of key performance indicators.

During the August 2019 to November 2019 timeframe, Grant Thornton followed a structured review process. This included the following components:

> 1) Formal departmental, council and union stakeholder interviews
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> 2) An Ontario based municipality written benchmarking exercise (6 respondents)
>
> 3) A Municipality of Clarington all staff on-line survey (128 respondents)
>
> 4) Budget review
>
> 5) Existing Departmental Structure review
>
> 6) Strategic Initiative report/s review

As a result of gathering and analyzing the above information, in October 2019, Grant Thornton provided an interim report (attached as an appendix to this final report), detailing the current state assessment of the Municipality of Clarington's Organizational Structure and a summary of the benchmarking. This interim report also included departmental feedback on perspectives of departmental performance and perceived areas of improvement from staff and council.

This final report includes 30 recommendations and the rational supporting each recommendation. The goal of the recommendations is to achieve quantifiable cost savings, where productivity, attrition and overtime data was made available, sourced and identified. Productivity gains and resulting cost savings have been expressed as a range at the recommendation level where applicable.

Maintaining existing constituent and primary departmental services was considered mandatory in the recommendation evaluation process. All recommendations were made with this principle top of mind.

Many operational structural re-alignment recommendations identified productivity gains and cost savings. The gains were a result of different factors, including collaboration, staff engagement and workflow alignment, all of which have a positive impact on productivity and resulting cost savings.

Within the 30 recommendations, indirect gains and cost savings opportunities have been identified that stem from leveraging existing Municipality of Clarington initiatives and best practices found effective within other Municipalities and industry knowledge in general.

This is further illustrated within this report including benefits from performance management, workflow automation, human capital management and the introduction

of Key Performance Indicators - productivity level metrics at the departmental and staff levels.

Given the nature of this engagement and the opportunity to present organizational structure re-alignment recommendations, effective change management and departmental management best practices are required in an effort to realize the maximum potential savings over time.

This report has been written to deliver clear and logical recommendations with associated quantifiable financial benefits. It is not the intent of this report to observe realized cost savings by implementing all recommendations at once. As a result, this final report includes a phased approach to implementing the recommendations over time.

1.0 Report Overview

1.1 Authorship

This Final Report is prepared by Grant Thornton LLP (Grant Thornton) for the Municipality of Clarington's Organizational Structure Review. This report is based on information and documentation that was made available to Grant Thornton prior to the time of drafting the report. Much of the information was gathered from interviews with and documents provided by the Municipality of Clarington and members of its staff. As such, Grant Thornton assumes no responsibility and makes no representations with respect to the accuracy or completeness of any information provided to us. We are not guarantors of the information that we have relied upon in preparing our report, and except as stated, we have not attempted to verify any of the underlying information or data contained in this report. It is understood and agreed that all decisions in connection with the information as presented in this report shall be the responsibility of, and be made by, the Municipality of Clarington.

1.2 Document Purpose

The purpose of this document is to present our organization structure review findings and recommendations to the Municipality of Clarington. Moreover, this report will also be shared with the Government of Ontario and posted publically, as is required by the Provincial Audit and Accountability Fund. This report is not to be used for any other purpose, and we specifically disclaim any responsibility for losses or damages incurred through use of this report for a purpose other than as described. Grant Thornton does not assume responsibility for, or provide any guarantee of achieving, any dollar estimates of cost savings.

1.3 Background

The Municipality last underwent an organizational structure review in 2000. After almost 20 years, in an effort to be in line with best practices, and as a result of the availability of the Audit and Accountability Fund, there is opportunity to identify areas to improve efficiency and effectiveness. Since the review in 2000, the Municipality's population has grown over 35%. During this time, the Municipality has experienced senior level retirement and internal turnover, creating the opportunity for a complete and independent review. With a 2011 – 2016 growth rate of 8.8%[1], the Municipality of Clarington is experiencing significant urban growth.

The Municipality of Clarington has received funding for this review from the Provincial Audit and Accountability Fund. The Province of Ontario is providing financial support to municipalities willing to engage a third party to find cost savings in the delivery and structure of municipal programs.

1.4 Objectives

This organizational structure review is intended to improve the internal and external understanding of the organizational structure of the Municipality. The organizational structure review recommendations will include opportunities for improving efficiency through modifications to the organizational structure while maintaining existing services and staffing levels.

The Municipality should be prepared to maintain service levels despite growing demands. In order to provide sustainable recommendations that position the Municipality well in the future,

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[1] https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E

this review will look at the organizational design structurally, independent of personalities and individual strengths.

The outcome of this review is to ensure that the Municipality of Clarington's organizational structure supports effective and efficient service delivery, administrative performance and sustainability, today and into the future.

1.5   Scope

The scope of this review is to examine the Municipality of Clarington's organizational structure and "provide specific and actionable recommendations for cost savings and improved efficiencies" (quoting from the Audit and Accountability Fund Program Guidelines). This review therefore focuses on making implementable and sustainable recommendations to maximize efficiencies, improve service delivery and drive administrative savings as a result of improved collaboration, effective change management, employee engagement and the implementation of key performance indicators.

Out of Scope

The following areas are outside of the scope of this review, but have ties to and interdependencies with some aspects of our recommendations:

- Department level organization
- Individual level roles and responsibilities
- Process mapping of functions
- Service delivery of Economic Development
- Outside boards, agencies or other organizations

1.6   Approach

Figure 1.0: Overview of Project Methodology

Project Mobilization → Current State Assessment → External Benchmarking → Analysis & Recommendations → Final Report
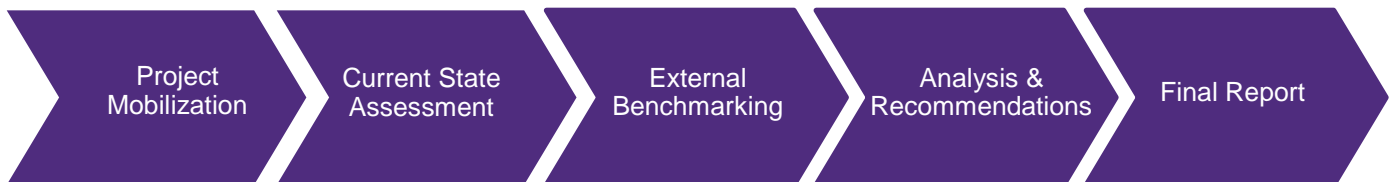
Having a clearly set methodology provides both transparency in our report and objectivity in our analysis, stakeholder engagement, and layers of control to build in redundant re-evaluation of options by a cross-functional team.

A current state assessment of the Municipality of Clarington's organizational structure was conducted to understand and assess each department's internal functional structure. This included consultations with key stakeholders, an online survey for all Municipal staff and a review of background documentation. A comparative analysis of the organizational structures of similar municipalities was also completed. The comparative analysis included a benchmark survey of peer municipalities to gather insight into Municipal organizational structure and departmental budgets. The peer municipalities that were benchmarked are: Pickering, Chatham Kent, Whitby, Milton, Burlington and Kitchener.

The current state assessment and benchmarking summary (see appendix B) provide a summary of our observations of the Municipality's organizational structure and a comparison of structure and budget to six peer municipalities.

Services for further analysis and benchmarking were selected based on indicators such as functional ownership and task accountability, duplication of efforts, clarity of roles and responsibilities, opportunities for process efficiencies, history of departmental consolidation, service level considerations and departmental expenditure as a percentage of the overall Municipal budget.

The collated current state data was analyzed in a performance framework, which included areas for improvement from the 4P framework (Purpose, People, Processes and Performance). The 4P analysis used the following perspectives to categorize opportunities for improvement:

- Purpose and strategy: defines the relationship between the desired outcomes and practices pertaining to the Municipality's organizational structure (P1).

- People and culture: opportunities pertaining to the Municipality's organizational structure, roles and responsibilities, culture dynamics, and communication procedures (P2).

- Processes and finances: includes opportunities as they relate to approaches and processes to provide services and programs, including responses to bottlenecks, inconsistences, cost reductions, and identification of areas that work well (P3).

- Performance and measurement: includes pragmatic data and statistics to gauge services and support continuous performance improvement (P4).

Recommendations (see section 2.0) were formulated based on the following criteria:

- Following best practices based on the literature, available case studies, industry knowledge and the benchmarking of peer municipalities.

- Balancing the size and responsibilities of each department.

- Aligning functions, departmental priorities and departmental expertise to create a structure that will streamline process and promote productivity.

- Creating structural opportunities for improved communication and collaboration.

- Benefits and challenges of hierarchical versus flat organizational structures.

- Opportunities and challenges from centralized and decentralized approaches to functional alignment.

- Outsourcing considerations for non-core competencies and specialized functions to find efficiencies.

- Reviewing current budgets.

Cost savings (see section 3.0) were calculated, where possible, based on the available data, and are grouped into five areas of impact:

- Restructuring – cost savings where vacant positions do not need to be filled

- Productivity – cost savings from improved productivity, implementation of Key Performance Indicators (KPI)

- Collaboration and Communication – cost savings from increased workforce engagement

- Human Capital Management and Performance Management – cost savings from implementation of formal leadership coaching, training, performance management evaluation (all staff)

- Workflow Automation – cost savings from use of tools and software to automate certain functions and processes

- Outsourcing – cost savings achieved by outsourcing of specialized services

2.0 Recommendations

Table 1.0 provides a listing of our recommendations, indicating the departments directly impacted, the type of recommendation, area of cost savings and 4P analysis categorization.

Table 1.0: List of recommendations

Legend of Area of Impact (cost savings):

R = Restructuring

P = Productivity

C & C = Collaboration and Communication

HCM & PM = Human Capital Management and Performance Management

WA = Workflow Automation

O = Outsourcing

Legend of 4P Analysis:

P1 = Purpose and Strategy

P2 = People and Culture

P3 = Processes and Finances

P4 = Performance and Measurement

	Recommendation	Department(s) Impacted	Type of Recommendation	Area of Impact (cost savings)	4P Analysis
1	Combine Office of the CAO with Mayor and Council administrative support to form Executive Services	CAO, Mayor and Council	Restructuring	R, HCM & PM	P3
2	Move Tourism from CAO to Community Services	CAO, Community Services	Restructuring	P, C & C	P3
3	Move Climate Change from CAO to Planning and Development	CAO, Planning and Development	Restructuring	P, C & C	P3

	Recommendation	Department(s) Impacted	Type of Recommendation	Area of Impact (cost savings)	4P Analysis
4	Add Legal to Corporate Services department	Legal, Corporate Services	Restructuring	P, C & C	P3
5	Add Clerk to Corporate Services department	Clerk, Corporate Services	Restructuring	P, C & C, HCM & PM	P3
6	Move Accessibility Coordinator from Clerk to Community Services	Clerk, Corporate Services	Restructuring	P, C & C	P3
7	Move oversight of Volunteers from Community Services to Human Resources	Community Services, Corporate Services	Restructuring	P, C & C	P3
8	Outsource Animal Services	Clerk	Restructuring	O	P3
9	Move Purchasing from Corporate to Finance	Corporate Services, Finance	Restructuring	P, C & C, WA	P3
10	Create centralized Customer Service	Corporate	Restructuring	WA	P3
11	Create a Public Works department	Engineering and Operations	Restructuring	R, P, C & C, HCM & PM	P3
12	Move all Facility & Park Design, Construction and Maintenance to Public Works	Public Works, Community Services	Restructuring	*Included in R12 savings*	P3
13	Move Crossing Guards from Planning to Public Works	Planning, Public Works	Restructuring	P, C & C	P3
14	Move field booking from Operations to Community Services	Operations, Community Services	Restructuring	P, C & C	P3

	Recommendation	Department(s) Impacted	Type of Recommendation	Area of Impact (cost savings)	4P Analysis
15	Move Building Services (CBO) from Engineering to Planning and Development	Engineering, Planning and Development	Restructuring	P, C & C	P3
16	Move Development Approvals from Engineering to Planning and Development	Engineering, Planning and Development	Restructuring	P, C & C, WA	P3
17	Possibility to Outsource Forestry	Operations	Other	*N/A*	P1, P3
18	Review of Snow Removal	Operations	Other	*N/A*	P1, P3
19	Create a Planning and Development department	Planning, Engineering	Restructuring	*Divided into R15 and R16*	
20	Create formal Economic Development communication link between Planning and Clarington Board of Trade	Planning and Development	Restructuring	*N/A*	P1, P3
21	Move Cemetery administration from Clerk's to Community Services	Clerk, Community Services	Restructuring	P, C & C	P3
22	External review of Emergency and Fire Services	Emergency and Fire Services	Other	*N/A*	P1
23	Formalize process for Performance Evaluation	All, Corporate Services	Human Capital Management	HCM & PM	P1, P2, P4
24	Create role for in-house training	All, Corporate Services	Human Capital Management	HCM & PM	P1, P2, P4
25	Formal Human Capital Management (leadership training,	All, Corporate Services	Human Capital Management	HCM & PM	P1, P2

	Recommendation	Department(s) Impacted	Type of Recommendation	Area of Impact (cost savings)	4P Analysis
	performance management) process				
26	Implement Key Performance Indicators	All, Corporate Services	Productivity Improvement	P, HC & PM	P1, P4
27	Formalize support/processes for departmental and team level communication	All, Executive Services	Productivity Improvement	C & C	P1, P2, P4
28	Review of department level structure	All	Productivity Improvement	R, P, C & C	P1, P2
29	Process improvement initiatives (lean methodology)	All	Process Improvement	P, WA	P4
30	Workflow automation	All, Corporate Services	Process Improvement	WA	P1

2.1   Restructuring

2.1.1   Executive Services

Recommendations
Combine Office of the CAO with Mayor and Council administrative support to form Executive Services (R1)
Move Tourism from CAO to Community Services (R2)
Move Climate Change from CAO to Planning and Development (R3)

Recommended Corporate Agenda
The Executive Services Department will provide administrative support for the Mayor, Council and the Chief Administrative Officer (CAO). The Mayor and Council provide oversight to the Municipality. The CAO is responsible for the administration of the corporation, including strategic planning, corporate policies, and communication.

Impact
Aligning the administrative support resources of the Mayor and Council with the Office of the CAO will achieve some efficiencies while providing the Office of the CAO with some support.

There is a strong link between successful administration (of the organization) and communications (to the organization). Keeping a strong link between Executive Services and the Communications Team will ensure alignment and support effective execution of strategic

initiatives. Streamlining this department will help create capacity for communications to support change management and interdepartmental communication structures. The placement of Tourism will be clarified in the Community Services section (see section 2.1.6).

In an effort to align functions and expertise, the Climate Change Coordinator will be moved to Planning and Development (see section 2.1.5 for further explanation). The Corporate Policy Analyst position will stay under the CAO to ensure alignment and responsiveness to the overall corporate needs. Depending on future decisions regarding the permanence of this position, future consideration should be given to the breadth and scope of its functions, with the potential to support specific departmental policy needs.

Timeline
The creation of an Executive Services Division and subsequent internal reorganization can all happen immediately. Moving the Tourism team over to Community Services and the Climate Change Coordinator to Planning and Development can occur within the next year, dependent upon the preparation of these two departments.

2.1.2 Corporate Services

Recommendations
Add Legal to Corporate Services department (R4)
Add Clerk to Corporate Services department (R5)
Move Accessibility Coordinator from Clerk to Community Services (R6)
Move oversight of Volunteers from Community Services to Human Resources (R7)
Outsource Animal Services (R8)
Move Purchasing from Corporate Services to Finance (R9)
Create centralized Customer Service (R10)

Recommended Corporate Agenda
The Corporate Services department will provide internal support services (Human Resources, Information Technology, Legal, Clerk) to the Municipality, as well as provide oversight for a centralized external Customer Service division. The Human Resources portfolio will include performance management, training and corporate education, payroll and volunteer oversight and administration.

Impact
The addition of a formal performance management process will support the implementation and management of key performance indicators including productivity and service level metrics. The move to support in-house training will achieve efficiencies and long term cost savings while contributing to overall performance and staff engagement. Although specific training areas must be coordinated with each department, having HR oversight will help create alignment and reduce duplication between departments.

The Information Technology portfolio underwent a strategic planning initiative in 2017 that set out a number of IT projects and investments for 2017 – 2022. Within the current and planned capabilities of the Municipality's information technology infrastructure, there may be options to

streamline processes (i.e. fewer POS stations) or bolster functions (i.e. full use of current Great Plains modules and additional modules) to support business development. As organizational structure changes are made, our recommendation is to examine all affected business procedures for opportunities to automate workloads and streamline process. For example, the adoption of an e-requisition option to work with Great Plains, or even just to scan to pdf for ease of approval/sign off on Purchase Orders and Invoices. (Please see section 2.3 for further discussion and considerations.)

Purchasing as a function relies on clear communication and collaboration between corporate, legal, finance and the department requesting the purchase or procurement. Further explanation of the recommendation to move the Purchasing portfolio to Finance is described below in section 2.1.3.

Moving the Legal department (solicitor and law clerk) to Corporate Services will improve working relationships with cross-functional areas and facilitate further legal oversight for projects. Consideration should be given to the Solicitor's role/oversight on contracts and the contracting process with the potential to assume some responsibility for this portfolio.

Moving the Clerks department to Corporate Services will allow for shared management, oversight, and future realignment of functions. Once the Corporate Services department is realigned, there may be opportunities at the portfolio level (i.e. Clerks, Legal, HR, IT) to realign functions to further streamline.

Our recommendation is that animal services be outsourced to a provider within the region. The Municipality of Clarington is currently providing a high quality animal control service; however, there may be opportunities to focus or streamline service offerings and animal services could be efficiently and effectively delivered by an external provider.

Based on our findings from the current state assessment and peer benchmarking, we recommend a centralized approach to customer service. Please see section 2.4 for further explanation of this recommendation.

Timeline
The Corporate Services recommendations will require significant coordination and organization between all portfolios and should be phased incrementally.

2.1.3   Financial Services

Recommendations
Move Purchasing from Corporate to Finance (R9)

Recommended Corporate Agenda
The Finance Department will be responsible for all financial activities of the Municipality, including Accounting Services, Budget, Taxes, Capital Asset Management, Long Term Planning/Purchasing and oversight of Internal Audit.

Impact

Adding the Purchasing function to this department is recommended so that efficiencies may be achieved through streamlining processes and the number of process owners. Purchasing is an area that requires strong collaboration and timely completion of activities. The Finance department will be responsible for this process and its link to creating/completing purchase orders but will work with all departments where needed. There are likely synergies in terms of process improvements that can be realized through both the overall purchasing and purchase order processes; a number of efficiencies will exist through workflow automation in the purchasing process.

Department-level structural reorganization is out of scope for this project, however, consideration should be given to the structure of this department, with a focus on aligning roles/titles to the areas of focus: i) long term planning and capital asset management, ii) accounting, tax and budget, iii) purchasing and iv) internal audit. The adoption of the right technology should lead to some streamlining of current process and create capacity for formal long term planning, budgeting and policy analysis. Future consideration can be given in terms of the composition of these teams, with a potential opportunity for training and development of staff members to increase expertise in the area of long term planning.

Internal Audit is an important function within the Municipality. It is recommended that the Finance department be responsible to provide support, data and some oversight. From an internal audit best practice and controls perspective, the Finance department will report up to an audit committee or board which will include external representation providing an objective unbiased review and oversight function.

Timeline

R9 can be implemented in Year 1, dependent on the physical space and technology needs of moving the Purchasing team into the Finance department. Regardless of the physical location of this team, all future purchasing process changes should be made in accordance with this new reporting structure.

2.1.4 Public Works

Recommendations

Create a Public Works department (R11)
Move all Facility and Park Design, Construction and Maintenance to Public Works (R12)
Move Crossing Guards from Planning to Public Works (R13)
Move field booking from Operations to Community Services (R14)
Move Building Services (CBO) from Engineering to Planning and Development (R15)
Move Development Approvals from Engineering to Planning and Development (R16)
Possible Outsourcing of Forestry (R17)
Review of Snow Removal (R18)

Recommended Corporate Agenda

Public Works will oversee all engineering and operations functions.

Impact

Bringing together the Engineering and Operations Departments is an important step to streamline design, construction and maintenance procedures and functions. As a single department with one budget, Engineering and Operations will be able to make more effective decisions about maintenance work, appropriately deploy the required resources and have full control of the criteria for and schedule of construction and maintenance work. This will result in cost savings as priorities can be aligned to optimally manage and maintain infrastructures while efficiently deploying resources.

The Municipality has initiated a project to build a new recreation facility in south Bowmanville. The Community Services department has invested a significant amount of time and effort into the design and planning for this new recreation facility. Community Services has overseen all past recreation facility construction. If the grant funding is successful and the project advances, this construction project would need to be factored into the implementation plan for the organization restructuring.

Within the Public Works department, functions should be realigned between the engineering and operations managers to streamline the decision making and functional processes. Based on functional roles and expertise, our recommendation is that all of the design and construction is owned by engineering and all maintenance and labour be owned by operations. All urban and rural road maintenance and design will fall under Public Works; Engineering and Operations will need to work together closely to ensure alignment on the design (engineering) and maintenance (operations) functions. Traffic, inclusive of crossing guards, should be the responsibility of the operations portfolio. Snow removal and fleet maintenance will be the responsibility of operations. The booking of fields and outdoor spaces will become the responsibility of the Community Services department (see section 2.1.6 for further explanation).

Building Services (Chief Building Official) and Development Reviews (Development Manager and Park Development Manager) will move to the Planning and Development department. By grouping all planning, development approval and review functions, the strengths of each team can be leveraged by their respective counterparts through awareness and functional alignment. Knowledge sharing would then improve the understanding of functional relationships and opportunities for further process improvement can be realized.

Additional opportunity to outsource specialized services may exist within the Public Works department. Potential functions that were identified during our review were Forestry and Snow Removal. There is currently an external review underway to review Forestry Services. From an organizational structure perspective, the Municipality of Clarington should consider outsourcing Forestry Services. There is currently some Forestry expertise within the Engineering department, however, this function should fall under Operations and may be required to scale to meet experience and service level expectations. In order to scale Forestry operations efficiently while maintaining service levels across other areas, outsourcing should be a consideration.

An internal review of the Snow Removal portfolio was underway during our current state assessment to determine if new equipment is required to maintain service levels in response to

the growing road network. The Municipality currently provides timely and quality snow removal services (some non-road areas such as sidewalks are contracted out), however, with a growing road network further investments or outsourcing may be required to maintain service levels. We recommend that a review be completed to determine what the optimal mix of internal versus contracted services is for the Municipality. This should include all Snow Removal services (roads, parking lots, sidewalks).

Timeline

The creation of a Public Works department should be a priority for the Municipality. Given recent retirements, the immediate restructuring of Engineering and Operations will ensure continuity of management, quality services and staff engagement. Moving Building Services (CBO) and development approvals to Planning and Development will create Engineering department capacity. This re-alignment component will afford a more seamless merger between Engineering and Operations. The timing on this will be dependent on the implementation of R20 (creating a Planning and Development department). Following complete reviews of Foresting and Snow Removal services, a decision should be made by Year 2 as to whether these services, or components of these services should be outsourced.

2.1.5 Planning and Development Services

Recommendations

Create a Planning and Development department (R19)
Move Climate Change from CAO to Planning and Development (R3)
Move Crossing Guards from Planning to Public Works (R13)
Move Building Services (CBO) from Engineering to Planning and Development (R15)
Move development approvals from Engineering to Planning and Development (R16)
Create a formal Economic Development communication link between Planning and the Clarington Board of Trade (R20)

Recommended Corporate Agenda

The Planning and Development department will oversee all planning and development functions. This will include all planning projects, Building Services (CBO), development approvals, special projects (inclusive of climate change).

Impact

The creation of a Planning and Development department (expansion of roles and responsibilities of the current Planning department) will align all planning, building services and development approval functions with the goal of eliminating time and energy spent on following applications through various departments and to various stakeholders.

Once this has been completed, a number of these processes may benefit from a process improvement review (see section 2.3 for further explanation). Some functions may be more appropriately placed in a different portfolio; consideration should be given to all non-core services that support the overall Planning and Development processes for the Municipality. Examples include recommended ownership of the annual growth trends review by the Building Services portfolio and the inclusion of Realty services as a formal responsibility of the department.

The Planning department has a strong understanding and knowledge of current and future development projects within the Municipality. Our findings highlighted a need for a formal communication channel between the Clarington Board of Trade (CBOT) and the Municipality to share knowledge and ensure alignment. Our recommendation is that a formal communication link (formal meeting, working group or advisory committee) is created between Planning and Development and CBOT.

The Special Projects team is comprised of individuals who leverage knowledge and resources across the organization to move unique opportunities forward. There is strong alignment with the planning project methodology, and keeping these teams together allows them to leverage experience and expertise. Moving the Climate Change Coordinator to the Planning and Development department will allow more knowledge/methodology sharing, alignment on initiatives and alignment on functions.

There are distinct links and need for information sharing between the Planning and Development department and the Clarington Board of Trade, who is responsible for the Municipality's economic development. Our recommendation is that a formal communication process between this Municipality and CBOT be created via the Planning and Development department so that priorities and projects can be aligned and information shared on regular basis. Please see section 2.6 for further discussion on this recommendation.

Timeline
The creation of a Planning and Development department will be dependent on the appointment of a Director for the department; the Development department is currently overseen by an Acting Director. Realignment of the Crossing Guards, Climate Change Coordinator and Development Managers to Planning and Development can occur in Year 1, or immediately following the department's creation. Moving the Building Services (CBO) team represents a larger change in personnel and may require more logistical planning; as such this may be a Year 2 implementation. The creation of a formal communication process with CBOT should commence in Year 1, in a flexible modality that allows individuals from other departments to be added to the group where needed.

2.1.6 Community Services

Recommendations
Move Tourism from CAO to Community Services (R2)
Move Accessibility Coordinator from Clerk to Community Services (R6)
Move all Facility and Park Design, Construction and Maintenance to Public Works (R12)
Move field booking from Operations to Community Services (R14)
Move Cemetery administration from Clerk's to Community Services (R21)

Recommended Corporate Agenda
The Community Services department will be responsible for the delivery of community facing services, including indoor and outdoor recreational programs and services, tourism and cemetery services.

Impact

All facility and park design, maintenance and construction will be under the Public Works department, and all field, park and facility booking (including cemetery services) will be owned by Community Services. Realigning these operational and administrative functions will allow more focus within each department and achieve efficiencies by way of role specialization and reduction of duplications.

The Municipality has initiated a project to build a new recreation facility in south Bowmanville. The Community Services department has invested a significant amount of time and effort into the design and planning for this new recreation facility. Community Services has overseen all past recreation facility construction. If the grant funding is successful and the project advances, this construction project would need to be factored into the implementation plan for the organization restructuring.

Community Services has a strong customer service team who has strong relationships with external partners and residents. Moving the role and position of Cemetery administration to Community Services will further align like roles and allow synergies between processes and best practices. This will also present opportunities for shared tasks between roles as needed to respond to demand and/or cover leaves. Moving the Tourism team will present an opportunity for alignment with and leveraging of the community facing services that the Municipality delivers. This will also provide the Tourism team with a larger support within the Municipality.

Accessibility has an important role within the Community Services department, including compliance, training and being an advocate for. In an effort to align roles and responsibilities with functional structures (i.e. practical application of), consideration should be given to placing this role within the Community Services department.

As these functions are realigned, there will be opportunities to further align and automate aspects of the booking processes, as further described in section 2.4.

Timeline

These are all recommendations that could occur within the next year, however, as they involve the movement of roles and the people who perform them, timing will depend on the availability of space and overall capacity for change (dependent on implementation of other recommendations) in each department.

2.1.7   Emergency and Fire Services

Recommendations

External review of Emergency and Fire Services (R22)

The fire department provides fire prevention, suppression and education to the Municipality. The service delivery model, composition and management of this department is outside of the scope of this review. Based on our findings, our recommendation is that an external review of the fire

suppression service delivery model (i.e. number and composition of staffing, number of firefighters per truck on calls) be completed.

2.2   Human Capital Management

Recommendations
Formalize process for Performance Evaluation (R23)
Create role for training in house (R24)
Formal HCM (leadership training, performance management) process (R25)

Impact
There is a positive correlation between morale and productivity when effective staff development programs are implemented.   A formal position description and staff review process should be implemented. Staff that clearly understand their role and responsibilities have a greater sense of purpose and understanding of their respective work effort and contribution to their departmental performance. Where effectively implemented, higher levels of staff engagement are realized and overall individual and departmental performance improves. Where roles, responsibilities and objectives (MBO's – Management By Objectives) are defined, space is created to have objective conversations regarding performance.   A formal review process including one on one staff coaching where the practice of positive reinforcement, areas of development and performance against goals/metrics should be implemented. When formally deployed with a defined and consistent frequency, the success rate of desired habits and behaviors are being adopted improves significantly and results in higher engagement scores and improved work effort performance. Effective training for all management is recommended in the areas of leadership, coaching, performance management and organizing/implementing a consistent staff review process. In addition to on-going informal coaching, in order to maximize performance improvement and desired change, the staff review process should be based on a formalized schedule including ongoing cadence. Overall, this initiative will improve management (Managers/Directors) productivity levels and enable management to be more effective in supporting and mentoring respective staff which in turn will lead to improvements in front line efficiency and performance.

In addition to leadership, coaching and performance improvement skills development, it is recommended that management be trained on how to on-board a new hire. There should be a formal on-boarding and training program for all employees. The on-boarding and training program should be customized by department and function. For new hires, performance acceleration and engagement levels are realized much more rapidly when defined on-boarding procedures, agendas and training programs are implemented.

Timeline
The HCM related recommendations will take time to fully implement. However, there are items that can be implemented in part in conjunction with the restructuring. The overall HCM strategies outlined above should be formalized and introduced by the HR function within the Municipality. All departmental Directors and Senior Management will have the responsibility to then customize the program to satisfy the needs of each respective department (within formal parameters

outlined by HR), launch the program and ensure the programs and format are monitored and adhered to.

2.3   Productivity & Process Improvement

Recommendations
Implement Key Performance Indicators (R26)
Formalize support/processes for departmental and team level communication (R27)
Review of department level structures (R28)
Process improvement initiatives (lean methodology) (R29)
Workflow automation (R30)

Impact
It is recommended that departmental key performance indicators be introduced to the Municipality, including productivity level metrics at all staff levels and service level metrics at staff levels where applicable. Where key performance indicators are implemented and measured accurately, an increase in functional, departmental or overall organizational performance is realized. Service level and productivity level metrics are typically included within Key Performance Indicators. Service level metrics typically speak to performance, (turnaround time/response time, accuracy) while productivity level metrics speak to efficiencies and cost savings opportunities (# of units processed per FTE/shift). In an effort to maintain service level performance for the constituents of the Municipality of Clarington with the objective of achieving efficiencies and resulting cost savings, it is important to measure both service and productivity level performance.

This introduction of Key Performance Indicators (KPIs) should begin with the Human Capital Management function. As per our recommendations reported in section 2.2, KPIs should be included as part of the on-boarding and training process. This sets behavioral and performance expectations of the respective role. Clearly defined and documented KPIs act as a reference point during performance evaluation events and on-going coaching.

It is recommended that KPI's aggregate up to management, director and department levels. Management has the responsibility to report on the KPI's, achieve KPI targets and manage departmental performance accordingly and within HR guidelines. Based on industry experience and best practices across multiple public and private sector verticals, where key performance indicators are implemented, service level improvements and efficiencies/cost savings are realized.

In alignment with the proposed organizational structural changes, it is recommended that a base set of KPIs are implemented at the departmental and staff levels. This will work to establish a baseline to measure performance as a result of the structural changes, provide visibility into staff/functional/departmental performance and identify opportunities for improvement over time.

It is recommended that a formal top down and bottom up reporting and communication structure is implemented. Bottom up reporting, on a weekly and eventual daily basis, would include the

capture of KPIs and justification for performance (what worked well and areas to improve). From a top down reporting and communication perspective, in addition to structural, HCM and strategic changes occurring within the department and/or at the overall Organizational level, considered appropriate to be shared that are intended to be shared with staff members, it is our recommendation that the top down reporting and communication patter occur on a monthly basis at minimum and should include recent departmental KPI performance, targets and recognition.

Through KPI performance visibility, the recommended structural changes, including reporting structures, titles and functional alignments can be further adjusted based on quantifiable justification and measured performance. Through the structural realignment, the elimination of functional duplication will be realized, resulting in short term productivity gains.

Areas of potential short term cost savings will be through attrition and reduction of overtime hours (see appendix A). Idea that measuring the effect of current versus future scheduling (hours) could be examined and altered to allow flex hours to accommodate evening activities/events. In addition to potential short term gains, KPI's will measure the effect of optimized interdepartmental communication where the structural recommendations are implemented.

While technology and automation introduce the opportunity for improved governance and controls, there are measured productivity gains realized by departmental functions impacted by workflow automation. Further, through visibility of information (managing resources, work orders, service performance), management becomes much more efficient and can make confident and timely management decisions based on accurately reported data. The Municipality should take a close look at approaches to centralizing and storing data to create efficiencies, data insights and transparency. Potential quick wins can be identified (for example with data entry, scanning and shared access to documents and data) to larger, strategic initiatives (for example around electronic processes or a central repository of data).

In conjunction with looking at technology, training in best practice process methodologies is recommended. There are currently a number of staff at the Municipality who are certified or are undergoing the training for certification in lean methodologies. There is a clear opportunity to formalize process improvement across the organization and to leverage this newly trained expertise as it will help to identify, lead and support process improvement initiatives. Our findings identified a number of procedures that may likely benefit from a formal process improvement discipline where streamlining workflow and responsibilities will optimize performance, including:

- Land and property development approval procedures
- Purchase Order and Invoice approval workflows
- Responding to constituent inquires
- Contracts

Timeline

At a high level, these are strategic recommendations that will be implemented over several years. There are quick wins identified and there are longer term gains which will be dependent up effective change management execution including leadership, effective communication, training

and staff development and adoption. We outline below a phased approach to deliver the results over time.

2.4   Customer Service

Recommendations

Create centralized Customer Service (R10)

Impact

A centralized approach to a Customer Service division will create a single point of contact for constituent inquiries. Customer service representatives will have a repository of answers to frequently asked questions, guides for common request and set processes for directing questions and/or gathering information (i.e. from departments). Aligning the customer service functions will help to reduce the confusion caused by the differences in resident-facing processes between departments and the lack of clarity around roles and responsibilities pertaining to points of contact and provision of services to residents and external organizations. This model will leverage the skill and expertise of a dedicated customer service team so that all departments benefit from the support and processes this team will provide.

Additionally, where possible and practical, the Municipality should consider options for electronic submissions, bookings and payments. For example, the Community Services department will have oversight for both indoor/recreational program bookings and outdoor fields/spaces. We encourage that these processes are consolidated and that the Active Net system currently used for indoor/recreational programs be fully leveraged.

Benefits of a centralized approach to customer service include:

- Single location and point of contact for inquiries
- Standardization of processes and responses to inquiries
- FAQ and guides for common concerns/inquires (resulting in a potential reduction of inquires)
- Centralized payment model for municipal services (i.e. taxes, permits)

Although specific transactional services such as booking spaces and paying taxes will still be managed by the individual departments, residents will have a single location to come for assistance with processes, answers to frequently asked questions and options to make payments. Customer service representatives ideally would be able to assist with most processes and general inquires; where required, they would be responsible for either making an inquiry with a department and providing the information to the resident or connecting the resident to the appropriate departmental contact.

Timeline

The creation of a centralized Customer Service division will be a strategic initiative that involves dedicated planning, investment of time and resources and change management. An analysis of infrastructural and technology requirements is needed to fully scope out the timeline and cost. It is not expected that this work would be started until year 2; cost savings from increased

productivity will not be realized until the centralized customer service model is fully implemented and active.

2.5 Economic Development

Recommendations

Formalize communication process between Clarington and CBOT (R20)

Context

Local economic development services can be provided by an internal (municipal model) or an external (not-for-profit Corporation) model. Key attributes of each model are listed below in table 2.0. The majority of peer Municipalities manage Economic Development internally. Based on the stakeholder consultations, the external Economic Development service delivery model (CBOT) used in Clarington there is an opportunity to improve communication with the Municipality. This would promote alignment on projects and priorities and knowledge/information sharing, especially in terms of land and demographic data.

The goal of both internal and external economic development offices is to provide strategic direction and support for economic development and a link to the private sector. This often involves commercial development, downtown renewal, tourism and community development. Functions of the economic development office may vary depending on the size and characteristics of the municipality, but typically include:

- Strategic economic planning
- Forecasting infrastructure/development
- Retaining/Growing local business
- Supporting small businesses/investors
- Attracting new investors and entrepreneurs (both local and foreign)
- Supporting public relations for the community
- Participating in downtown revitalization
- Enhancing trade opportunities for local entrepreneurs
- Advocacy

Although the reporting structures are different, common to both internal and external models is the presence of an advisory committee. The economic development office should have ties to both the business community and municipal council or administration.

Table 2.0: Key Attributes of Internal and External Economic Development Service Delivery Models[234]

	Internal Service Delivery Model	External Service Delivery Model
Structure	• Municipal department/staff members that report through the administration to municipal council • Stand-alone department or may be integrated with another department (such as a planning department)	• Not-for-profit corporation that is governed by a board of directors • Autonomy provides the ability to operate with a minimum of bureaucracy
Focus	• Economic development strategic plans can be more directly integrated with other municipal strategic plans • Increased collaboration between departments and economic development staff • Greater involvement in communications and marketing	• More closely aligned with business and industry • Can be a competitive advocate on behalf of an investors/developers to ensure the municipal functions such as planning and engineering are being proactive and responsive • Representation of a number of groups or interests
Administration and Policy	• Provides efficiencies in administration through integration with council meetings, singe set of books/accounting • Policy and direction are streamlined and municipal protocols can be adopted regarding committees and appointments • May be held more accountable than external organizations	• One step removed from the municipal administration • Working practices are more closely aligned with the private sector than those of the public sector • Hours of work can be adjusted to match those of the private sector • Ability to carry forward surplus or deficits from year to year
Funding	• Funded by municipality • Potential for more sustainable wages, benefits, and pensions can help attract and retain skilled staff	• The board of directors is accountable to obtain funding; most of this funding is generally from the municipality

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[2] Thompson, S. (2010). Delivery models of local economic development: An analysis of internal and external models in Ontario. *Papers in Canadian Economic Development, Vol. 12.*
[3] Blais, P. & Redden, A. (2009). Investing in economic development: Important key indicators municipalities should assess. *Municipal World.*
[4] Government of Ontario. (2012). Economic Development Case Study Handbook. http://www.ontla.on.ca/library/repository/mon/26008/313532.pdf

	Internal Service Delivery Model	External Service Delivery Model
		• Access to some funding sources (i.e. grants) that may not be available to municipalities
Access to Expertise & Information	• Direct access to established municipal services including human resources, finance, geographic information systems • Access to municipal land and demographic data	• Increased presence of outside expertise • Stakeholders may be more likely to get involved and assist an external economic development

3.0 Cost Savings

The restructuring cost savings are calculated based on the salary costs of any vacant positions that will be removed. These are either vacant positions that were created by a combination of recent retirements and structural reorganization (i.e. Operations and Engineering coming together under a single director). The low and high values are an estimated cost savings based on the salary range of the position. The asterisked (*) values are low estimates for positions whose salaries/wages are not listed on the Municipality of Clarington's Grids For Distribution. The cost savings for i) Productivity and Key Performance Indicators (KPI), ii) Collaboration and Communication and iii) Human Capital and Performance Management were calculated based on a percentage of the salary/wages (FT and PT) of the staff who would be impacted by these changes, exclusive of senior management (directors or director-level and managers). These values are from the salary, wages and associated costs included in the 2019 departmental budgets. The cost savings ranges for each area are explained below. We assume productivity to be equivalent to cost savings (i.e., doing more with less cost).

i. Cost savings ranging from 5% to 10% are possible through productivity improvements and the implementation of KPIs. This is a conservative calculation based on industry knowledge, case studies and published reports. Productivity gains can be achieved through a number of improvements, including: streamlining processes, clarifying roles and responsibilities, increasing engagement and improving communication. The implementation of KPIs is known to promote productivity, accountability, communication and focus. Studies show that municipalities who have implemented KPIs have realized productivity gains, stimulated creativity and engagement and improved budget processes (insight into expected and delivered service levels, realistic costs and benefits).[5]

ii. Cost savings ranging from 4% to 10% are achievable through further collaboration and enhanced communications. Quality and engagement of human resources is a key contributor to organizational growth and sustainability. According to a Gallup 2016 study[6],

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[5] Government Finance Officers Association. Performance Management: Using Performance Measurement for Decision Making, Approved 2007.
http://www.gfoa.org/downloads/budgetperfmanagement.pdf
[6] Gallup (2016). The Relationship Between Engagement at Work and Organizational Outcomes. 2016 Q[12] Meta-Analysis: Ninth Edition

organizations can achieve up to 17% increased productivity from improved employee engagement and communication (from a bottom quartile engagement ranking to a top quartile ranking, 5.6% improvement per quartile). Based on the feedback collected from internal stakeholders and the observations of our assessment, the Municipality would be placed at a middle level of engagement (high second quartile or low third quartile) and could consequently realize up to 11.3% improvement. A that a lack of engagement in the workforce cost organizations 5-6% productivity.

iii. Cost savings ranging from 8% to 10% are achievable through formal Human Capital Management (HCM) and Performance Management processes. A second Gallup study[7] found an 8% to 18% improvement in performance (including productivity and sales data) when performance evaluations, formal feedback processes and developmental coaching were implemented.

The implementation of workflow automation software and tools has been shown to reduce cycle times, streamline processes and ultimately reduce overall workflow costs by up to 30%[8]. Moreover, a recent automation report (2020 In(Sight) Report[9]) found that 53% of employees surveyed could save up to 2 hours a day through automation and that 78% of business leaders could free up to 3 hours a day. Of note, on top of the estimated 15% - 25% will be savings associated with the increase in accuracy, accountability and job satisfaction that is normally experienced through automation.

Specialized services that require specific knowledge and expertise may be more appropriately delivered by an external provider. Outsourcing of specialized services will achieve cost savings by way of the efficiencies that a specialized service provider can achieve, the reduced need for training and/or certification to deliver these services and the ability to focus these efforts elsewhere. Based on industry experience, cost savings of at least 25% are generally achieved. Table 3.0 includes the figures that we could estimate cost savings for. Additional savings will occur through implementation of overarching recommendations. Note: Grant Thornton does not assume responsibility for, or provide any guarantee of achieving, any dollar estimates of cost savings.

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[7] Gallup (2017). Re-Engineering Performance Management
[8] Integrify (2019). Business Process Management Software.
https://www.integrify.com/business-process-management/
[9] WorkMarket (2019). 2020 In(Sight) Report.
http://images.adpinfo.com/Web/ADPEmployerServices/%7B085dfeb6-e471-4e88-b8fb-dc0b2b9b2b07%7D_2020-In(Sight)-Report.pdf

Table 3.0: Cost Savings

	Recommendation	Restructuring		Productivity		Collaboration and Communication		Human Capital & Performance Management		Workflow Automation		Outsourcing	Total	Total
		Low $*	High $*	5%	10%	4%	10%	8%	10%	15%	25%	25%	Low ($)	High ($)
1	Combine Office of the CAO with Mayor and Council administrative support to form Executive Services	$100,000	$120,000					$49,911	$62,389				**149,911**	**182,389**
2	Move Tourism from CAO to Community Services			$10,635	$21,269	$8,508	$21,269						**19,142**	**42,538**
3	Move Climate Change from CAO to Planning and Development			$2,500*	$5,000*	$2,000*	$5,000*						**4,500**	**10,000**
4	Add Legal to Corporate Services department			$17,166	$34,331	$13,732	$34,331						**30,898**	**68,662**
5	Add Clerk to Corporate Services department			$53,702	$107,404	$42,961	$107,404	$85,923	$107,404				**182,586**	**322,211**
6	Move Accessibility Coordinator from Clerk to Community Services			$3,950	$7,900	$3,160	$7,900						**7,110**	**15,800**
7	Move volunteer oversight from Community Services to HR			$2,500	$5,000	$2,000	$5,000						**4,500**	**10,000**
8	Outsource Animal Services											$159,190	**159,190**	**159,190**
9	Move Purchasing from Corporate Services to Finance			$24,900	$49,800	$19,920	$49,800			$74,700	$124,500		**119,520**	**224,100**

		Areas of Impact												
Recommendation		Restructuring		Productivity		Collaboration and Communication		Human Capital & Performance Management		Workflow Automation		Outsourcing	**Total Low ($)**	**Total High ($)**
		Low $*	High $*	5%	10%	4%	10%	8%	10%	15%	25%	25%		
10	Create centralized Customer Service									$45,000	$75,000		**45,000**	**75,000**
11	Create a Public Works department	$360,000	$440,000	$360,625	$721,250	$288,500	$721,250	$577,000	$721,250				**1,586,125**	**2,603,751**
13	Move Crossing Guards from Planning to Public Works			$21,896	$43,792	$17,517	$43,792						**39,413**	**87,584**
14	Move field booking from Operations to Community Services			$7,500	$15,000	$6,000	$15,000						**13,500**	**30,000**
15	Move Building Services (CBO) from Engineering to Planning and Development			$57,559	$115,118	$46,047	$115,118						**103,606**	**230,235**
16	Move development approvals from Engineering to Planning and Development			$14,300	$28,600	$11,440	$28,600			$42,900	$71,500		**68,640**	**128,700**
21	Move Cemetery administration from Clerk's to Community Services			$2,500*	$5,000*	$2,000*	$5,000*						**4,500**	**10,000**
	Totals ($)	**460,000**	**560,000**	**579,732**	**1,159,464**	**463,785**	**1,159,464**	**712,834**	**891,043**	**162,600**	**271,000**	**159,190**	**2,538,141**	**4,200,160**

*Where applicable, dollar values expressed above do not include employee benefits

4.0 Implementation

4.1 Proposed Organizational Chart

Figure 2.0 provides an overview of the proposed organizational chart for the Municipality of Clarington based on the recommendations outlined in section 2.0 of this report. Note: FTE's per department are not included as total count of employees per role/team is unknown.

Figure 2.0: Proposed Municipality of Clarington Organizational Chart

```
                        ┌──────────────────┐
                        │    Executive     │
                        │     Services     │
                        └──────────────────┘          ┌─────────────────────┐
                                                       │   Administration:   │
                        ┌──────────────────┐           │ Office              │
                        │      Mayor       │           │ Co-ordinators       │
                        └──────────────────┘           │ Council Admin       │
                                                       │ Assistant           │
                        ┌──────────────────┐           └─────────────────────┘
                        │     Council      │
                        └──────────────────┘

                        ┌──────────────────┐
                        │       CAO        │
                        │  Communications  │
                        │ Corporate Policy │
                        └──────────────────┘
```

Corporate Services	Financial Services	Public Works	Planning and Development	Community Services	Emergency and Fire Services
HR	Tax	Engineering (all design and construction)	Planning projects	Administration of Indoor and Outdoor Recreational Facilities	Emergency Response & Suppression
Payroll	Accounting	Operations (all maintenance)	Development Approvals	Recreational Programs	Prevention
Clerk	Budget	Facility & Park Design, Maintenance and Construction		Tourism	Education
Records, By-Law, Administration, Customer Service	Capital Asset Management		Building Services (CBO)	Accessibility	Emergency Planning
	Long Term Planning	Traffic	Realty		
Legal	Purchasing		Special Projects	Cemetery	
Information Technology	Internal Audit		Climate Change		

4.2 Phased Implementation

Table 4.0: High Level Phasing of Implementation

	Recommendation	Phased Implementation		
		Year 1	Year 2-3	Year 4-5
1	Combine Office of the CAO with Mayor and Council administrative support to form Executive Services	●		
2	Move Tourism from CAO to Community Services	●		
3	Move Climate Change from CAO to Planning and Development	●		
4	Add Legal to Corporate Services department		●	
5	Add Clerk to Corporate Services department		●	
6	Move Accessibility Coordinator from Clerk to Community Services		●	
7	Move oversight of Volunteers from Community Services to Human Resources		●	
8	Outsource Animal Services		●	
9	Move Purchasing from Corporate Services to Finance	●		
10	Create centralized Customer Service		●	●
11	Create a Public Works department	●		
12	Move all Facility and Park Design, Maintenance and Construction to Public Works	●		
13	Move Crossing Guards from Planning to Public Works	●		
14	Move field booking from Operations to Community Services	●		
15	Move Building Services (CBO) from Engineering to Planning and Development	●		
16	Move Development Approvals from Engineering to Planning and Development	●		
17	Possible Outsourcing of Forestry			●
18	Review of Snow Removal	●		
19	Create a Planning and Development department	●		
20	Create formal Economic Development communication link between Planning and Clarington Board of Trade	●		
21	Move Cemetery administration from Clerk's to Community Services	●		
22	External review of Emergency and Fire Services	●		
23	Formalize/create process for performance evaluation	●	●	
24	Create role for training in house		●	●
25	Formal Human Capital Management (leadership training, performance management) process	●	●	●
26	Implement Key Performance Indicators	●	●	●
27	Formalize support/processes for departmental and team level communication	●	●	●
28	Review of department level structure	●	●	
29	Process improvement initiatives (lean methodology)	●	●	
30	Workflow automation	●	●	●

4.3 Phased Cost Savings

Table 5.0 presents an estimated timeline for when cost savings will be realized. Please note that there may be different timelines for the implementation and when cost savings will be realized.

Table 5.0: Estimated Cost Saving According to Phased Implementation

	Recommendation	Phased Cost Savings		
		Year 1	Year 2-3	Year 4-5
1	Combine Office of the CAO with Mayor and Council administrative support to form Executive Services	$100,000		
2	Move Tourism from CAO to Community Services	$6,380	$12,760	
3	Move Climate Change from CAO to Planning and Development	$4,500		
4	Add Legal to Corporate Services department		$15,449	$15,449
5	Add Clerk to Corporate Services department	$19,333	$81,626	$81,626
6	Move Accessibility Coordinator from Clerk to Community Services		$7,110	
7	Move volunteer oversight from Community Services to HR			$4,500
8	Outsource Animal Services		$159,190	
9	Move Purchasing from Corporate Services to Finance	$39,840	$79,680	
10	Create centralized Customer Service		$45,000	
11	Create a Public Works department (including R12, realignment between operations and engineering)	$360,000	$613,062	$613,062
13	Move Crossing Guards from Planning to Public Works		$39,413	
14	Move field booking from Operations to Community Services	$13,500		
15	Move Building Services (CBO) from Engineering to Planning and Development		$103,606	
16	Move Development Approvals from Engineering to Planning and Development		$68,640	
21	Move Cemetery administration from Clerk's to Community Services	$4,500		
24	Create capacity/role for training in house	There will be cost savings associated with these, but depending on the scale of implementation, ranges are difficult to estimate. Some of these cost savings for specific processes are captured above.		
25	Formal Human Capital Management (leadership training, performance management) process			
26	Implement Key Performance Indicators			
27	Formalize support/processes for departmental and team level communication			
28	Review of department level structure			
29	Process improvement initiatives (lean methodology)			
30	Workflow automation			
	Total	**$548,053**	**$1,185,036**	**$755,137**

4.4   Strategic Execution

The success of this review will be in the implementation and strategic execution of these recommendations. The measure of success will be in the amount of productivity and engagement that is gained, reflected in total cost savings achieved.

There are many skills, tools and processes that connect strategy with successful strategic execution. Three areas that together lead to successful strategic execution are formal process for:

i.   Change management – Central to the change will be championship from senior leadership. In addition, the creation of a steering committee to support and guide a project/change manager, properly resourced and with clearly defined authority and responsibility for outcomes will contribute significantly to success.

ii.   Project management – The Municipality should consider assigning a designated project manager tasked with facilitating effective strategic execution across all areas of the Municipality. This will allow for focus and management of the processes, tools, and activities needed to complete a project change activities. Moreover, departments can be held accountable for processes leading to more effective communication and control.

iii.   Controls – Controls can include initiatives such as managing timelines, quality and budget. These inputs that manage the risk of failing on a project like budget or timeline for success (that include staying the course long enough and staying within projected completion timelines), decision process to change scope/timelines/budgets for projects that tie to vision/goals/intents.

Figure 2.0: Moving Vision to Value Realization
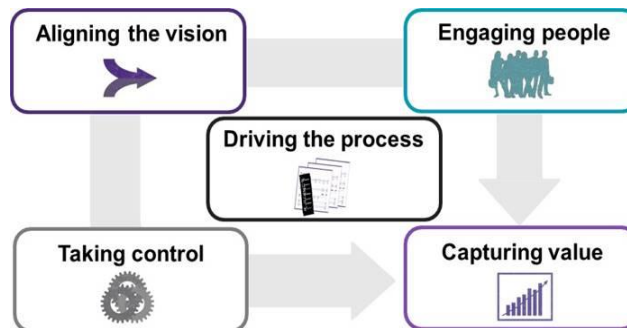
Finally, the most effective control in any change management undertaking is an excellent communication protocol. This protocol is driven by the stakeholder map and the milestones established by the steering committee. Defining what needs to be communicated and to whom, how frequently to seek feedback, and the communication periods and milestones, drive accountability and buy-in, and reduce implementation risk.

5.0 Appendices

Appendix A: Overtime Wages Paid by Year and Department[10]
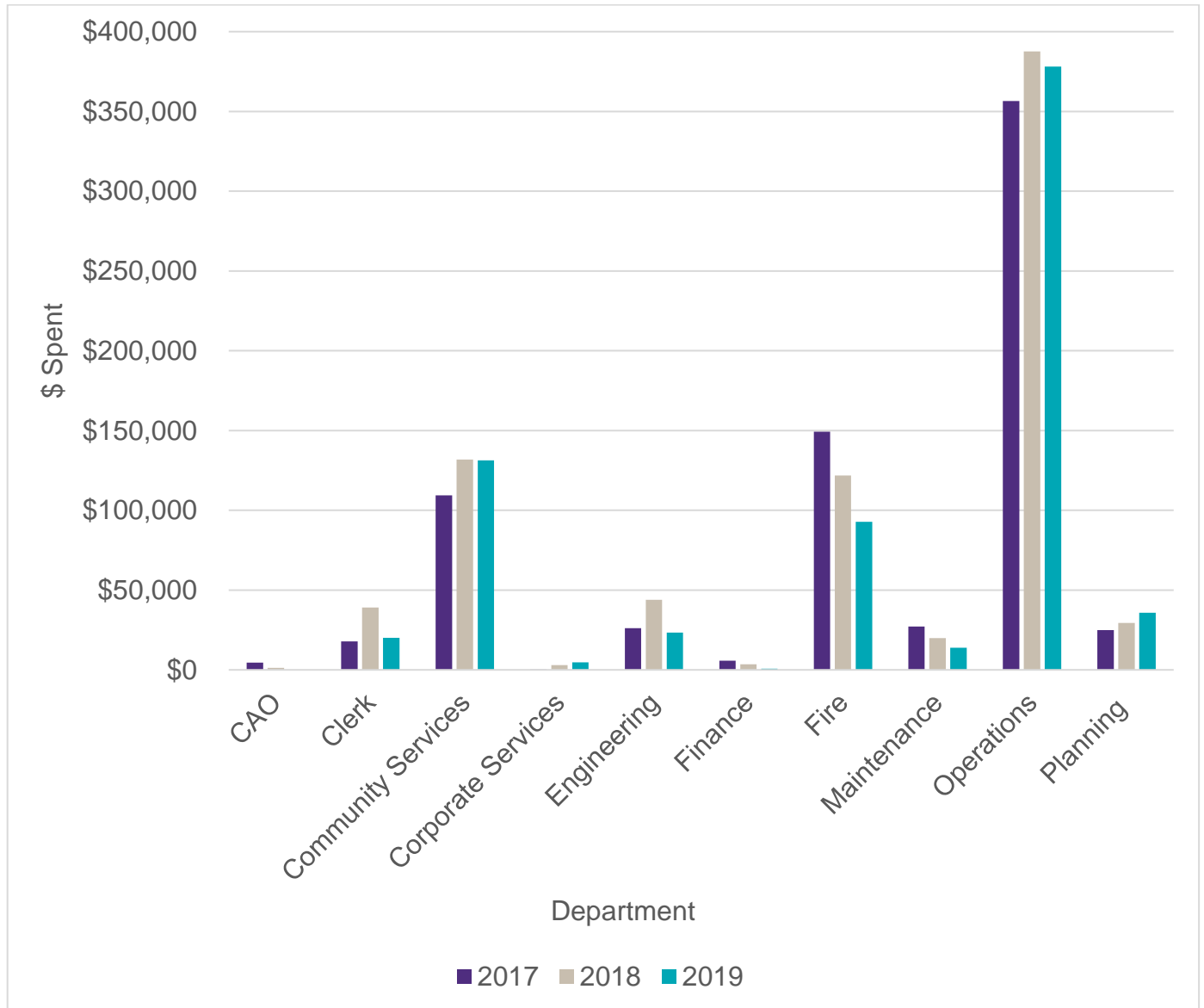
Appendix B: Current State Assessment and Benchmarking Summary
Separate document attached.

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[10] Based on figures provided by the Municipality of Clarington

GrantThornton

An instinct for growth™

Municipality of Clarington Organizational Structure Review

Current State Assessment

November 13, 2019

Contents

1.0 Report Overview

1.1 Authorship

This current state assessment is prepared by Grant Thornton LLP (Grant Thornton) for the Municipality of Clarington's Organizational Structure Review project team. This report is based on information and documentation that was made available to Grant Thornton prior to the time of drafting the report. Much of the information was gathered from interviews with and documents provided by the Municipality of Clarington and members of its staff (see sections 1.5.1 and 1.5.2 for lists of interviews and documents). As such, Grant Thornton assumes no responsibility and makes no representations with respect to the accuracy or completeness of any information provided to us. We are not guarantors of the information that we have relied upon in preparing our report, and except as stated, we have not attempted to verify any of the underlying information or data contained in this report. It is understood and agreed that all decisions in connection with the information as presented in this report shall be the responsibility of, and be made by the Municipality of Clarington.

1.2 Purpose

The purpose of this document is to provide a current state and benchmarking summary of the Municipality of Clarington's Organizational Structure Review. A key purpose is to validate our understanding of the information gathered to date. Recommendations, including opportunities for improvement, are not highlighted in this document; these will follow subsequently in the final report stage of this project. This report is not to be used for any other purpose, and we specifically disclaim any responsibility for losses or damages incurred through use of this report for a purpose other than as described.

1.3 Background

The Municipality last underwent an organizational structure review in 2000. After almost 20 years, in an effort to be in line with best practices, and as a result of the availability of the Audit and Accountability Fund, there is opportunity to identify areas to improve efficiency and effectiveness. Since the review in 2000, the Municipality's population has grown over 35%. During this time, the Municipality has experienced senior level retirement and internal turnover, creating the opportunity for a complete and independent review.

The Municipality of Clarington has received funding for this review from the Provincial Audit and Accountability Fund. The Province of Ontario is providing financial support to municipalities willing to engage a third party to find cost savings in the delivery and structure of municipal programs.

1.4 Objectives

The organizational structure review is intended to improve the internal and external understanding of the organizational structure of the Municipality. The organizational structure review recommendations will include opportunities for improving efficiency

through modifications to the organizational structure while maintaining existing services and staffing levels.

The outcome of this review is to ensure that the Municipality of Clarington's organizational structure supports effective and efficient service delivery, administrative performance and sustainability, today and into the future.

1.5 Approach

Grant Thornton conducted a current state assessment of the Municipality of Clarington's organizational structure to understand and asses each department's internal functional structure in addition to a comparative analysis of the organizational structures of similar municipalities.

The internal analysis was comprised of consultations with key stakeholders, including:

- Interviews with senior administration, Council and other stakeholders

- Online survey for all Municipal staff

- Review of background documentation

- Preliminary overview of all departments to identify which functions merited further analysis (see table 1.0)

Criteria that triggered further analysis have been categorized into themes (see section 1.6) and include indicators such as:

- Functional ownership and task accountability

- Duplication of efforts

- Clarity of roles and responsibilities

- Opportunities for process efficiencies

- History of departmental consolidation

- Service level considerations

- Departmental expenditure as a percentage of the overall Municipal budget

The comparative analysis included a benchmark survey of peer municipalities (see criteria in section 1.5.3) to gather insight into Municipal organizational structure and departmental budgets. The peer municipalities that were benchmarked are: Pickering, Chatham Kent, Whitby, Milton, Burlington and Kitchener.

1.5.1 Consultations

Interviews were conducted with Municipality of Clarington employees, elected officials and the unions representing Municipal employees (internal and external) to gain an understanding of:

- Intra-departmental functions and roles within each Municipal department and service.

- Areas of particular value and opportunities for improvement.

- Inter-departmental procedures, effective working relationships and clarity of roles.

- Performance measurements and alignment with defined roles and responsibilities.

In collaboration with the Municipality of Clarington's project team, a tailored interview guide was created for each stakeholder group (see appendix A).

List of interviewees

1. Chief Administrative Officer

2. Acting Director of Community Services

3. Director of Finance

4. Manager of Internal Audit

5. Fire Chief

6. Director of Engineering

7. Assistant Director of Engineering (now Acting Director)

8. Development Manager (Engineering)

9. Director of Corporate Services

10. Director of Operations

11. Manager of Operations

12. Acting Director of Planning

13. Development Review Manager (Planning)

14. Solicitor

15. Municipal Clerk

16. CUPE President

17. Local 3139 President

18. Mayor

19. Ward 1 Councillor

20. Ward 2 Councillor

21. Ward 3 Councillor

22. Ward 4 Councillor

23. Ward 3 & 4 Regional Councillor

24. Executive Director of CBOT

Online survey of Municipality of Clarington staff

The survey consisted of nine questions, including six open ended questions (see appendix B for survey questions). There were 128 confidential responses received over a three week period with representation from each department (the findings from these responses are incorporated into the observations in section 2.0).

1.5.2 Historical Reports, Budgets, Organizational Charts and Analysis

The following documents were provided by the Municipality of Clarington and reviewed by our team:

- 2019 Municipality of Clarington Organizational Charts
- 2019 Municipality of Clarington Departmental Budgets
- 2018-2020 Grids for Distribution
- 2018 Performance Management Review Template and Report on Exceptional Compensation Policy B8 Update
- 2014 Report on Organizational Changes to Realize Cost Savings
- 2000 Report on Organization Restructure
- 2001 Report on New Organizational Structure Implementation and Related Personnel Matters
- 2018 Report on Service Review of Animal Shelter Services
- 2017 Report on Information Technology Strategic Plan (2017 – 2022)
- 2018 Report on Tourism Service Delivery Review
- 2015 Report on Tourism Service Delivery Consideration
- Joint EcDev Team (JET) Proposed Terms of Reference (2016 Draft)
- 2011 Report on Process Improvement Team Status
- 2017 Report on Process Enhancement Project Progress Update
- 2016 Clarington Board of Trade Contract Renewal Performance Measures (Addendum to Report)

1.5.3 Benchmarking Survey

We conducted a municipal benchmarking survey (see appendix C) of six peer municipalities (Pickering, Chatham Kent, Whitby, Milton, Burlington and Kitchener) regarding their:

- Organizational structure
- Past organizational reviews and enhancements
- Customer services models
- Change management procedures

In collaboration with the Municipality of Clarington project team, peer municipalities were chosen based on objective criteria such as: population size, demographics, geography (size and characteristics) and growth rate.

1.6 List of Themes for Further Analysis

Although this review is specific to the effectiveness of the organizational structure, the list of themes have been derived to categorize and assess the functional performance within the current state structure and will become critical factors contributing to the recommendations:

- Functional alignment
- Levels of management and their span of control
- Service delivery for constituents
- Clarity around roles and accountability
- On boarding, training, performance and development
- Succession planning and professional development
- Long-term planning (financial, asset maintenance, planning/development)
- Productivity and service level metrics
- Communication (internal and external)
- Resource utilization (Full time vs Part time)
- Technology utilization

2.0 Observations

The sections below summarize our observations of the Municipality of Clarington's organizational structure, based on our stakeholder consultations (interview and survey) and review of historical reports as outlined in section 1.5.2. Note: any observations made below may be expanded upon in our final report recommendations.

2.1 Geography

The Municipality of Clarington is located along the eastern boundary of the Greater Toronto Area (GTA) and is one of eight Municipalities located in the Durham Region. The Municipality of Clarington covers approximately 612 km^2 and has a road network of over 900 km, with close proximity to the 401 and 407. With four urban centers (Courtice, Bowmanville, Village of Newcastle and Orono) and 15 hamlets, the Municipality of Clarington is comprised of a mix of urban and rural communities. The resulting 8.8% growth rate (2011 – 2016) has demonstrated attraction and relocation efforts by commercial, industrial and residential.

Observations:

1. The Municipality of Clarington has experienced significant growth in the past 5 years. With an influx in large organizations relocating, or planning to relocate, to the area, sizable workforce and infrastructure demands will be placed on the Municipality. As a result, there is sensitivity among stakeholders to ensure that the Municipality is prepared to scale and afford the provision of quality services.

2. Rural areas that present opportunities for development are constrained by not being on municipal water and/or sewer (i.e. Orono).

3. Land for urban development is limited.

4. Given the length and breadth of the road network (900km), there are challenges to drive operational efficiencies with respect to road maintenance, repair and surface cleaning.

2.2 Organizational Effectiveness & Structure

There are approximately 900 employees at the Municipality of Clarington, including 243 unionized employees (CUPE and Local 3139). There are several upper level management staff who have been with the Municipality for over 20 years. However, a number of retirements are expected among the senior management over the next 3-5 years on top of several recent retirements. Currently, the senior management team is comprised of the CAO, 6 directors (Corporate Services, Operations, Treasurer, Solicitor, Fire Chief and Municipal Clerk) and 3 acting directors (Planning, Engineering and Community Services).

Observations:

1. Based on stakeholder consultations, the staff complement at the Municipality is considered to be a strength of the organization, both at management and frontline levels.

2. Perception of staff alignment challenges and potential understaffing.

3. There is an initiative underway to have staff trained and certified in lean methodologies.

4. There is significant experience and institutional knowledge within the departmental leadership.

5. As a result of the recent and upcoming retirements, there is potential opportunity for new leadership within senior management.

6. Both Municipal staff (all levels - based on stakeholder interviews and survey respondents) and Council members have indicated the importance of succession planning. Motivating factors include the benefits of capturing current state processes, knowledge transfer, effective leadership development and transition.

7. There is a global interest for formalized training and additional cross-training.

8. Consistent sentiment that staffing levels may not have kept up with population growth.

9. Perception of a high voluntary turnover of part time staff (community services and volunteer firefighters).

10. General sense that staff work well within their own respective departmental teams (see graph 1.0).

11. There are opportunities for improvement in the coordination and communication between departments.

12. General feeling is that the organizational management team is supportive of council and the constituents.

13. Internal and external feedback identified that the overall organization lacks clarity regarding roles and responsibilities, chain of command and accountability on issue resolution.

14. The Municipality currently has a flat organizational structure with a wide span of control. Within the departmental reporting structures, there are inconsistencies with respect to direct reporting ratios throughout the organization (Director, Treasurer, Municipal Clerk, Deputy, Manager, Supervisor, Coordinator, Lead Hands, Frontline Staff). As a result, there appears to be varying degrees of ownership and accountability at each respective level.

15. Historically, a number of functional roles were re-aligned to maintain the advantage of previous leadership strengths and effective working relationships.

16. Recently there has been some work at the departmental level in terms of organizational structure, but this has not yet occurred across or between departments.

17. There is a belief that many departments have gone through some form of positive structural change. It has also been identified that performance metrics and objectives were not implemented during each transition, preventing the ability to capture measurable results and drive continuous improvement.

18. Currently, overtime expenditures equal close to 0.99% of departmental budgets.

Graph 1.0: Staff opinion on effectiveness of departmental organizational structure
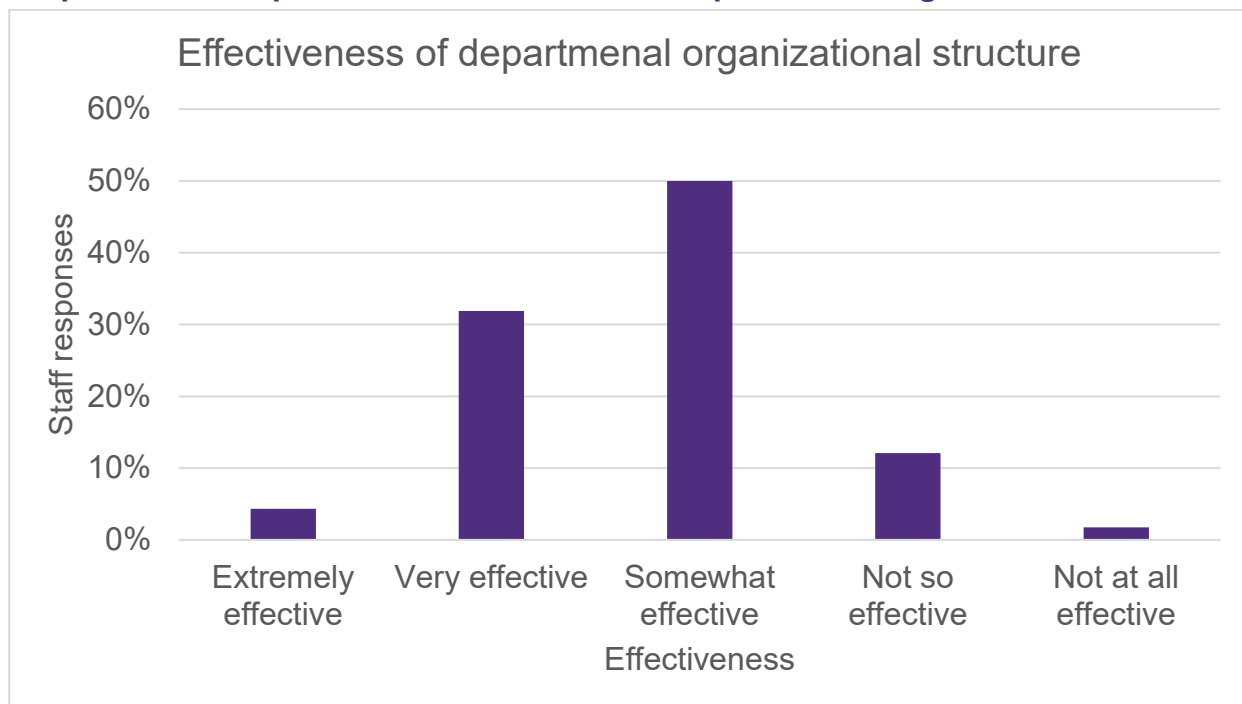
2.3 Technology

The Information Technology team at the Municipality of Clarington is staffed by 11 employees (including one GIS staff but not all GIS staff). Previous reports indicate that legacy applications, work-arounds, spreadsheet and paper-based manual processes no longer meet the needs of the Municipality. Increased demand for constituent services (as a result of population growth) and advancements in technologies (new and existing) create the opportunity to drive efficiencies in service delivery.

Observations:

1. Staff indicated that they would benefit from new technology in the following ways:

- Process automation – procurement, invoice approval and payment remittance
- Work force automation – data entry/data capture
- Process governance and controls
- Central repository of data across all functional departments
- Ability to track data and establish performance metrics

- Shifts in technology have been seen by some as a positive change and as an enabler for delivering quality service, for example the use of Active Net for booking recreational programs.

2. The Municipal Business System (MBS) project is currently underway and will be replacing the existing Land Development Office (LDO) software used by by-law enforcement. The new system will have added functionality for by-law and fire code enforcement (i.e. building permits and planning applications).

Note: A technology assessment is not within the scope of this review. Observations are of the qualitative information stakeholders shared, and not the specific technology products, services or software used.

2.4 Quality and Process Management

Note: The Municipality of Clarington does not utilize key performance indicators at the field level or management level, such as productivity and service level metrics.

Observations:

1. There is a general interest in how to do things more efficiently.

2. Stakeholder input indicates quality services are being provided, however, they could be performed in a more efficient way. There is apparent duplication between departments, functions and procedures.

3. There is internal and external confusion as it relates to functional accountability over process ownership and uncertainty around roles and responsibilities.

4. Lack of documented roles and responsibilities and functional procedures.

5. There are no apparent productivity or service level metrics used to measure performance and assess workflow capacity and forecasted workforce growth, although there is interest at the departmental level to measure and track these indicators.

6. Solutions and improvements are often sought by individual departments without consultation for, or awareness of, similar needs in other departments.

2.5 Service Delivery

The Municipality of Clarington currently uses a decentralized customer service model. Constituent inquiries are directed towards individual departments and payments (i.e. permits, fees, tickets, taxes) are processed within each individual department (mostly in person vs online). In order to book Municipal facilities, constituents are currently required to book on premise or, in some circumstances, over the phone.

Observations:

1. The majority of employees believe that the Municipality delivers value to its residents (see graph 2.0).

2. Constituent engagement by the Municipality is considered responsive and effective once the appropriate department is sourced.

3. Differences in resident-facing processes cause confusion. There are inconsistencies in points of contact and provision of services to residents and external organizations. There is a lack of clarity around roles and responsibilities as they pertain to cross departmental questions and concerns. Councillors often receive complaints from residents about not being able to get answers or not being able to speak to/find the correct departmental contact for questions.

4. There are service delivery challenges as a result of the number, spread and uniqueness of communities (four urban centres, numerous rural communities).

5. Each resident is considered a single tax payer, however, support services are not structured with this in mind and residents must direct questions to multiple points of contact.

6. Overtime, the number of volunteers supporting community/recreational programs has decreased. As a result, the Municipality is faced with the additional pressure of providing these services by taking on the displaced volunteer workload.

Graph 2.0: Staff Opinion – Value of Municipal Services
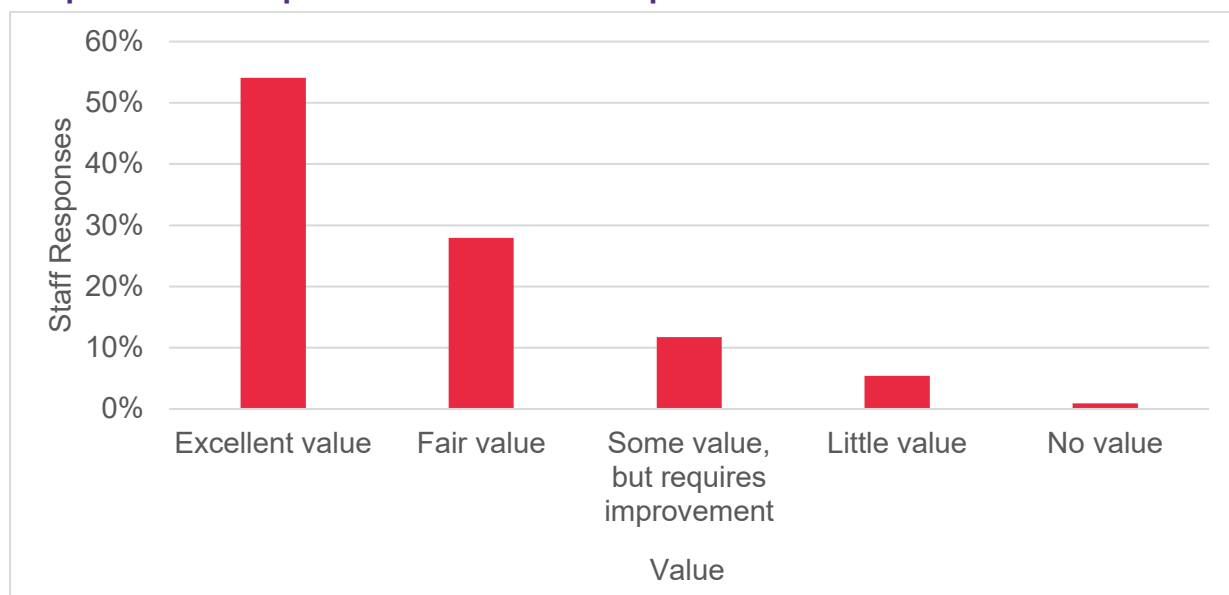
2.6 Communication

The Municipality of Clarington has a centralized communication model. The communications team reports up to the CAO. The Communications and Tourism Manager has accountability for both portfolios and leads a communications team of six full time employees. This team supports corporate wide communication internally and is responsible for external communication. External communication includes press releases and public services announcements, meetings and notices posted to the Municipality of Clarington website and social media. This team manages the Municipality's social media presence with Facebook and Twitter for both the Municipality

of Clarington and Tourism Clarington. The Municipality of Clarington also has a YouTube channel (used occasionally).

Observations:

1. Frequent requests for formal inter and intra departmental communication processes and support were made throughout our consultations.
2. Within the capacity of the team, external communications (press releases and public service announcements) are considered timely and meaningful.
3. Staff feel that response content to constituents and the media could be improved.
4. Given the current and upcoming organizational changes, staff have identified a need for formal communication support.
5. Perceived gap in communication between the Municipality and both the Clarington Board of Trade[1] and community organizations.

Table 1.0: Municipality of Clarington Current State Departmental Structure and Functions

Department	Functions	Staff & Management Positions (2019 org chart)	Inter-Departmental Functional Reliance	Functional Realignment Considerations
CAO	• CAO duties • Communications and Tourism • Climate change • Corporate policy	12 (1 PT, 4 union) 1 manager, 1 specialist, 4 coordinators	• Climate change (working with Special Projects) • Tourism (with CBOT/ externally)	• Climate Change
Clerks	• Council/Committee Support • Municipal Elections • Animal Services • Municipal Law Enforcement • Parking Enforcement	29 (6PT, 16 union) 1 director, 1 deputy, 1 manager, 1 supervisor, 2 coordinators	• Fire Services – open air fire by-law • Planning and engineering – permits • Legal: by laws • Operations – cemetery services	• By-law • Animal services • Cemetery administration

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[1] Although this observation adds value and alludes to a communication gap between CBOT and the Municipality, detailed observations and recommendations regarding the viability of the economic development service delivery model are not in scope of this review.

Department	Functions	Staff & Management Positions (2019 org chart)	Inter-Departmental Functional Reliance	Functional Realignment Considerations
	• Records & Information Management • Licensing • Vital Statistics • Accessibility • Marriage Ceremonies • Cemetery Administration			
Community Services	• Administration • Aquatic Facility Operations (programs and facility maintenance) • Arena Facility Operations (programs and facility maintenance) • Municipal Programs (recreation, programs and services for all ages) • Community Development • Municipal Construction (recreation facilities) • Community Grants (to support events and day-to-day operations of clubs/groups) • Older Adult Programs • Youth Liaison • Indoor Soccer Operations • Volunteer Management	412 (364 PT, 29 union) 1 acting director, 3 managers, 4 supervisors, 6 coordinators, 4 recreation programmers, 4 lead hands PT includes students	• Admin functions between community services and operations • Operations – facility maintenance, admin functions i.e. booking, construction • Corporate – Purchasing division • Planning, engineering – construction • Clerks – accessibility • Libraries and other external organizations – community programs	• Facility maintenance • Municipal construction

Department	Functions	Staff & Management Positions (2019 org chart)	Inter-Departmental Functional Reliance	Functional Realignment Considerations
	• Includes aspects of inclusion and accessibility			
Corporate Services	• Human Resources • Payroll & Benefit Administration • Tenders/ Purchasing • Information Technology • Corporate Health & Safety	25 (10 union) 1 director, 3 managers, 1 ass. Manager, 4 supervisors, 1 coordinator	• Finance department – purchasing • Community services – volunteers, onboarding of part time staff • All departments – IT projects, HR (training, negotiation)	• Purchasing • Payroll • IT
Fire and Emergency	• Emergency Response • Emergency Planning • Fire Prevent. Public Education • Fire Suppression • Communications • Training	195 (125 are volunteer FF) 1 director (chief), 2 deputies, 4 platoon chiefs, 8 captains	• Engineering – site plans and fire codes • HR – training and grievances/ negotiations • CAO – grievances/ negotiations	
Engineering	• Right of Way Management • Capital Budgeting & Forecasting • Design and Construction • Park Development • Development Review/Municipal Servicing • Subdivision Construction Inspection • Transportation and Traffic	32 (22 union) 1 acting/ assistant director, 3 manager, 1 CBO 3 vacant – director, traffic technician, construction coordinator	• Operations – sidewalks, crack sealing, catch basin, storm water and pond maintenance, road maintenance • Planning – development approvals, zoning • Clerks – By laws and permits	• Building Services (CBO) • Development approvals • Traffic • Construction • Park maintenance

Department	Functions	Staff & Management Positions (2019 org chart)	Inter-Departmental Functional Reliance	Functional Realignment Considerations
	• Pavement Management • Building Permit and Inspection (CBO)			
Finance	• Insurance • Risk Management • Investments and Banking • Financial Studies • Accounting • Tax billing and collections • Budget • Financial Reporting • Performance Measures • Internal Audit • Asset Management	23 (16 union) 1 director (treasurer), 1 deputy, 4 managers 1 vacant – policy analyst	• CAO – Internal audit • Corporate services – purchasing	• Internal audit
Legal	• Solicitor duties • Risk assessment • Contract review	2 1 solicitor 1 law clerk	• Clerks – By laws • Purchasing (procurement) • Engineering and planning – contracts, realty series • Corporate, finance, planning – Pre-consultation, purchasing	
Operations	• Road Maintenance • Fleet Maintenance (snow, fire and grass) • Parks Maintenance • Winter Snow Clearing Program • Parking Meter Maintenance	108 (5 PT, 32 students, 62 union) 1 director, 1 manager, 6 supervisors 6 vacant	• Clerks – cemetery • Community services – booking spaces, maintenance around facilities	• Booking/ administration of space • Road design, maintenance and construction • Park maintenance

Department	Functions	Staff & Management Positions (2019 org chart)	Inter-Departmental Functional Reliance	Functional Realignment Considerations
	• Sidewalk Maintenance Contract • Municipal Bldgs/Physical Plant • Streetlight Maintenance • Cemetery Operation • Municipal Construction		• Engineering – road maintenance	Winter snow clearing
Planning	• Planning policy • Development Approval • Community Development Initiatives • Geomatic Services • Real Estate • Environmental Assessments • Stewardship	66 (40 PT, 18 union) 1 acting director, 3 managers (1 acting), 2 principal planners PT are all crossing guards 1 vacant	• Engineering – development approvals • Clerks – By law • Operations – construction • CBOT (external) – Economic development	• Crossing guards • GIS • Real estate • Special Projects

3.0 Benchmarking

3.1 Overall Survey Observations

Six municipalities participated in the benchmarking survey. These municipalities were selected based on their demographics, known history of structural reorganization and location within Ontario in relation to the Greater Toronto Area (GTA). Key characteristics of the Municipality of Clarington were used to determine the grouping of benchmark cities. Key indicators included growth rate, size of road network and number of urban centres. The grouping of selected cities range in population from 96,000 to 230,000 with a geographic size (in km^2) of 137 km to 2,458 km. Table 2.0 provides a summary of the characteristics for each municipality.

Table 2.0: Overview of Municipalities

City	Population[2]	Median Age[2]	Median Household Income[2]	Growth Rate (2011-2016)[3]	Geography[3]	Rational / Key Characteristics
Clarington	92,015	40.2	102,050	8.8%	611 km^2	Growth rate, multiple city centers, urban, rural and lakeshore, east GTA, Durham region
Pickering	91,771	41.4	107,549	3.4%	232 km^2	Similar geographic (urban/rural), Durham region, similar population
Chatham Kent	101,647	47.6	64,020	-2.0%	2,458 km^2	Multiple city centers, urban and rural, similar population, but larger geography, Single Tier
Milton	110,128	37.1	112,974	30.5%	363 km^2	Urban and rural, near GTA
Whitby	128,377	40.2	110,636	5.2%	147 km^2	Similar geographic, Durham region and suggested as having some good practices

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[2] https://townfolio.co/
[3] https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E

City	Population[2]	Median Age[2]	Median Household Income[2]	Growth Rate (2011-2016)[3]	Geography[3]	Rational / Key Characteristics
Burlington	183,314	44.7	100,780	4.3%	186 km^2	Near the GTA, significantly larger, comparison for how to organize items such as maintenance on a larger scale
Kitchener	233,222	39.2	76,394	6.4%	137 km^2	Works closely with neighboring cities, recently reviewed organizational structure

3.2 Comparative Analysis

The benchmarking exercise compared the Municipality of Clarington's organizational structure and budget to six peer organizations: Pickering, Chatham Kent, Milton, Whitby, Burlington and Kitchener. Although Clarington has the smallest relative population, they are statistically average in terms of geographic size, growth rate and median household income.

3.2.1 Survey responses

Municipalities completed an 11 question survey (see appendix C). The written responses to the open-ended questions are summarized below (see table 3.0). Overall, the municipalities were supportive of this review and were available for follow-up questions. Municipalities who had current organizational structure diagrams (i.e. not currently undergoing reorganization) provided them (see appendix D).

All organizations have recently undergone, or are currently undergoing, an organizational structure review.

Key Observations:

- The majority of municipalities have moved to consolidated models (with five to six departments) with the exception of Burlington (who has gone to a 13 department model).

- Consistent across all municipalities is an explicit effort to ensure clarity of roles and departmental functions.

Table 3.0: Benchmark Survey Responses

City	High Level Org. Structure	Date of Last Org. Review	Recent Organizational Changes	Customer Service Model	Out of Scope Services they Provide	Impactful Use of Technology	Formal Change Management Processes
Pickering	8 Departments with 7 Directors/1 CAO, 6 Division Heads, and 16 managers	Ongoing, consistently reviewing to streamline	Larger operations department (2016) HR separated from CAO (2018) Enhanced building services (city development) (2018) New security section in community services (2019) IT added 5 positions to grow tech abilities	"One call to city hall" Centralized customer care section located at City Hall. They log and track all issues until completion, coordinate between residents and staff. Payments are made directly to finance.	N/A	Mitel phone system - includes instant messaging system SAP and Success Factors (new HRIS 2020) Updated Pickering website (more interactive and easy to find info) Active Net	Change process in place, but not following a specific change methodology. Org changes are submitted through HR and approved by the CAO.
Chatham Kent	5 departments	2016	Consolidated functions (based on 2016 review). Some structures were done to support professional development and succession planning	Online or in one of the 7 Municipal offices	Service Ontario Several theatres Conference/ exhibition centre Short line rail	New website to support community engagement Need to enhance high speed fiber optics before further IT developments	Have a process, but not a single methodology. Communication is key, help team to understand the reasons for change

Current State Assessment and Benchmarking

City	High Level Org. Structure	Date of Last Org. Review	Recent Organizational Changes	Customer Service Model	Out of Scope Services they Provide	Impactful Use of Technology	Formal Change Management Processes
Milton	5 Department, each headed by a Commissioner with 2 to 3 Directors below	Last year, no action taken to date. Last change was 5 years ago	Title changes from Director to Commissioner and some Managers to Directors. We are currently undergoing a phased service delivery review.	Cashiers for tax and parking tickets Facilities for customer service for programs	Milton Innovation Centre Mattamy National Cycling Centre	No response	No response
Whitby	Ideally 4 or 5	Currently undergoing	Awaiting Provincial review, but in the midst of shifting to a model with fewer departments. Community services will cover all forward facing services (including most operations and fire). Engineering will move into planning and development. Facilities into corporate services	Currently in the process of centralizing. Customer service will fall under legislative services (under CAO). This will include all customer service, including recreational services	Marina, senior and youth program-ing, sustainab-ility division, downtown division	Currently very outdated. Recent IT strategic plan identified 5 years of investments/ technology. Budgeting for new ERP (multiyear project)	Also work in progress

City	High Level Org. Structure	Date of Last Org. Review	Recent Organizational Changes	Customer Service Model	Out of Scope Services they Provide	Impactful Use of Technology	Formal Change Management Processes
Burling-ton	13 Departments	Recently, ongoing	Currently reviewing leaf collection, fleet management, winter control and pro-building permit development approval process via A&A fund	Centralized, service Burlington model. When needed CSR work directly with departments to resolve queries	N/A	No response.	• Working towards formalized Prosci Change Management program. • Business Process Management methodology for process improvement reviews. • Design Thinking methodologies (Innovation in a Box tools) for supporting Innovation/ Continuous Improvement.
Kitchener	5 departments with 5-6 divisions each	2017	2017 review resulted in change from 4 departments of 6-9 divisions plus a large Office of the CAO to 5 departments of 5 divisions Each department was designed with a clear corporate agenda.	Corporate Customer services oversees contact centre for in-bound inquiries Revenue division in Finance receives bill payments	N/A	• LED streetlights • Associate staffing models (generalist staff) • Lean methodology to improve before technology	Informal approach (effective)

3.2.2 Organizational Structure

Table 4.0 provides a benchmark summary of the Municipal organizational structures and the functional roles of their departments. This table highlights the structure of the core services that each Municipality provides. Primary departmental functions that do not align with the listed departmental structure are indicated in *italics*. **Note: Whitby is not included in this table as they are currently undergoing an organizational structure reorganization.**

Key observation:

- The majority of the Municipalities have implemented an organizational structure where indirect services such as Clerks, Finance, Human Resources, Legal and Technology are reporting into another department.

Table 4.0: Comparison of Municipal Organizational Structures and Departmental Functions

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
CAO	**Chief Administrative Office** • Administration of the Corporation • Strategy Development • Communication and Tourism • Climate Change • Corporate Policy	**Office of the CAO** • Customer Care • Economic Development • Public Affairs • Communications	**Office of the CAO** • Corporate Communications • Partnership Development • Project Management Office • Strategic Planning	**Executive Services** • Offices of the Mayor and CAO • Corporate Communications and Marketing • Economic Development	**City Manager** • Corporate Leadership • Management of the Corporation • Stewardship of the Municipality	*In Corporate Services*

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
Corporate	**Corporate Services** • Human Resources • Payroll & Benefits • Administration • Tenders/Purchasing • Information Technology • Corporate Health & Safety	**Corporate Services Department** • By-law • Enforcement Services (and animal services) • Information Technology • Legal Services • Legislative Services	**Corporate Services** • Human Resources and Organizational Development • Municipal Governance/ Clerk • Customer Services	**Corporate Services** • Finance and Accounting • Human Resources • Information Technology • Purchasing and Risk • Taxation and Assessment • Town Clerk	*Divided into departments below*	**Corporate Services Department** • Corporate Communications & Marketing • Human Resources • Legal • Legislated Services • Technology & Innovation Services • Office of Mayor & Council
Legal	**Legal Services** • Legal Advice and • Support • Risk Assessment • Contract Review	*In Corporate Services*	*In Community Development*	*N/A*	**Legal** • Preparing Contracts • Negotiating Development and Subdivision Agreements • Representation at Municipal Board and Courts	*In corporate services*
HR	*In corporate services*	**Human Resources Department** • Human Resources • Employee Services	*In Corporate Services*	*In Corporate Services*	**Human Resources** • Attraction and Retention • Staff/Labour Relations • Employee Benefits	*In Corporate Services*

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
					• Health and Safety • Pay Research • Staff Training and Development	
Clerk	**Clerk's** • Council/Committee Support • Municipal Elections • Animal Services • Municipal Bylaw Enforcement • Parking Enforcement • Records & Information • Management • Licensing • Vital Statistics • Accessibility • Marriage Ceremonies • Cemetery Administration	*In Corporate Services (legislative)*	*In Corporate Services*	*In Corporate Services*	**Clerks** • Support for Council and Committees • Issuing Marriage • Licenses • Registering Deaths • Conducting Municipal Elections • Maintaining Corporate Records • Assessment Rolls and Bylaws • Commissioner of Oath • Community Relations Services	*In Corporate Services*
Finance	**Finance** • Insurance • Risk Management	**Finance Department** • Taxation • Accounting	**Finance Budgeting and IT**	*In Corporate Services*	**Finance** • Financial and Accounting	**Financial Services Department** • Accounting

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
	- Investments, Banking - Financial Studies - Accounting - Tax Billing, Collections - Budget - Financial Reporting - Performance Measures - Internal Audit - Asset Management	- Internal Audit - Payroll - Supply & Services	- Budget and Performance Management - Financial Services - Information Technology		Management (and budgets) - Financial Reporting - Tenders and Purchasing - Collection of Taxes and other Revenues - Tax Certificates - Assessment review	- Asset Management - Financial Planning - Revenue - Supply Services - SAP Business Solutions
Information Technology	*In corporate services*	*In Corporate Services*	*In Finance*	*In Corporate Services*	**Information Technology** - Hardware & Software Support - Business Application Management and Support - Security, Training and general Consulting - City Data Centres, Network, Internet Access, Email and Telephone Systems	*In Corporate Services*

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
Operations	**Operations** • Road Maintenance • Fleet Maintenance • Parks Maintenance • Winter Snow Clearing Program • Parking Meter Maintenance • Sidewalk Maintenance (contract) • Municipal Bldgs/ Physical Plant • Streetlight Maintenance • Cemetery Operation	*In Community Services*	*In Infrastructure and Engineering*	*In Engineering Services*	**Capital works** • Environmental Issues • Policy Development • Green City Initiatives • Design and Construction of all Roads, Sidewalks, Parks, Open Spaces, Bridges and Sewers • Geomatics • Infrastructure Management • Engineering Reviews for Subdivisions, Site Plans and Re-zonings	**Infrastructure Services Department** • Facilities Management • Fleet • Kitchener Utilities • Operations – Environmental • Operations - Roads & Traffic
Planning	**Planning** • Planning policy • Development Approval • Community Development Initiatives • Geomatic Services • Real Estate	*In City Development*	*In Community Development*	*In Planning and Development*	**Parks and Recreation** • Recreation and Culture Services • Parks • Facilities • Special Events • Recreation Centres	*In Development Services*

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
	• Environmental Assessments • Stewardship (social and economic)				• Recreational Programs **City Building - Planning, Building and Culture** • Permits (building, plumbing, heating, swimming pool, septic system, and signs)	
Developme-nt	*In Engineering*	**City Development Department** • Building Services (and permits) • Film Pickering • Planning and Design • Sustainability	**Community Development** • Legal Services • Fire and Paramedic • Building Development Services • Planning Services • Economic Development	**Planning and Development** • Policy Planning • Population Forecasting and Growth Projections • Heritage Planning • Urban Design • Zoning By-law • Development Applications • Building Services and Chief Building Official (inspections, zoning, plans, permits)	• Arts and Culture • By law Enforcement • Building Inspection • Building Codes • Business and Lottery Licensing • Plan/Planning policy • Rezoning, Subdivision, Condominium and Site Plan Applications **Roads, Parks and Forestry** • Maintenance of Streets,	**Development Services Department** • Building • Economic Development • Engineering • Planning • Transportation Services

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
Community	**Community services** • Aquatic Facility Operations • Arena Facility Operations • Municipal Programs • Community Development • Municipal Construction • Community Grants • Older Adult Programs • Youth Liaison • Indoor Soccer Operations • Volunteer Management	**Community Services** • Cultural Services Facility Programs • Operations (facilities and public works) • Recreation	**Community Human Services** • Public Library • Community Attraction and Leisure Services • Employment and Social Services (and child care) • Housing Services • Public Health (and LTC) • Senior Services	**Community services department** • Arts and Culture • Community Programs • Facility Services (scheduling outdoor spaces, indoor maintenance, managing/developing civic buildings/properties) • Parks and Open Space (park development) • Recreation Services	Sidewalks, Parks, Playgrounds, Storm Sewers, and Creeks Snow Clearing • Forestry • Cemetery operations • City Sign Production • Fleet Services **Transportation Services** • Traffic Signal System • Traffic Services • Transportation Planning • Parking By-law Enforcement • Downtown Parking **Burlington Transit:** • Scheduling, Operations and Maintenance of Transit Vehicles	**Community Services Department** • By-law Enforcement • Corporate Customer Service • Fire • Neighbourhood Programs and Services • Sport
Engineering	**Engineering** • Right of Way Management • Capital Budgeting & Forecasting	**Engineering Services Department** • Capital Projects & Infrastructure • Transportation and Traffic	**Infrastructure and Engineering** • Public Works (facilities including social housing assets,	**Engineering Services** • Roads/Infrastructure Management • Traffic (data, lights,		*In Development Services*

Department	Clarington	Pickering	Chatham Kent	Milton	Burlington	Kitchener
	• Design and Construction • Park Development • Development Review/ • Municipal Servicing Subdivision • Construction Inspection • Transportation and Traffic • Pavement Management • Building Permit and Inspection (CBO)	• Water Resources & Development Services (and Development Approvals)	cemeteries and horticulture) • Drainage, Waste and Asset Management (all physical assets here) • Engineering and Transportation Services	regulations, on street parking, crossing guards) • Roads and Parks • Maintenance and Operations • Development Engineering • Roadway Corridor Permits • Transit		
Fire	**Fire and Emergency Services** • Emergency Response • Emergency Planning • Fire Prevention • Public Education • Fire Suppression • Communications • Training	**Fire Services Department** • Fire Prevention, Suppression and Education	*In Community Development*	*This sits under Executive Services* **Milton Fire Department** • Fire Prevention, Suppression and Education	**Fire Department** • Fire Prevention and Suppression • Emergency and Rescue Services • Fire Prevention Education • Fire Safety Inspections	*In Community Services*

3.2.3 Service Delivery

Table 5.0 provides a summary of the departments responsible for specific services. For comparison purposes, this list of services was created based on our stakeholder consultations, review of background documentation and analysis of functional considerations at the Municipality of Clarington (see table 1.0).

Key observations:

- Three of the six peer municipalities manage Park Design, Construction and Maintenance under one department.

- Clarington is only Municipality that requires the involvement of two separate departments to manage Park Construction.

- Road Design, Construction and Maintenance functions are often consolidated under one department (Burlington and Clarington are the exception while Milton contracts out Road Construction).

- Clarington is only Municipality that requires the involvement of two separate departments to manage Road Construction (urban and rural).

- Procurement services are typically aligned the Finance department (Whitby and Clarington are the exception).

- Economic Development and Tourism are predominantly managed internally by peer Municipalities (Burlington is the exception).

Table 5.0: Comparison of the Departments Responsible for Delivery of Identified Services

Service	Clarington	Pickering	Chatham Kent	Milton	Whitby	Burlington	Kitchener
Park design	Engineering	Community Services	Infrastructure and Engineering	Community Services	Community Services	Capital Works	Infrastructure Services
Park construction	Engineering	Community Services	Infrastructure and Engineering	Community Services	Community Services	Capital Works	Infrastructure Services / External
Park maintenance	Operations *(maintenance and*	Community Services	Infrastructure and Engineering	Engineering Services – Operations	Public Works	Roads, Parks & Forestry	Infrastructure Services

Service	Clarington	Pickering	Chatham Kent	Milton	Whitby	Burlington	Kitchener
	refurbishment)						
Cemetery services	Clerks/ Operations	N/A	Infrastructure and Engineering	Engineering Services - Operations	External - Groveside Cemetery Board	Roads, Parks & Forestry	Infrastructure Services
Road design	Engineering	Community Services	Infrastructure and Engineering	*No response*	Public Works	Capital Works	Infrastructure Services / External
Road construction	Engineering	Community Services	Infrastructure and Engineering	Project Managed-Contracted out	Public Works	Capital Works	Infrastructure Services / External
Road maintenance	Operations	Community Services	Infrastructure and Engineering	Engineering Services - Infrastructure	Public Works	Roads, Parks & Forestry	Infrastructure Services
Traffic coordination	Engineering	Engineering Services	Infrastructure and Engineering	Engineering Services – Operations	Public Works	Transportation	Infrastructure Services and Development Services
Development approvals	Engineering	Engineering Services	Infrastructure and Engineering and Community Development	Engineering Services – Infrastructure	Planning (CBO)	Community Planning	Development Services
Building services and permits (CBOs)	Engineering	City Development	Community Development	Engineering Services - Development	Public Works	Building & By-law	Development Services
Municipal permits/licenses	Clerks	Community Services/	Corporate Services	Planning & Development	Legal and Enforcement	Building & By-law	Corporate services

Service	Clarington	Pickering	Chatham Kent	Milton	Whitby	Burlington	Kitchener
		Corporate Services					
By-law enforcement	Clerks	Corporate Services	Community Development	Corporate Services	Legal and Enforcement	Building & By-law	Community Services
Human resources	Corporate Services	Human Resources	Corporate Services	Corporate Services – Legislative & Legal Services	CAO	Human Resources	Corporate Services
Payroll	Corporate Services	Finance	Corporate Services	Corporate Services – HR	HR	Finance	Financial Services
Purchasing/ procurement	Corporate Services	Finance	Finance, budgeting and IT Services	Corporate Services – Finance	Corporate Services	Finance	Financial Services
Tourism	Office of the CAO - Communications	Office of the CAO	Community Human Services *could move to Ec dev	Corporate Services – Purchasing	N/A (Durham)	Separate Board - Tourism	External
Economic development	External - CBOT	Office of the CAO	Community Development	Executive Services	CAO	Separate Board – Burlington Economic Development Corporation	Development Services
Animal[4]	Clerks	Corporate services	External - PAW	Town Clerk (under Corporate)	Legal Services	Clerks	External

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[4] Added based on external research by Grant Thornton after benchmark survey

3.2.4 High Level Budget Analysis

A high level Municipal budget comparative analysis was completed to examine expenditure in relation to population size, geographic size (km^2) and number of employees. Dollar values were taken from publically posted budget documents (see appendix E for reference list).

Note: The illustrations below are meant for reference purposes only as there are inconsistent approaches to defining full time equivalent (FTE) staffing numbers (inclusion or exclusion of Part Time employees) and the allocation of expenditures (to departments vs levies or other).

Key Observations:

- Overall, Clarington has the smallest population (approx. 92,000 constituents in 2016) but second largest geographic area (611 km^2) (see graph 3.0).

- Looking at budgets normalized by population density (number of constituents per km^2), the Municipality of Clarington spends approximately $907 per person/$km^2$ (see graph 4.0), placing it on par with the average of these peer Municipalities (see points below).

- Of the seven Municipalities (including Clarington), the budget per population density ranges between $640 per person/ km^2 and $1630 per person/ km^2. Chatham Kent skews the average, as it represents the highest value at $1630 per person/ km^2.

- Of the remaining five Municipalities (excluding Clarington and Chatham Kent) the average budget per population density is $908 per person/ km^2.

For reference purposes, a comparison of Municipal budget per km^2, constituent and FTE and are included below (see graph 5.0 for km^2, graph 6.0 for constituent and graph 7.0 for FTE on page 25). Note: Chatham Kent is a single tier municipality; their budget includes additional core services that are not included in lower tier municipal budgets.

Graph 3.0: Municipal Budgets[5]
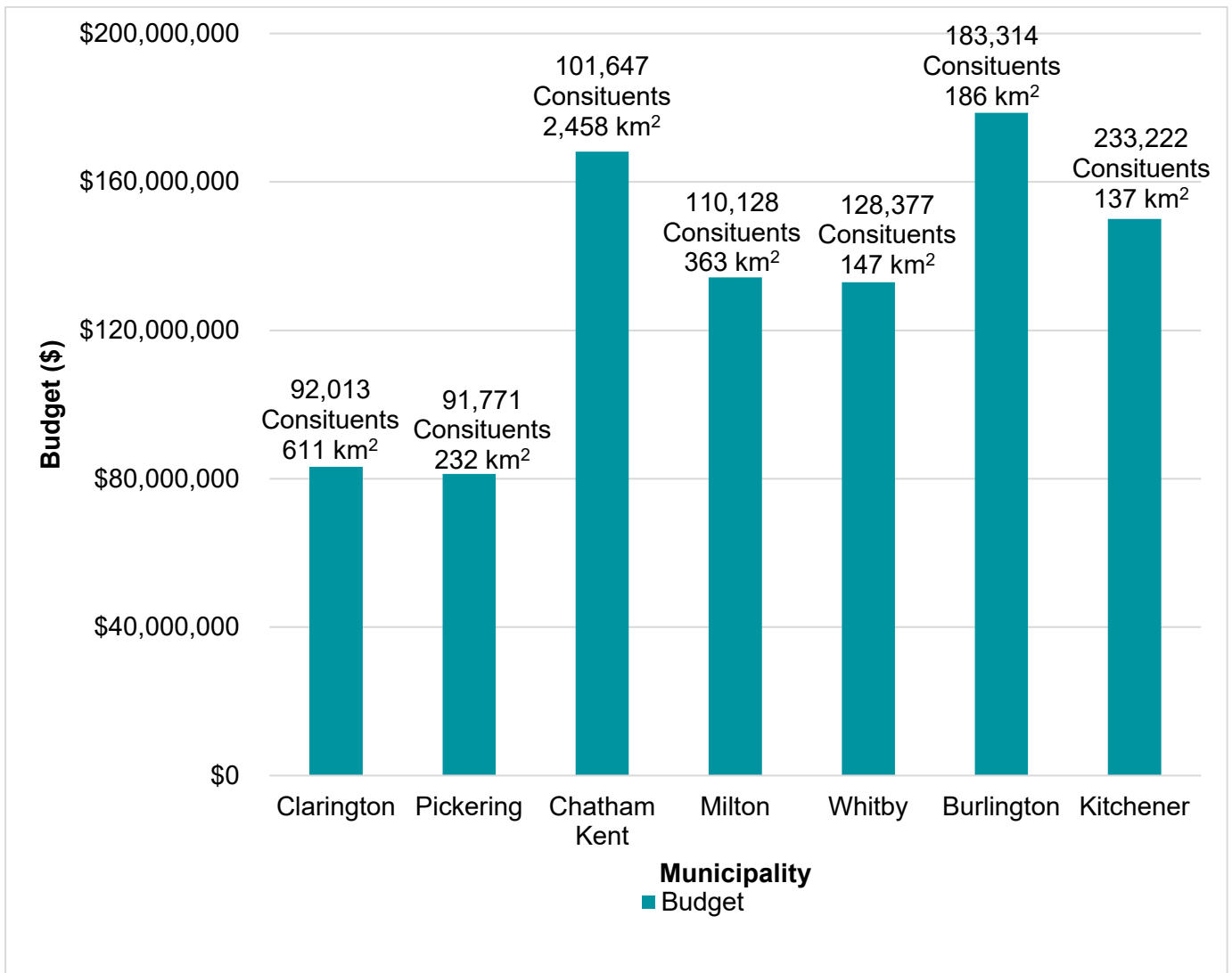
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[5] 2019 budgets, except for Chatham Kent (2018 budget)

Graph 4.0: Municipal Budget[5] by Population Density (constituent/km^2)
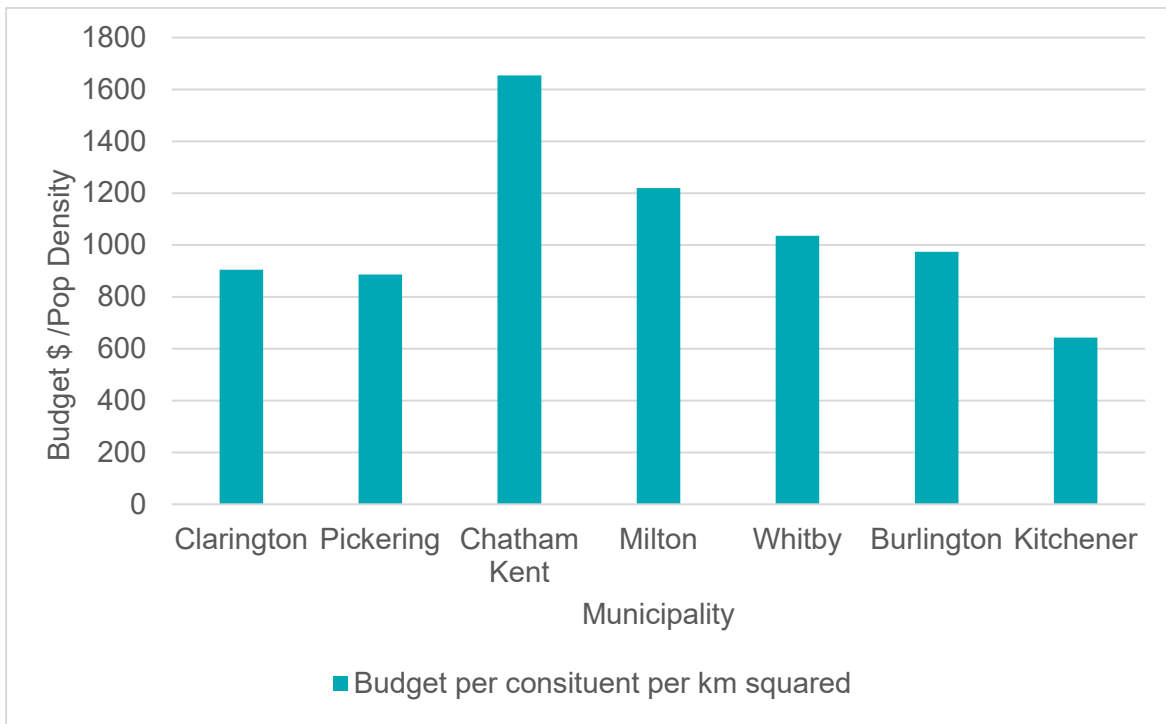
Graph 5.0: Municipal Budget[5] per km^2
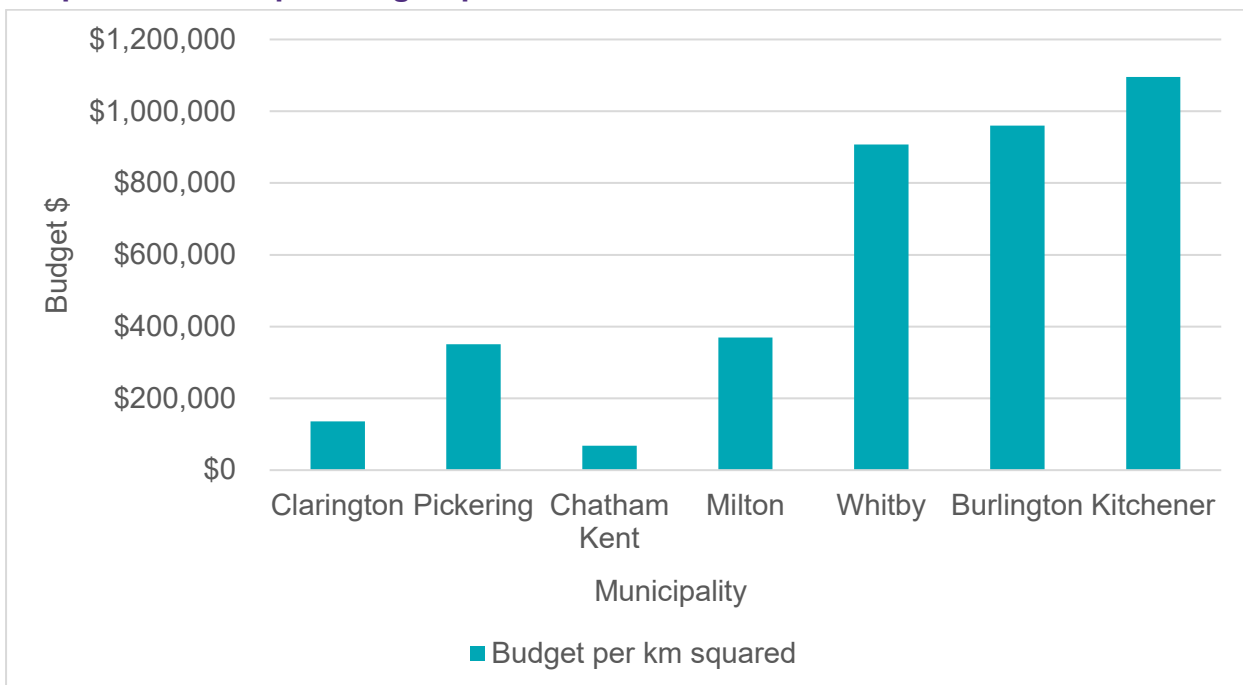
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[5] 2019 budgets, except for Chatham Kent (2018 budget)

Graph 6.0: Municipal Budget[5] per Constituent
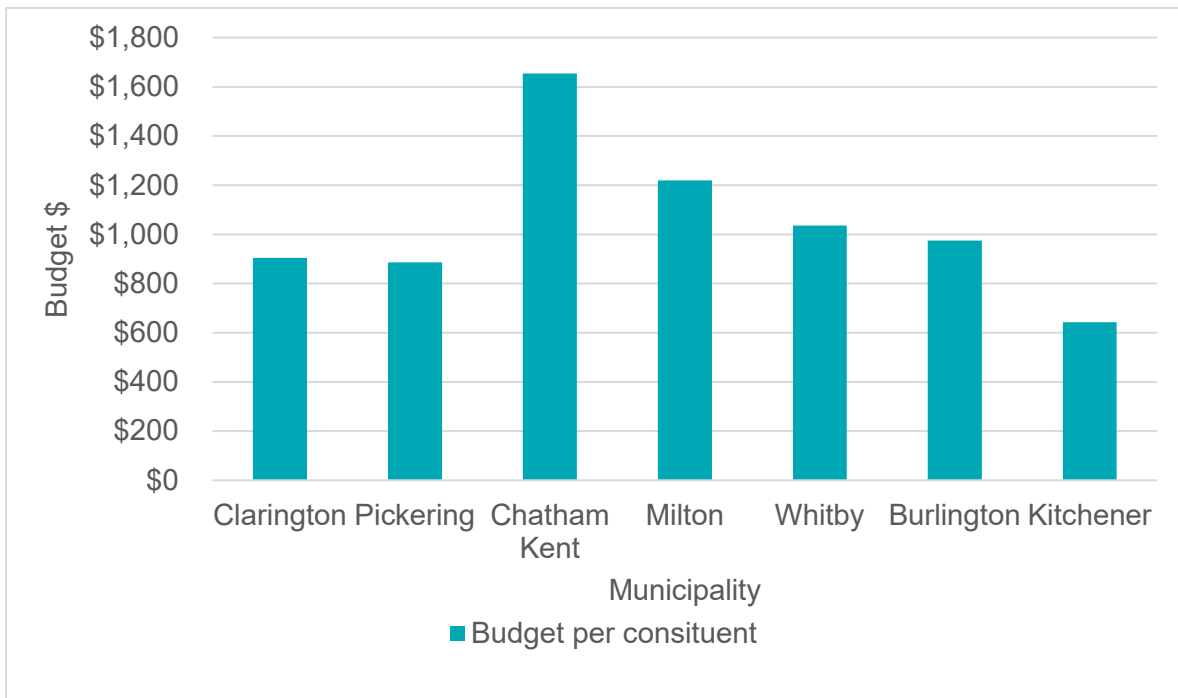
Graph 7.0: Municipal Budget[5] per FTE

---
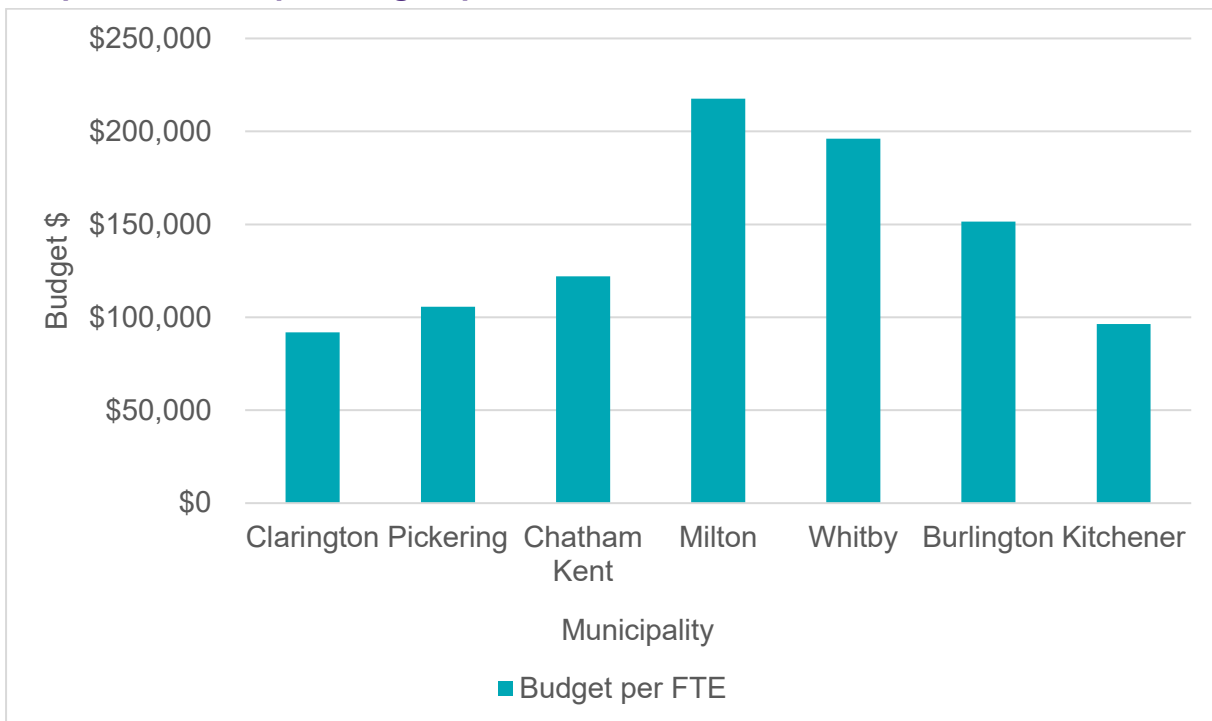
[5] 2019 budgets, except for Chatham Kent (2018 budget)

4.0 Appendices

Appendix A:

Stakeholder interview questions

Appendix B:

Staff survey questions

Appendix C:

Benchmarking survey questions

Appendix D:

Benchmarking organizational Charts

      i.   Pickering

     ii.   Chatham Kent

    iii.   Milton

    iv.   Kitchener

Appendix E:

List of resources used in comparative analysis (benchmarking)

An instinct for growth™

Appendix A: Stakeholder interview questions

Grant Thornton

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Municipality of Clarington – Organizational Structure Review

Interview Guide

Organizational Structure Review

What is the purpose of the interviews?

The Municipality of Clarington has engaged Grant Thornton LLP to conduct a review of the organizational structure of departments and services. The purpose of the review is to improve the understanding of the organizational structure, and provide information for council and administration to make informed strategic choices regarding that structure. The review process will identify and recommend opportunities for improvements to the Municipality of Clarington, and recommend service delivery efficiencies that maintain existing levels and quality of services to the community.

The purpose of the interviews in this context is to:

- Use dialogue to establish trust with stakeholders in the review process;

- Understand the functions of and roles within each municipal department and service;

- Draw upon the insight and experience of internal stakeholders to illuminate areas of particular value, opportunities for improvement, and areas of particular sensitivity in the review;

- Draw upon the insight and experience of internal stakeholders, to enrich, and provide alternative perspectives on, our external and benchmarking scans; and,

- Draw upon the technical insights and familiarity with the operational realities of the Municipality's departments and services, to ensure our insights and recommendations are realistic and actionable.

Who will participate in the interviews?

Municipality of Clarington employees, stakeholders, including the unions representing municipal employees, and elected officials. Other stakeholders may also be included at the discretion of the project team.

Times and Location: to be determined. Please contact Tyler Merkley (email address below) or contact the Municipality, for more information.

Individual interviews may last from 20 to 60 minutes. Group interviews (up to 6 people), if any, may last from 60 to 90 minutes.

Confidentiality

Grant Thornton LLP takes confidentiality and privacy seriously. It is also our experience the information provided by stakeholders is more reliable where people can speak in full confidence. All responses from participants, and all notes taken from interviews are retained by Grant

Thornton LLP for the period of the engagement, and are then destroyed. All responses are recorded anonymously and aggregated. We make every effort to ensure individual responses cannot be traced back to the people who made them.

Further questions and feedback can be communicated in confidence to the Grant Thornton team by writing to the Project Manager, Tyler Merkley at tyler.merkley@ca.gt.com.

Questions – Senior Administration

1. What departments and services can you speak to from personal experience where you have or have had a formal role?
    o Please describe the function and structure of the department/service and the function of your role.
    o Are there other departments/services that you interact with in your role?
    o Are there any functions that you feel are duplicated elsewhere?

2. From a value-add perspective, what are the strengths within your department or within the administration related to services, structure and process?
    o What in your estimation makes any of the above effective?

3. From your perspective, are there inefficiencies within your department or within the administration?
    o Looking at each of these in turn, are you able to articulate where/how costs could be reduced?
    o Are any of these programs, services, or processes redundant/duplicated (partially or completely)?
    o Is there an optimal way to achieve a more efficient use of resources?

4. In your experience, are there any gaps in the services the Municipality provides, or in the resources to deliver existing services? If so, which ones? Do you have insight into why those gaps might exist?

5. Are you aware of any innovative programs or alternate delivery models in other municipalities that we should look at?

6. Are you aware of any lack of clarity or uncertainty between departments about their work?
    o Are there any areas/processes within the Municipality that you find unclear?

7. Are there any individuals or groups we should engage, of whom we may not be aware, but who would give us valuable insight into a municipal service or process?

8. From your perspective, how can Clarington best support economic development?

Questions – Clarington Board of Trade and Office of Economic Development

1. Please describe the value and benefits of the services that CBOT provides.

   o What are the efficiencies/benefits of this program versus internal models that peer municipalities use?

2. What challenges and/or opportunities for improvement exist between CBOT and the Municipality?

3. Can you please describe the KPI's that CBOT has with the Municipality?

   o At what frequency are these shared with the Municipality?

Questions – Unions

1. What is your sense of the communication and collaboration between the union and the Municipality? Are there opportunities for improvement?

2. From a value-add perspective, where are the greatest strengths within the corporation?

   o What in your estimation, makes these services or processes effective?

3. From your perspective, are there inefficiencies within the corporation?

   o Looking at each of these in turn, are you able to articulate where/how costs could be reduced or value increased for the same costs?

   o Are any of these programs, services, or processes redundant/duplicated (partially or completely)?

   o Is there an optimal way to achieve a more efficient use of resources?

4. In your experience, are there any gaps in the services the Municipality provides, or in the resources to deliver existing services? If so, which ones? Do you have insight into why those gaps might exist?

5. Are you aware of any innovative programs or alternate delivery models in other municipalities that we should look at?

6. Are there any individuals or groups we should engage, of whom we may not be aware, but who would give us valuable insight into a Municipal service or process?

7. From your perspective, how can Clarington best support economic development?

Questions – Councillors

1. What wards do you cover, or have you previously covered?

   o What success have you had during your time as a councillor? How has the organization been able to support these successes?

   o What are some of the challenges that you have faced within your ward or as a councillor? How has the organization contributed to/or worked with you/the ward to bring resolution to these challenges?

2. From a value-add perspective, what are the strengths within senior administration?

3. From your perspective, are there inefficiencies within the administration or within individual departments?

   a. Are any programs, services, or processes redundant/duplicated (partially or completely)?

   b. Is there an optimal way to achieve a more efficient use of resources?

4. In your experience, are there any gaps in the services the Municipality provides, or in the resources to deliver existing services? If so, which ones? Do you have insight into why those gaps might exist?

5. From your perspective, how can Clarington best support economic development?

6. Are you aware of any innovative programs or alternate delivery models in other municipalities that we should look at?

7. Are there any individuals or groups we should engage, of whom we may not be aware, but who would give us valuable insight into a Municipality service or process?

8. Are there any areas/processes within the Municipality that you find unclear?

Appendix B: Staff survey questions

Note to staff to introduce survey

Hello all,

I want to share some information about an exciting project that the Municipality is undertaking. We are working with an independent consultant (Grant Thornton LLP) to conduct a comprehensive review of the structure of our organization and how we deliver services. The Municipality last adjusted its corporate structure in 2000 when Gmail, Facebook and even the iPhone did not exist. Since then, our population has nearly doubled, and the nature and extent of the services offered by the Municipality has changed.

Earlier this year, the Province announced that it would provide funding to municipalities willing to hire an independent expert to conduct a review to find cost savings in the delivery and structure of municipal programs and services. Clarington applied for the funding, and we were approved. Along with the grant, the Province has issued a list of guidelines. These guidelines make it clear that the review is intended to help municipalities "become more efficient and modernize service delivery while protecting front-line jobs", and that the review cannot result in a reduction of front-line services.

A key part of the consultants work will be interviewing the Mayor and Council as well as senior management. They are also very interested in hearing your thoughts on our internal structure and services - what works, what doesn't and where we can improve. Please take the time to provide your input into this review by responding to a short survey (LINK). Please note that your responses will be confidential – only representatives from Grant Thornton LLP will read and consider them. The survey will only be open until October 10, 2019 because of the very short time period the Province has given us to complete the review.

Once all the feedback is gathered, the consultants will prepare a report for Council's consideration. It will contain data on best practices and include comparisons to other municipalities. The report will be a public document that will be accessible to everyone.

Please feel free to contact me if you have any questions.

Andy

Survey questions:

1. Which department do you work in? [Select from list]
   - CAO's office
   - Clerk's
   - Community Services
   - Corporate Services
   - Emergency and Fire Services
   - Engineering Services
   - Finance
   - Legal
   - Mayor's Office
   - Operations

2. In your opinion, how effective is the organizational structure of your department?
   - Extremely effective
   - Very Effective
   - Somewhat effective
   - Not so effective
   - Not at all effective

   Please explain your answer.

3. Please describe your department's strengths.

4. Where can your department improve?

5. In your opinion, does the municipality deliver value to our residents in terms of the services offered?
   - Excellent value
   - Fair value
   - Some value, but requires improvement
   - Little value
   - No value

Please explain your answer.

6. In terms of our organizational structure, how can we provide our services more efficiently?

7. Please describe where interactions with other departments work well.

8. Please describe where interactions with other departments need improvement.

9. Do you have any other comments or observations that you believe will provide value to the report?

Appendix C: Benchmarking survey questions

Municipality of Clarington

Organizational Structure Review

Benchmarking Questionnaire

Prepared by Grant Thornton on behalf of the Municipality of Clarington.

Name:
Organization:

Background

Grant Thornton LLP has been engaged by the Municipality of Clarington to undertake a comprehensive review of the organizational structure of departments and services.

This engagement is driven by the Municipality's interest in ensuring their organizational structure supports effective and efficient service delivery, administrative performance and sustainability, and in part, the availability of the Audit and Accountability Fund initiative of the Ontario government.

The Municipality has requested a benchmark survey of municipalities regarding their organizational structure, processes and best practices pertaining to departmental roles and functions and change management.

We would greatly appreciate your participation in this benchmarking questionnaire. **In return for your participation, we are happy to provide you with a document containing the summarized, anonymous themes collected during this benchmarking process.**

We anticipate that the benchmarking process will require approximately 1 hour, depending on the availability of information within your organization.

Included in this document are questions for your consideration. If you are able to participate in this benchmarking exercise please complete this form and return it to Grant Thornton, or let us know that you would prefer we schedule a telephone call with you to provide your responses. For our work, responses are required by **October 15, 2019**.

We will be in contact with you shortly to confirm the successful delivery of the questionnaire and answer any questions you may have.

If you have any questions please do not hesitate to contact Beth Farnell at Grant Thornton at 416-360-2813 (Beth.Farnell@ca.gt.com) or Catherine Carr at the Municipality of Clarington at 905-623-3379 ext. 2606 (ccarr@clarington.net)

Grant Thornton

Introduction

1. Please describe your organizational structure by department. i.e., "*5 departments with 20 managers.*" If possible, please attach a copy of your organizational structure for reference.

2. Please describe the supervisory roles within each department and their respective responsibilities.

3. When did your organization last perform a review of your organizational structure?

4. Please describe any significant changes to organizational or departmental structures and/or procedures that have improved service delivery and efficiencies over the past 5 years?

Grant Thornton

Services

5. Please complete the table below based on your organizational structure, departmental functions and reporting relationships. Where needed, please make note of any adjustments to the service label and/or description to accurately reflect your organization. Please indicate if any of these services are split between departments, or are managed externally.

Service	Which department(s) is responsible for the delivery and management of this service?	What are the strengths of this model?	What are the challenges associated with delivering this service?	What changes, if any, would improve delivery of this service?
Park design				
Park construction				
Park maintenance				
Cemetery services				
Road design				
Road construction				
Road maintenance				
Traffic coordination				
Development approvals				

Service	Which department(s) is responsible for the delivery and management of this service?	What are the strengths of this model?	What are the challenges associated with delivering this service?	What changes, if any, would improve delivery of this service?
Building services and permits (CBOs)				
Municipal permits/licenses				
By-law enforcement				
Human resources				
Payroll				
Purchasing/procurement				
Tourism				
Economic development				

6. How is your municipal office customer service model devised? (ie. where/how do residents pay bills, submit inquiries, gather information)

| |
| |

7. Does your organization operate services that may not traditionally be seen as within the scope of municipal or civic services? If so, how does your organization manage them?

| |
| |

Modernization/Technology

8. Please outline the most impactful ways your organization has incorporated technology (or a more modern approach) to internal process or administrative activities and the benefits you have seen from it.

Type of technology/modernization	Benefits

Change management

9. Does your organization have a formal approach to implementing change internally? [Y/N]

| |
| |

10. If yes, please elaborate on what approach your organization uses and if there are best practices you have seen for implementing change within your organization?

[ ]

Other Comments

11. Do you have any other questions or comments?

[ ]

Appendix D: Benchmarking organizational Charts

City of
PICKERING

The Corporation of the City of Pickering
Organization Structure

Mayor
Members of Council

City of Pickering
Employee Complement

95	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
316	Union Full-Time (UFT)
61	Union Part-Time (UPT)
46	Union Full-Time Term (UFTT)
251	Union Part-Time Term (UPTT)

Chief Administrative Officer

Office of the Chief
Administrative
Officer

(Chart No. 2)

City Development
Department

(Chart No. 3)

Community Services
Department

(Chart No. 4)

Corporate Services
Department

(Chart No. 5)

Engineering Services
Department

(Chart No. 6)

Finance
Department

(Chart No. 7)

Fire Services
Department

(Chart No. 8)

Human Resources
Department

(Chart No. 9)

Authorized by:

[signature]

Chief Administrative Officer

January 1, 2019

Chart No. 1

City of PICKERING

The Corporation of the City of Pickering
City Council

```
                        ┌─────────────────────┐
                        │    City Council     │
                        └──────────┬──────────┘
              ┌────────────────────┴────────────────────┐
    ┌─────────────────┐                        ┌─────────────────────┐
    │     Mayor       │                        │  Members of Council │
    │            (1)  │                        │                (6)  │
    └────────┬────────┘                        └──────────┬──────────┘
     Office of the Mayor                          Councillors' Office
    ┌─────────────────────┐                  ┌─────────────────────────┐
    │ Executive Assistant,│                  │ Executive Assistant,    │
    │ Mayor               │                  │ Council              *  │
    │              (1) *  │                  │                    (2)  │
    └─────────────────────┘                  └─────────────────────────┘
```

Authorized by:

[signature]

Chief Administrative Officer

January 1, 2019

Chart No. 1 (a)

City of PICKERING

The Corporation of the City of Pickering
Office of the Chief Administrative Officer

```
Chief Administrative Officer (1-NUFT)
│
├── Supervisor, Administrative Services (1-NUFT)
│       ├── Executive Assistant, Mayor (1-NUFT)
│       ├── Executive Assistant, Council (2-NUFT)
│       └── Administrative Assistant, Office of the CAO (1-NUFT)
│
├── Manager, Economic Development & Strategic Projects (1-NUFT)
│
├── Manager, Public Affairs & Corporate Communications (1-NUFT)
│       ├── Coordinator, Corporate Communications & Community Engagement (1-NUFT)
│       └── Website Coordinator (1-UPT)
│
└── Manager, Customer Care (1-NUFT)
        ├── Customer Care Representative II (2-NUFT)
        └── Customer Care Representative I (1-UFT)
```

Authorized by:

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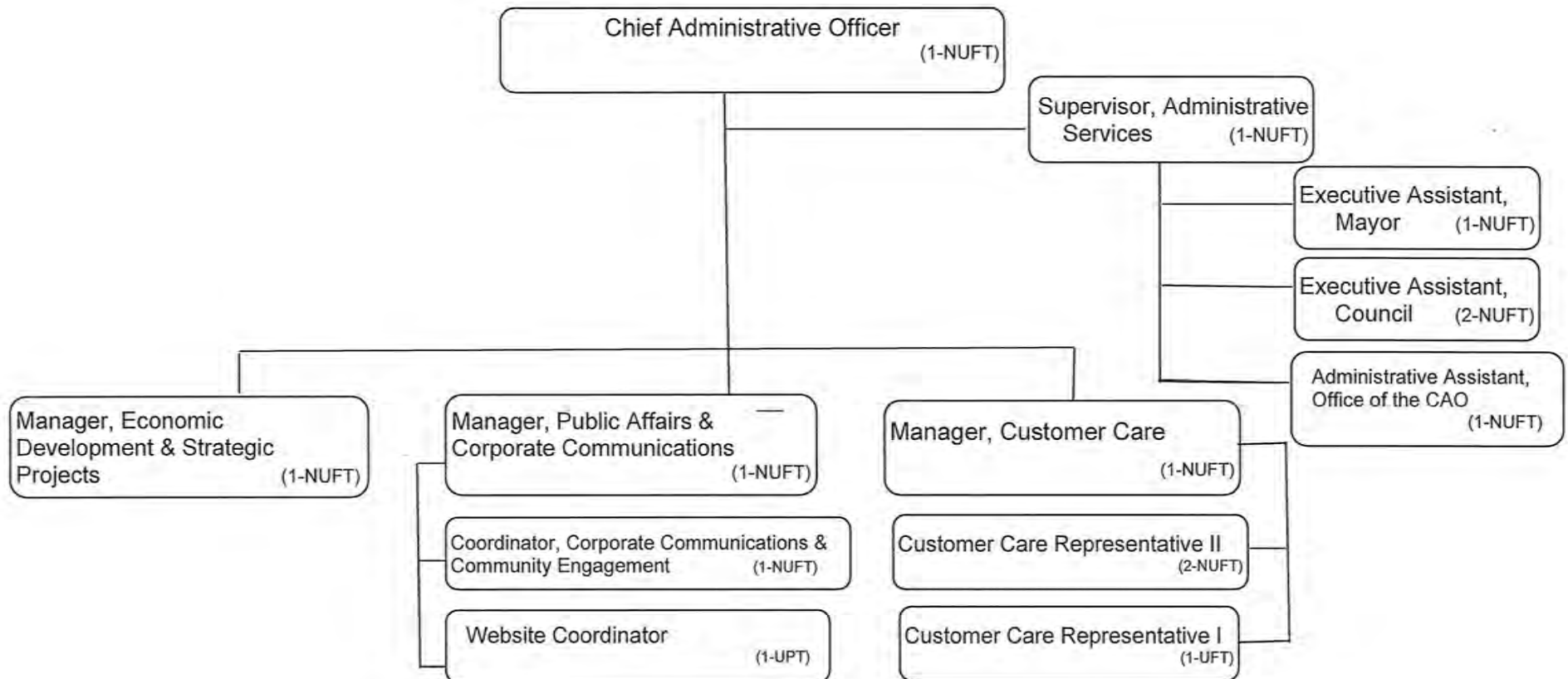
Chief Administrative Officer

January 1, 2019

Chart No. 2

The Corporation of the City of Pickering
City Development Department

Employee Complement

22	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
32	Union Full-Time (UFT)
0	Union Part-Time (UPT)

City of
PICKERING

```
Director, City Development & CBO
(1-NUFT)

Supervisor, City Development
Administration
(1-NUFT)

Administrative Assistant, City
Development
(1-NUFT)

Clerk, Support Services
(2-UFT)

Planning Division          Building Services          Strategic Initiatives & Sustainability
(Chart No. 3a)             (Chart No. 3b)             (Chart No. 3c)
```
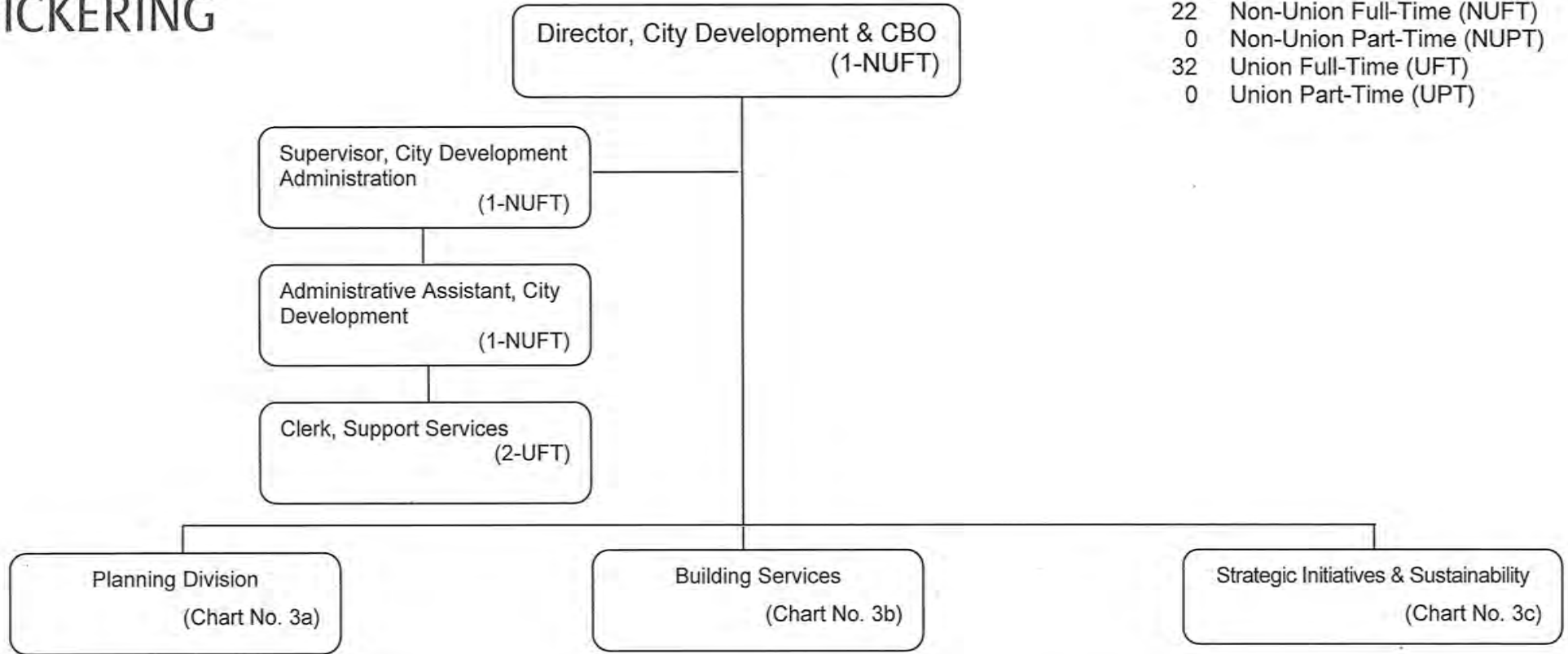
Director's Office

Employee
Complement
3	Non-Union FT
0	Non-Union PT
2	Union FT
0	Union PT

Planning Division

Employee
Complement
10	Non-Union FT
0	Non-Union PT
10	Union FT
0	Union PT

Building Services

Employee
Complement
4	Non-Union FT
0	Non-Union PT
15	Union FT
0	Union PT

Strategic Initiatives & Sustainability

Employee
Complement
2	Non-Union FT
0	Non-Union PT
3	Union FT
0	Union PT

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(signature)

Chief Administrative Officer

January 1, 2019

Chart No. 3

![City of PICKERING]

Employee Complement

10	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
10	Union Full-Time (UFT)
0	Union Part-Time (UPT)

Director, City Development & CBO

Chief Planner
(1-NUFT)

Manager, Development Review & Urban Design
(1-NUFT)

Manager, Policy & Geomatics
(1-NUFT)

Principal Planner, Strategic Initiatives
(1-NUFT)

Principal Planner-Development Review
(2-NUFT)

Principal Planner-Policy
(2-NUFT)

Senior Coordinator, Development Liaison
(1-NUFT)

Principal Planner, Site Planning
(1-NUFT)

Coordinator, Geomatics
(1-UFT)

Senior Planner
(1-UFT)

Senior Geomatics Analyst
(1-UFT)

Planner II, Heritage
(1-UFT)

Geomatics Analyst
(1-UFT)

Planner II-Site Planning
(1-UFT)

Planner II
(1-UFT)

Planner I
(3-UFT)

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[signature]

Chief Administrative Officer

January 1, 2019

Chart No. 3 (a)

The Corporation of the City of Pickering
City Development Department
Building Services

Employee Complement

4	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
15	Union Full-Time (UFT)
0	Union Part-Time (UPT)

Director, City Development & CBO

Manager, Building Services & Deputy CBO (1-NUFT)

Principal Code Advisor Unfunded (1-NUFT)

Supervisor, Building Inspections (1-NUFT)

Supervisor, Building Permits (1-NUFT)

Inspector II, Building Services (3-UFT)

Inspector I, Building Services (2-UFT)

Clerk, Building Services (3-UFT)

Senior Examiner/Inspector (3-UFT)

Examiner/Inspector (1-UFT)

Zoning Examiner (2-UFT)

Building Information & Compliance Officer (1-UFT)

Coordinator, Building Permits (1-UFT)
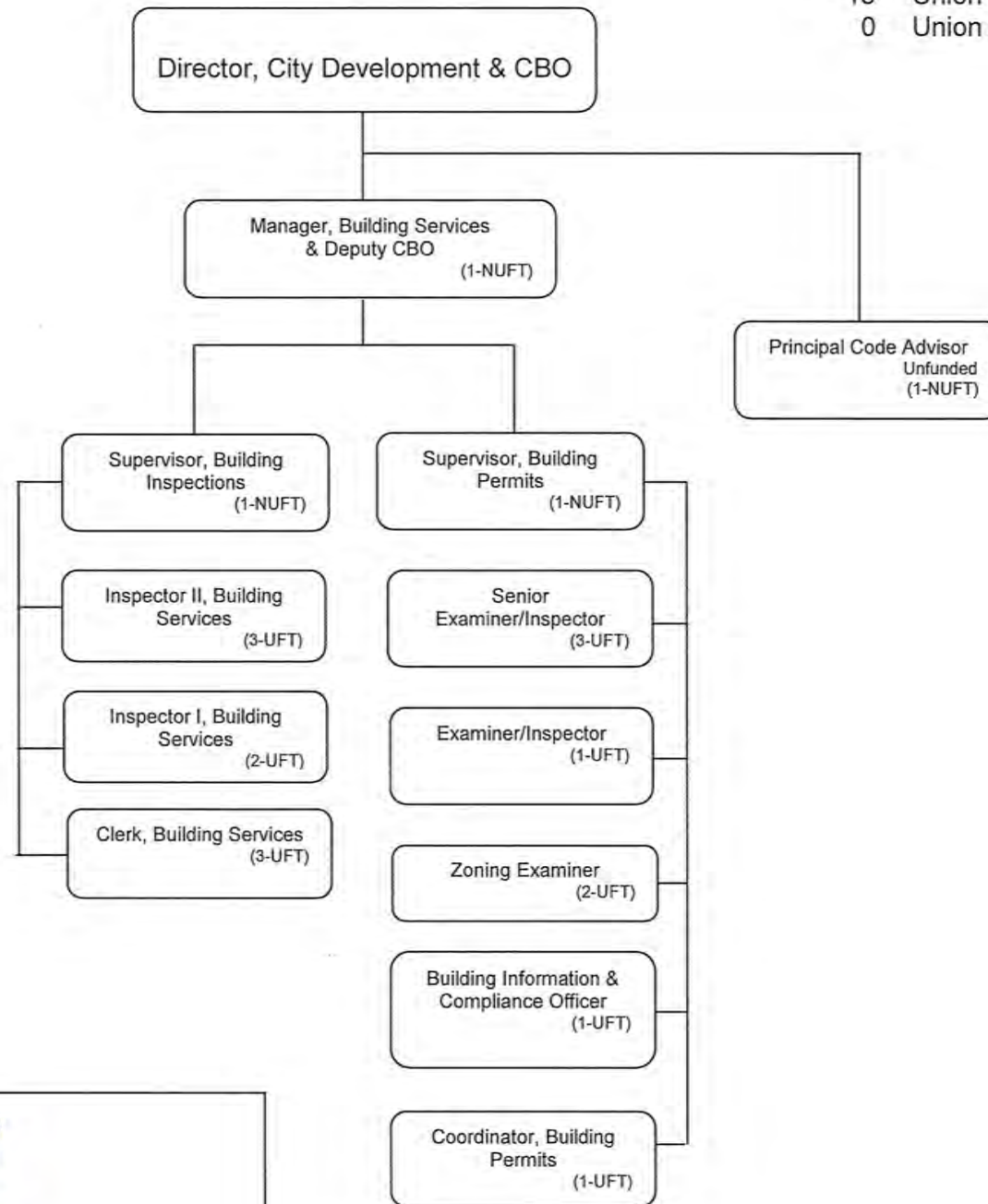
Authorized by:

Chief Administrative Officer

July 10, 2019

Chart No. 3 (b)

City of
PICKERING

Employee Complement

2	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
3	Union Full-Time (UFT)
0	Union Part-Time (UPT)

```
┌─────────────────────────────────┐
│  Director, City Development & CBO │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│      Manager, Strategic          │
│   Initiatives & Sustainability   │
│                       (1-NUFT)   │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│    Supervisor, Sustainability    │
│                       (1-NUFT)   │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│        Senior Planner,           │
│         Sustainability           │
│                        (1-UFT)   │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│      Energy Conservation         │
│          Engineer                │
│                        (1-UFT)   │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│  Coordinator, Environmental      │
│         Engagement               │
│                        (1-UFT)   │
└─────────────────────────────────┘
                 │
┌─────────────────────────────────┐
│   Coordinator, Sustainability    │
│                     (unfunded)   │
└─────────────────────────────────┘
```

Authorized by:

Brevedel

Chief Administrative Officer

January 1, 2019

Chart No. 3 (c)

City of PICKERING

The Corporation of the City of Pickering
Community Services Department

Employee Complement

- 18 Non-Union Full-Time (NUFT)
- 0 Non-Union Part-Time (NUPT)
- 124 Union Full-Time (UFT)
- 56 Union Part-Time (UPT)
- 45 Union Full-Time Term (UFTT)
- 248 Union Part-Time Term (UPTT)

Director, Community Services (1-NUFT)

Administrative Assistant, Community Services (1-NUFT)

Clerk Typist (1-UFT)

- **Cultural Services** (Chart No. 4a)
- **Operations** (Chart No. 4b & 4c)
- **Facility Programs** (Chart No. 4d)
- **Recreation Services** (Chart No. 4e)

Director's Office

Employee Complement
- 2 Non-Union FT
- 0 Non-Union PT
- 1 Union FT
- 0 Union PT

Cultural Services

Employee Complement
- 2 Non-Union FT
- 0 Non-Union PT
- 7 Union FT
- 1 Union PT
- 0 Union FT Term
- 41 Union PT Term

Facilities Operations

Employee Complement
- 5 Non-Union FT
- 0 Non-Union PT
- 32 Union FT
- 15 Union PT
- 0 Union FT Term
- 15 Union PT Term

Public Works

Employee Complement
- 6 Non-Union FT
- 0 Non-Union PT
- 65 Union FT
- 4 Union PT
- 45 Union FT Term
- 0 Union PT Term

Facility Programs

Employee Complement
- 2 Non-Union FT
- 0 Non-Union PT
- 14 Union FT
- 26 Union PT
- 0 Union FT Term
- 84 Union PT Term

Recreation Services

Employee Complement
- 1 Non-Union FT
- 0 Non-Union PT
- 5 Union FT
- 10 Union PT
- 0 Union FT Term
- 108 Union PT Term

Note: 66 Speciality Course Instructors

Authorized by:

Signature

Chief Administrative Officer

Chart No. 4

January 1, 2019

City of PICKERING

The Corporation of the City of Pickering
Community Services Department
Cultural Services Section

Employee Complement

2	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
7	Union Full-Time (UFT)
1	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
41	Union Part-Time Term (UPTT)

Director,
Community Services

Supervisor,
Cultural Services
(1-NUFT)

Supervisor,
Museum Services
(1-NUFT)

Event Staff
(20-UPTT)

Coordinator,
Cultural Services
(1-UFT)

Event Coordinator
(1-UPTT)

Coordinator,
Community Partnerships
(1-UFT)

Communications Coordinator,
Cultural Services
(1-UFT)

Coordinator,
Museum Operations
(1-UFT)

Museum Interpreters
(14-UPTT)

Museum Booking
Coordinator
(1-UFT)

Seasonal Museum
Receptionist
(1-UPTT)

Conservator
(1-UFT)

Costumer
(1-UPT)

Heritage Programmer
(1-UFT)

Seasonal Museum Guides
(4-UPTT)

Volunteer Coordinator
(1-UPTT)

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Chief Administrative Officer

January 1, 2019

Chart No. 4(a)

The Corporation of the City of Pickering
Community Services Department
Facilities Operations Section

City of PICKERING

Employee Complement

6	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
34	Union Full-Time (UFT)
19	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
22	Union Part-Time Term (UPTT)

Director, Community Services

Division Head, Operations (1-NUFT)

Administrative Assistant, Facilities Operations (1-NUFT)

- Coordinator, Facilities Operations (1-UFT)
- Lead Hand, Facility Maintenance (3-UFT)
- Facility Maintenance Person (5-UFT)
- Facility Maintenance, Museum Site (1-UFT)
- Museum Facilities Assistant (1-UFT)
- Facility Custodian (1-UPT)
- Facility Attendant (3-UFT) (11-UPT) (15-UPTT)
- Youth Leaders (6-UPTT)

Supervisor, Facilities Operations (2-NUFT)

- Foreperson, Mechanical Systems & Facilities Operations (1-UFT)
- Chief Operator, Ice Arena (2-UFT)
- Maintenance Mechanic, Facilities (1-UFT)
- Maintenance Worker, Ice Arena (11-UFT)
- Swimming Pool Maintenance Person (2-UFT)
- Maintenance Mechanic, Operations Centre (1-UFT)
- Facility Maintenance Worker, Ice Arena (0-UFTT)

Manager, Facilities Capital Projects (1-NUFT)

- Coordinator, Facilities Capital Assets (1-UFT)
- Coordinator, Facilities Capital Projects (1-UFT)

Corporate Security Specialist (1-NUFT)

- Facility Security Guard (7-UPT + 1-UPTT)

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Prevedel

Chief Administrative Officer

July 23, 2019

Chart No. 4(b)

The Corporation of the City of Pickering
Community Services Department
Public Works Section

City of PICKERING
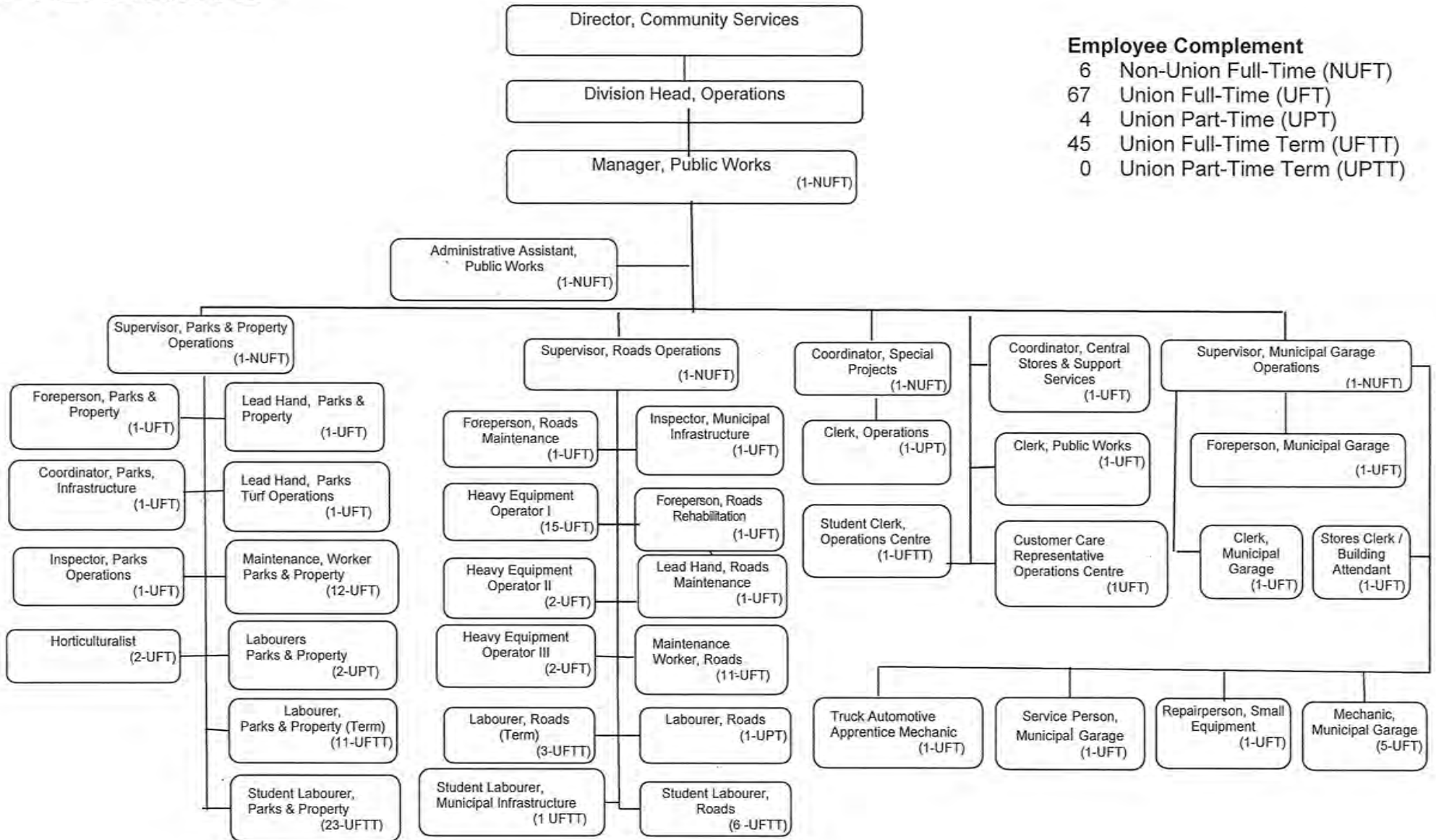
Employee Complement

6	Non-Union Full-Time (NUFT)
67	Union Full-Time (UFT)
4	Union Part-Time (UPT)
45	Union Full-Time Term (UFTT)
0	Union Part-Time Term (UPTT)

Director, Community Services

Division Head, Operations

Manager, Public Works (1-NUFT)

Administrative Assistant, Public Works (1-NUFT)

Supervisor, Parks & Property Operations (1-NUFT)
- Foreperson, Parks & Property (1-UFT)
- Coordinator, Parks, Infrastructure (1-UFT)
- Inspector, Parks Operations (1-UFT)
- Horticulturalist (2-UFT)
- Lead Hand, Parks & Property (1-UFT)
- Lead Hand, Parks Turf Operations (1-UFT)
- Maintenance, Worker Parks & Property (12-UFT)
- Labourers Parks & Property (2-UPT)
- Labourer, Parks & Property (Term) (11-UFTT)
- Student Labourer, Parks & Property (23-UFTT)

Supervisor, Roads Operations (1-NUFT)
- Foreperson, Roads Maintenance (1-UFT)
- Heavy Equipment Operator I (15-UFT)
- Heavy Equipment Operator II (2-UFT)
- Heavy Equipment Operator III (2-UFT)
- Labourer, Roads (Term) (3-UFTT)
- Student Labourer, Municipal Infrastructure (1 UFTT)
- Inspector, Municipal Infrastructure (1-UFT)
- Foreperson, Roads Rehabilitation (1-UFT)
- Lead Hand, Roads Maintenance (1-UFT)
- Maintenance Worker, Roads (11-UFT)
- Labourer, Roads (1-UPT)
- Student Labourer, Roads (6 -UFTT)

Coordinator, Special Projects (1-NUFT)
- Clerk, Operations (1-UPT)
- Student Clerk, Operations Centre (1-UFTT)

Coordinator, Central Stores & Support Services (1-UFT)
- Clerk, Public Works (1-UFT)
- Customer Care Representative Operations Centre (1UFT)
- Truck Automotive Apprentice Mechanic (1-UFT)
- Service Person, Municipal Garage (1-UFT)
- Repairperson, Small Equipment (1-UFT)
- Mechanic, Municipal Garage (5-UFT)

Supervisor, Municipal Garage Operations (1-NUFT)
- Foreperson, Municipal Garage (1-UFT)
- Clerk, Municipal Garage (1-UFT)
- Stores Clerk / Building Attendant (1-UFT)

Authorized by:

(signature)

Chief Administrative Officer

July 4, 2019

Chart No. 4(c)

City of
PICKERING

The Corporation of the City of Pickering
Community Services Department
Facility Programs Section

Employee Complement

2	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
14	Union Full-Time (UFT)
26	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
84	Union Part-Time Term (UPTT)

Director, Community Services

Manager, Facility Programs & Administration (1-NUFT)

Coordinator, Aquatic Programs (1-UFT)

Aquatic Programmer (1-UFT)

Aquatic Program Assistant (4-UPT)
Aquatic Staff (70-UPTT)

Coordinator, Facility (4-UPT)
Child Care Worker (1-UPT + 4-UPTT)
Child Supervision Leader (1-UPT)

Coordinator, Program Registration (1-UFT)
Asst. Coordinator, Program Registration (1-UFT)
Coordinator, Facility Bookings (1-UFT)
Clerk, Program Registration (2-UPTT)
Asst. Coordinator, Parks & Facility Bookings (2-UFT)

Health & Fitness Specialist (1-NUFT)

Coordinator, Fitness Services (3-UFT)
Coordinator, Fitness Rooms (1-UPT)
Fitness Instructors (9-UPT, 8 UPTT)

Coordinator, Recreation Software Administrator (1-UFT)
Clerk-Typist (Complex) (1-UFT)
Clerk, Recreation Complex (6-UPT)
Clerk, Recreation Complex Memberships (1-UFT)
Shift Leader, Recreation Complex (1-UFT)

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Prevedel

Chief Administrative Officer

January 1, 2019

Chart No. 4(d)

City of

PICKERING

The Corporation of the City of Pickering
Community Services Department
Recreation Services Section

Employee Complement

1	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
5	Union Full-Time (UFT)
3	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
107	Union Part-Time Term (UPTT)

Director, Community Services

Manager, Recreation Services (1-NUFT)

Coordinator, Recreation Programs (1-UFT)

Coordinator, Community Recreation Programs (1-UFT)

Coordinator, Camp & Arena Programs (1-UFT)

Coordinator, Marketing Recreation Services (1-UFT)

Recreation Programmer, George Ashe Library & Community Centre (1-UFT)

Assistant Recreation Programmer (2-UPT)

Accessibility Coordinator (1-UPT)
Program Staff (4-UPTT)
Youth Staff (35-UPTT)
Camp Staff (68-UPTT)

Authorized by:

Chief Administrative Officer

Note: 66 Speciality Course Instructors not included

July 3, 2019

Chart No. 4(e)

City of PICKERING

The Corporation of the City of Pickering
Corporate Services Department

Employee Complement

13	Non-Union Full-Time (NUFT)
24	Union Full-Time (UFT)
4	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
3	Union Part-Time Term (UPTT)

Director,
Corporate Services & City Solicitor
(1-NUFT)

Information Technology (Section)	Legal Services (Section)	Legislative Services Division	Municipal Law Enforcement
(Chart No. 5a)	(Chart No. 5b)	(Chart No. 5c)	(Chart No. 5d)

Information Technology (Section)

Employee Complement
- 4 Non-Union FT
- 0 Non-Union PT
- 8 Union FT
- 0 Union PT
- 0 Union FT Term
- 0 Union PT Term

Legal Services (Section)

Employee Complement
- 2 Non-Union FT
- 0 Non-Union PT
- 2 Union FT
- 0 Union PT
- 0 Union FT Term
- 0 Union PT Term

Legislative Services Division

Employee Complement
- 4 Non-Union FT
- 0 Non-Union PT
- 4 Union FT
- 0 Union PT
- 0 Union FT Term
- 0 Union PT Term

Municipal Law Enforcement

Employee Complement
- 2 Non-Union FT
- 0 Non-Union PT
- 10 Union FT
- 4 Union PT
- 0 Union FT Term
- 3 Union PT Term

Authorized by:

Chief Administrative Officer

June 1, 2019

Chart No. 5

City of PICKERING

The Corporation of the City of Pickering
Corporate Services Department
Information Technology Section

Director, Corporate Services & City Solicitor

Manager, Information Technology (1-NUFT)

Employee Complement
4	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
8	Union Full-Time (UFT)
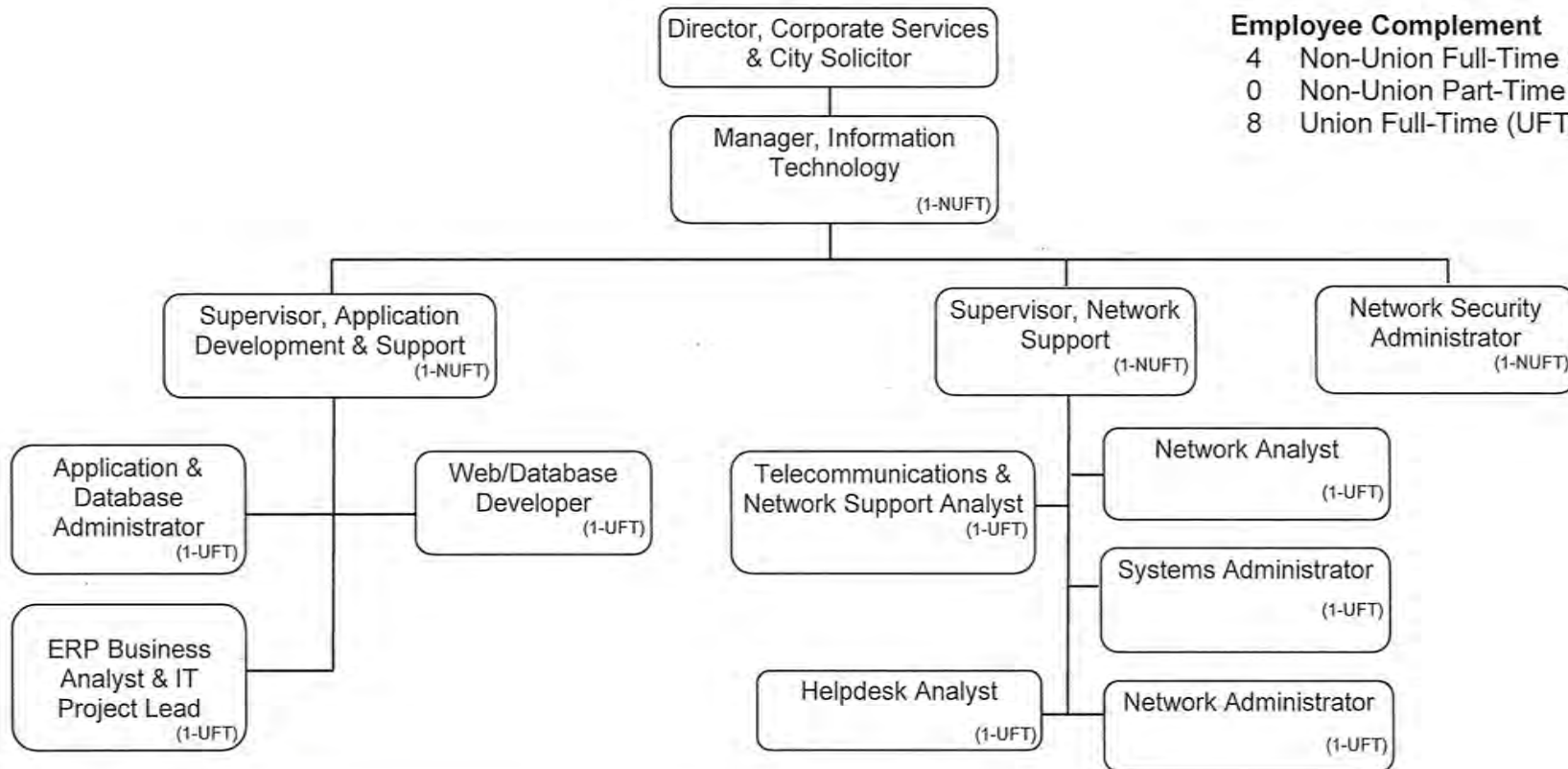
Supervisor, Application Development & Support (1-NUFT)

Supervisor, Network Support (1-NUFT)

Network Security Administrator (1-NUFT)

Application & Database Administrator (1-UFT)

Web/Database Developer (1-UFT)

Telecommunications & Network Support Analyst (1-UFT)

Network Analyst (1-UFT)

Systems Administrator (1-UFT)

ERP Business Analyst & IT Project Lead (1-UFT)

Helpdesk Analyst (1-UFT)

Network Administrator (1-UFT)

Authorized by:

Chief Administrative Officer

June, 2019

Chart No. 5 (a)

City of PICKERING

The Corporation of the City of Pickering
Corporate Services Department
Legal Services Section

Employee Complement
- 2   Non-Union Full-Time (NUFT)
- 2   Union Full-Time (UFT)

```
                    Director,
          Corporate Services & City Solicitor
                         |
        ┌────────────────┴─────────────────┐
 Legal & Legislative                  Assistant Solicitor
 Services Assistant                         (1-NUFT)
      (1-NUFT)                                 |
                              ┌────────────────┴────────────┐
                         Law Clerk                     Law Clerk
                          (1-UFT)                (vacant)    (1-UFT)
```

Authorized by:

[signature]

Chief Administrative Officer

June, 2019

Chart No. 5 (b)

City of PICKERING

The Corporation of the City of Pickering
Corporate Services Department
Legislative Services Division

Employee Complement
4 Non-Union Full-Time (NUFT)
0 Non-Union Part-Time (NUPT)
3 Union Full-Time (UFT)
0 Union Part-Time (UPT)

```
Director, Corporate Services & City Solicitor
        |
    City Clerk (1-NUFT)
        |
   ┌────┴─────────────────────┐
Committee Coordinator      Deputy Clerk (1-NUFT)
   (1-NUFT)                   |
                     ┌────────┤
                     Coordinator, Records & Elections (1-NUFT)
                     |
                     Clerk, Administration Vital Stats & Lottery Licensing (1-UFT)
                     |
                     Clerk, Printroom (1-UFT)
                     |
                     Clerk, Mailroom (1-UFT)
```

Authorized by:

Chief Administrative Officer

May 1, 2019

Chart No. 5 (c)

City of PICKERING

The Corporation of the City of Pickering
Corporate Services Department
Municipal Law Enforcement

Employee Complement
- 2   Non-Union Full-Time (NUFT)
- 0   Non-Union Part-Time (NUPT)
- 11   Union Full-Time (UFT)
- 4   Union Part-Time (UPT)
- 3   Union Part-Time Term (UPTT)

Director, Corporate Services & City Solicitor

Manager, By-law Enforcement Services (1-NUFT)

Parking Control Officer (3-UFT)

First Attendance Facilitator (1-UPT)

Administration Clerk II (1-UFT)

Clerk, Administration Business Licensing (1-UFT)

Municipal Law Enforcement Officer II (4-UFT)

Animal Services Officer (2-UFT)

By-law Enforcement Officer (1-UPT)

Animal Services Field Student (1-UPTT)

Supervisor, Animal Services (1-NUFT)

Animal Shelter Attendant (2-UPT)

Animal Shelter Summer Student (2-UPTT)

Authorized by:

Chief Administrative Officer

May 1, 2019

Chart No. 5 (d)

City of PICKERING

The Corporation of the City of Pickering
Engineering Services Department

```
┌─────────────────────────────┐
│        Director,            │
│   Engineering Services      │
│                  (1-NUFT)   │
└─────────────────────────────┘
```

Employee Complement

8	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
22	Union Full-Time (UFT)
0	Union Part-Time (UPT)
1	Union Full-Time Term (UFTT)
0	Union Part-Time Term (UPTT)

```
┌─────────────────────────────┐
│  Administrative Assistant,   │
│   Engineering Services       │
│                  (1-NUFT)    │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Clerk, Engineering Services &│
│   Information Technology      │
│                    (1-UFT)   │
└─────────────────────────────┘

┌─────────────────────────┐       ┌─────────────────────────┐
│  Capital Projects &      │       │  Water Resources &       │
│  Infrastructure          │       │  Development Services    │
│        (Chart No. 6a)    │       │        (Chart No. 6b)    │
└─────────────────────────┘       └─────────────────────────┘
```

Director's Office	Capital Projects & Infrastructure	Water Resources & Development Services
Employee Complement	**Employee Complement**	**Employee Complement**
2 Non-Union FT	1 Non-Union FT	5 Non-Union FT
0 Non-Union PT	0 Non-Union PT	0 Non-Union PT
1 Union FT	12 Union FT	9 Union FT
0 Union PT	0 Union PT	0 Union PT
	1 Union FT Term	

Authorized by:

(signature)

Chief Administrative Officer

May 21, 2019

Chart No. 6

City of PICKERING

The Corporation of the City of Pickering
Engineering Services Department
Capital Projects & Infrastructure Section

Director,
Engineering Services

Manager, Capital Projects & Infrastructure
(1-NUFT)

Employee Complement

1	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
12	Union Full-Time (UFT)
0	Union Part-Time (UPT)
1	Union Full-Time Term (UFTT)
0	Union Part-Time Term (UPTT)

Senior Coordinator, Capital Projects
(1-UFT)

Inspector, Capital Projects
(1-UFT)

Coordinator, Infrastructure Maintenance Contracts
(1-UFT)

Technician, Infrastructure Maintenance Contracts
(1-UFT)

Student Labourer
(1-UFTT)

Coordinator, Infrastructure Design
(1-UFT)

Technologist, Design & Construction
(2-UFT)

GIS Technician, Asset Management
(1-UFT)

Senior Coordinator, Landscape & Parks Development
(1-UFT)

Coordinator, Forestry Management
(1-UFT)

Transportation Engineer
(1-UFT)

Coordinator, Traffic Operations
(1-UFT)

Authorized by:

Chief Administrative Officer

May 21, 2019

Chart No. 6 (a)
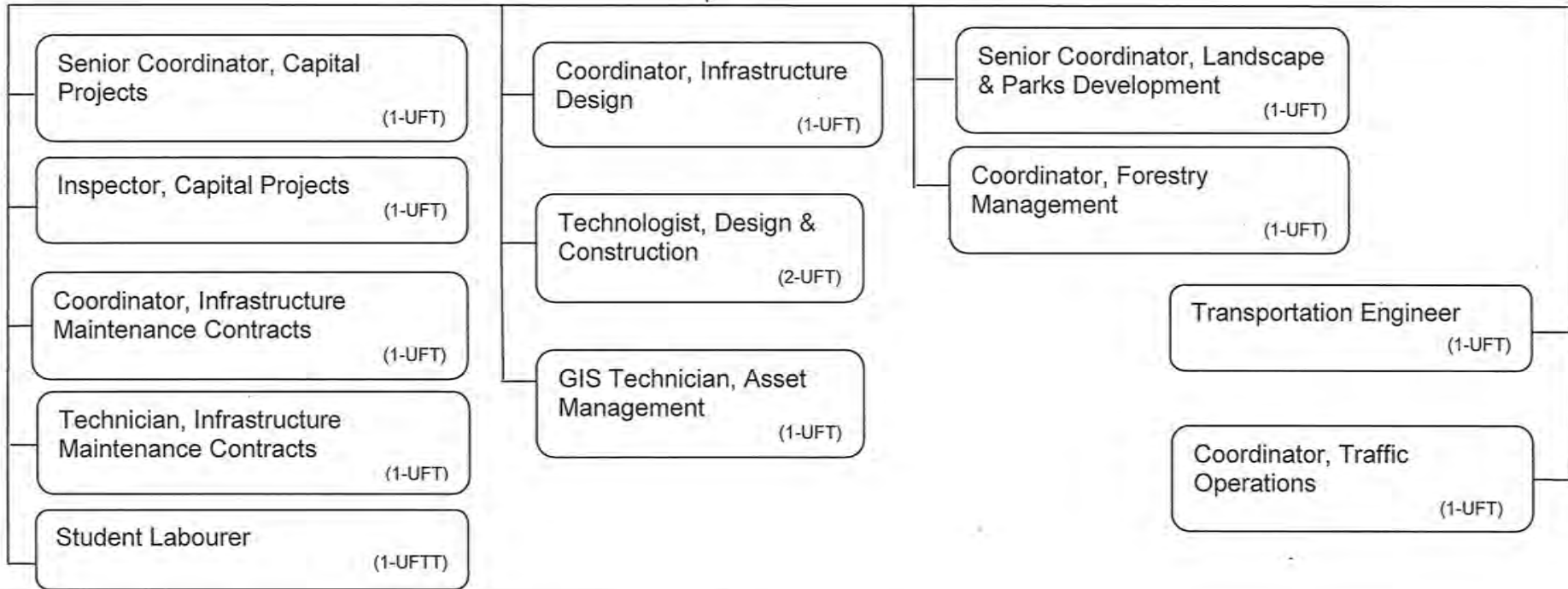
City of PICKERING

The Corporation of the City of Pickering
Engineering Services Department
Water Resources & Development Services Division

Director, Engineering Services

Division Head, Water Resources & Development Services (1-NUFT)

Administrative Assistant, Water Resources & Development Services (1-NUFT)

Employee Complement

5	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
9	Union Full-Time (UFT)
0	Union Part-Time (UPT)
0	Union Full-Time Term (UFTT)
0	Union Part-Time Term (UPTT)

Senior Water Resources Engineer (1-NUFT)

Coordinator, Water Resources (1-UFT)

Manager, Development Services (1-NUFT)

Project Manager, Development Approvals (1-NUFT)

Senior Coordinator, Development Approvals (1-UFT)

Coordinator, Development Approvals (2-UFT)

Technician, Development Approvals (1-UFT)

Senior Coordinator, Development Services (1-UFT)

Inspector, Development Services (3-UFT)

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Revedel
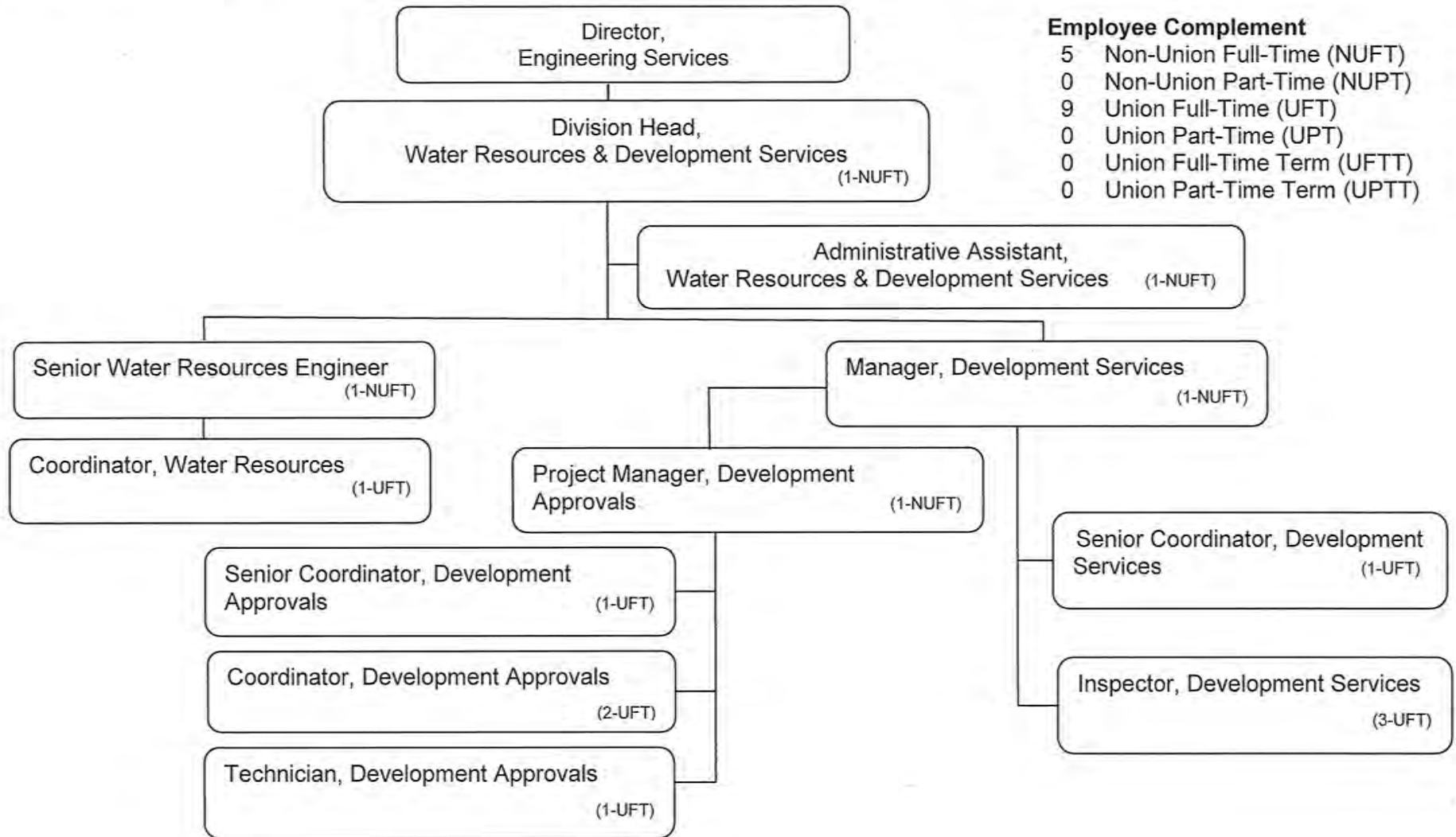
Chief Administrative Officer

January 1, 2019

Chart No. 6 (b)

City of PICKERING

The Corporation of the City of Pickering
Finance Department

Employee Complement
- 11 Non-Union Full-Time (NUFT)
- 0 Non-Union Part-Time (NUPT)
- 15 Union Full-Time (UFT)

Chief Administrative Officer

Director, Finance & Treasurer (1-NUFT)

Administrative Assistant, Finance (1-NUFT)

Supervisor, Taxation (1-NUFT)

Coordinator, Taxation Services (1-UFT)

Tax Analyst (1-Unfunded)

Tax Clerk I (2-UFT)

Tax Clerk II (1-UFT)

Manager, Budgets & Internal Audit (1-NUFT)

Sr. Accounting Analyst, Internal Audit (1-NUFT)

Financial Analyst (1-UFT)

Sr. Financial Analyst (1-NUFT)

Sr. Financial Analyst, Capital & Debt Mgmt. (1-NUFT)

Manager, Accounting Services (1-NUFT)

Supervisor, Accounting Services (1-NUFT)

Accounting Clerk I (1-UFT)

Accounting Clerk II (1-UFT)

Accounts Payable Clerk (3-UFT)

Accounting/Special Projects Support Clerk (1-UFT)

Supervisor, Payroll (1-NUFT)

Payroll Administrator (1-UFT)

Manager, Supply & Services (1-NUFT)

Sr. Purchasing Analyst (1-UFT)

Buyer (1-UFT)

Buyer – Capital Projects (1-UFT)

Authorized by:

Chief Administrative Officer

January 1, 2019

Chart 7

The Corporation of the City of Pickering
Fire Services Department

City of PICKERING

Employee Complement

5	Non-Union Full-Time (NUFT)
0	Non-Union Part-Time (NUPT)
100	Union Full-Time (UFT)
0	Union Part-Time (UPT)

Fire Chief (1-NUFT)

Administrative Assistant, Fire Services (1-NUFT)

Administrative Assistant, Fire & Emergency Management (1-NUFT)

Deputy Fire Chief (1-NUFT)
- Chief Training Officer (1-UFT)
- Training Officer (2-UFT)
- Platoon Chief (2-UFT)
- Captain (8-UFT)
- Firefighter (36-UFT)

Deputy Fire Chief (1-NUFT)
- Chief Fire Prevention Officer (1-UFT)
- Fire Prevention Officer (1-UFT)
- Fire Inspector (3-UFT)
- Platoon Chief (2-UFT)
- Captain (8-UFT)
- Firefighter (36-UFT)

Authorized by:

[signature]

Chief Administrative Officer

January 1, 2019

Chart No. 8

City of
PICKERING

The Corporation of the City of Pickering
Human Resources Department

Employee Complement
6 Non-Union Full-Time (NUFT)

```
                    ┌─────────────────────────────┐
                    │ Chief Administrative Officer │
                    └─────────────────────────────┘
                                  │
                    ┌─────────────────────────────┐
                    │      Director, Human         │
                    │        Resources            │
                    │              (1-NUFT)       │
                    └─────────────────────────────┘
                                  │
        ┌─────────────────────────┤
        │ Human Resources         │
        │   Assistant             │
        │         (1-NUFT)        │
        └─────────────────────────┘
                                  │
    ┌──────────┬──────────────────┼──────────────────┐
```

| Human Resources Associate (1-NUFT) | Coordinator, Human Resources (1-NUFT) | Coordinator, Compensation & Benefits (1-NUFT) | Recruitment Specialist (1-NUFT) |

Authorized by:

Chief Administrative Officer

January 1, 2019

Chart No. 9

Municipality of Chatham-Kent
July 2019

Mayor and Council
Mayor Darrin Canniff

Library Board

Chief Administrative Officer
Don Shropshire

Chatham-Kent Board of Health

Chatham-Kent Public Utilities Commission

General Manager / Chief Legal Officer Community Development
John Norton

General Manager Infrastructure & Engineering Services
Thomas Kelly

General Manager, Community Human Services / CEO Public Health
April Rietdyk

General Manager / Chief Financial Officer / Treasurer Finance, Budget & IT Services
Gord Quinton

General Manager/Chief Human Resource Officer Corporate Services
Cathy Hoffman

General Manager CK PUC
Tim Sunderland

General Manager / Chief Legal Officer — Community Development (John Norton)

Legal Services

Manager, Legal Services
David Taylor

Manager, Provincial Offences Court
Christine Jackson

Director, Building Development Services / Chief Building Official
Paul Lacina

Building Engineer / Manager
Paolo Magliaro

Director, Planning Services
Bruce McAllister

Manager, Planning Services
Ryan Jacques

Director, Economic Development Services
Stuart McFadden

Manager, Economic Development Services
Jamie Rainbird

Fire & EMS Chief, Fire, Paramedic Services
Bob Crawford

Assistant Fire Chief
Chris Case

Assistant Fire Chief
John Praill

Assistant Fire Chief
Adam Walters

Acting Assistant Fire Chief
Ken Labonte

General Manager Infrastructure & Engineering Services (Thomas Kelly)

Director, Engineering & Transportation
Chris Thibert

Manager, Infrastructure Services
Mark McFadden

Manager, Linear Assets
Ann-Marie Millson

Director, Public Works
Ryan Brown

Manager, Public Works North
Dennis Chepeka

Supervisor I, Roads
Glenn Harding (PABC Chatham)
Morley Curran (Chatham Twp)
Darrin Spence (Dover)
Glenn Carroll (Wallaceburg)

Supervisor II, Roads
Corey Crow (PABC Chatham)
(Reports to Glenn Harding)
vacant (Wallaceburg)
(Reports to Glenn Caroll)

Supervisor, Water/Wastewater
Chris Lalonde

Manager, Public Works South
Jerry Corso

Supervisor I, Roads
Paul Goldhawk (Kent Centre /Sign Shop)
Darrell McGee (Raleigh)
Patrick Bates (Ridgetown)
Steve Bolton (Thamesville)
Jamie Hathaway (Tilbury East)

Supervisor II, Roads
Greg Hodgson (Ridgetown)
(Reports to Patrick Bates)

Supervisor, Water/Wastewater
Joe Charbonneau

Manager, Parks & Open Spaces
Jeff Bray

Supervisor, Cemetery Operations
Collin Mardling

Supervisor, Chatham Parks & Horticulture
Deb Veccia

Recreation Facilities

Supervisor, Recreation Facilities
Chris Kirkwood (Blenheim)
Brian Bennett (Chatham)
Brad Tuckwell (Dresden/Bothwell)
Darren Goyette (Ridgetown)
Rob Veccia (Tilbury/Wheatley)
Jane McGee (Wallaceburg)

Director, Drainage, Asset & Waste Management
Tim Dick

Manager, Municipal Assets
Tom Skodak

Supervisor, Building Maintenance (Municipal)
Wes Lozon

Manager, Fleet Services
Kevin Rankin

Supervisor, Fleet Services
Wayne VanDeHogen

Supervisor, Fleet Compliancy
Michael Thatcher

Manager, Waste & Recycling Services
Rick Kucera

Chatham-Kent Public Housing Manager, Housing Assets
Alain Sasseville (South)
Brandon Bechard (North)

General Manager, Community Human Services / CEO Public Health (April Rietdyk)

CEO/Chief Librarian CK Public Library
Tania Sharpe

Manager, Marketing, Outreach & Programming
Sarah Hart Coatsworth

Manager, Public Services
Cassey Beauvais

Manager, Support Services
Heidi Wyma

Director, Community Attraction & Leisure Services
Evelyn Bish

Manager, Arts & Culture Services
Heather Slater

Coordinator, Box Office & Front of House
Wendy Cornelis

Curator, Gallery

Curator, CK Museum
Stephanie Saunders

Supervisor, Technical & Facility Services
Spenser Hamilton

Manager, Community Attraction & Promotion
Audrey Ansell

Coordinator, Resident Attraction & Retention
Victoria Bodnar

Supervisor, Tourism Development
Shannon Paiva

Manager, Recreation Services
Ann Robinson

Supervisor, Recreation Services
Raphael Robinson

Supervisor, Aquatic Services
Kristen Pegg
Ashley Deboer (Acting)

Coordinator, Aquatic Services
Ashley DeBoer (Blenheim)
Amber Wright (Acting)

Coordinator, Aquatic Services
Nicholas Hay (Wallaceburg)

Director, Childcare & Early Years
Kelly Emery

Supervisors, Early Years
Carrie Myers
Chris Myers

Director, Employment & Social Services
Polly Smith

Manager, Finance & System Support
Jeff Millman

Supervisor, Accounting & Systems Support
Ryan Blair

Program Manager
Carrie Avery

Supervisor, Employment & Social Services
Melaney Austin
Tara Lauzon
Bonny Pigeon

Supervisor, Clerical
Jennifer Oickle

Program Manager Homelessness
Chantal Perry

Supervisor, Employment & Social Services
Kim Crew

Supervisor, Homelessness Prevention
Josh Myers

Integration Program Manager
Matt Keech

Supervisor, Employment & Social Services
Megan Carson-Leistra

Project Manager (CK Workforce Planning Board)
Kristy Jacobs

Director, Housing Services
Shelley Wilkins

Manager, Tenant Relations
Kristen Williams

Program Manager
Beth Earley

Medical Officer of Health
Dr. David Colby

Director, Public Health
Teresa Bendo

Program Manager Healthy Environments
Rosemarie Arndt

Program Manager Healthy Growth & Development Chief Nursing Officer
Marnie Van Vlymen

Program Manager Chronic Disease & Well Being
Chris Sherman, Acting (Carina Caryn)

Program Manager School Health
Stacy Rybansky

Program Manager Infectious Disease & Emergency Management
Betty Schepens

Program Manager Foundational Standard
Laura Zettler

Director, Seniors Services
Mary Alice Searles

Director of Nursing
Wanita Myers-Gebal

Nurse Managers
Catherine Gadal
Jennifer Buckle
Jolayne Gander
Karen Bond
Kim Vandersluis

Supervisor Activation / Coordinator Volunteer Services
Connie Redmond

Manager, Long Term Care
Lesley Rountree

Supervisor, Environmental Services
Kari White

Supervisor, Food Services (contracted services)
Lana Girard-Robertson

Supervisor, Building Maintenance
Rick Walker

General Manager / Chief Financial Officer / Treasurer — Finance, Budget & IT Services (Gord Quinton)

Director, Budget & Performance Services
Steven Brown

Director, Financial Services
Matt Torance

Manager, Corporate Accounting
Brock Priddle

Manager, Revenue
Amy McLellan

Supervisor, Accounts Receivable
Amanda Bossy

Supervisor, Accounts Payable
Tracy Turner-Bartlett

Purchasing Officer
Jennifer Scherle

Director, Information Technology Services
Helen McLaren

Project Manager
Joann Kjeldsen

Manager, Information Services
Catherine Fitzgerald

Manager, Technology Services
Matthew Payne

Supervisor, IT Service Delivery
Ray Harper (temp)

General Manager/Chief Human Resource Officer — Corporate Services (Cathy Hoffman)

Director, Customer Services
Leanne Segeren-Swayze

HROD

Manager, Health, Safety & Wellness
Denise Lidster

Manager, HR Strategy and Workplace Culture

Manager, Labour Relations
Georgina Feys

Manager, Payroll/HRIS
Norma Jay

Manager, Talent Acquisition and Development
Marianne Fenton

Manager, Total Rewards
Ashley Mann

Director, Municipal Governance / Clerk
Judy Smith

Manager, Licensing Services
Nancy Havens

Council Coordinator
Meredith Cadotte

General Manager CK PUC (Tim Sunderland)

Water & Wastewater Services

Manager, North/Central Area
Darren Galbraith

Supervisor, Water & Wastewater
Dave Paulovics

Manager, South/Central Area
Robin Dudley

Supervisor, Water & Wastewater
Mario Murru

Manager, Facilities & Systems
Rob Bernardi

Project Engineer
Dhana Niriella

Manager, Compliance & Quality Standards
Lilly Snobelen

Community Services Department

The Corporation of the Town of Milton

Commissioner, Community Services — Administrative Assistant

Director, Recreation & Facilities

- **Manager, Recreation Programs**
  - Supervisor, Recreation Programs
    - (Aquatics) Coordinator, Recreation (2 Full-time)
      - (Aquatics) Part-Time Staff (170) & Volunteers
  - Supervisor, Recreation Programs
    - Coordinator, Recreation (2 Full-time)
      - (Children & Youth) Part-Time Staff (45), Seasonal Staff (142) & Volunteers
      - (Older Adults) Part-Time Staff (7) & Volunteers
  - Supervisor, Recreation Programs
    - Coordinator, Recreation (2 Full-time)
      - (Fitness) Part-Time Staff (40) & Volunteers
      - (Sport) Part-Time Staff (30) & Volunteers
    - Coordinator, Track, Cycling & Events
      - Part-Time Staff (10) & Volunteers
    - Coordinator, Facility Scheduling
      - Part-Time Staff (9)

- **Manager, Parks/ Facilities Design & Construction**
  - Project Manager, Parks & Facilities (3 Full-time)
  - Facilities Logistics Coordinator
  - Project Manager, Parks & Facilities (2 Part-time)

- **Manager, Parks & Facility Planning**
  - Parks Planner

- **Manager, Facility Operations**
  - Facility Lead Hand (Civic)
    - Facility Operator (2 Full-time)
      - Part-Time Facility Maintenance (3)
  - Supervisor, Facility Maintenance (MLC, ACM, MSAC & Memorial)
    - Facility Operator (8 Full-time)
      - Part-Time Facility Maintenance (20)
  - Supervisor, Facility Maintenance (MNCC, Tonelli, Rotary Park & Indoor Turf)
    - Facility Operator (4 Full-time)
      - Part-Time Facility Maintenance (9)
  - Supervisor, Facility Maintenance (MSC)
    - Facility Operator (10 Full-time)
      - Part-Time Facility Maintenance (25)

Director, Culture & Community Investment

- Corporate Sponsorship Manager
- Supervisor, Community Development
  - Community Development Advisor
  - Community Development Advisor (PPT)
- Supervisor, Recreation Facility Services
  - Coordinator, Facility Administration (MLC, MSAC, MSC, MNCC) (4 Full-time)
    - Part-Time Staff (50)
  - Recreation Software Administrator
  - Coordinator, Concessions
    - Part-Time Staff (30)
- Administration Support Clerk

- **Manager, Cultural Services**
  - Supervisor, Technical Operations
    - Theatre Technician
    - Part-Time Staff (2) & Casual Staff (17)
  - Supervisor, Front of House & Programming
    - Part-Time Staff (10), Seasonal Staff (30) & Volunteers
  - Coordinator, Box Office & Events
    - Part-Time Staff (10)
  - Cultural Development Advisor
  - Coordinator, Programming & Outreach
    - Part-Time Staff (14), Seasonal Staff (8) & Volunteers

Corporate Services Department

Corporation of the Town of Milton

MILTON

Commissioner, Corporate Services/Town Clerk

Administrative Assistant

Director, Legislative & Legal Service/Deputy Clerk

- Manager, Licensing & Enforcement
  - Licensing & Enforcement Clerk (3 Full-time)
  - Supervisor, Licensing & Enforcement
    - Municipal Law Enforcement Officer (7 Full-time) (1 Part-time)
    - Animal Services Officer (2 Full-time)
    - Parking Control Officer (1 Full-time) (1 Part-time)
- Deputy Clerk
  - Law Clerk
  - Legislative Coordinator
  - Corporate Receptionist (2 Part-time)
- Information Governance & Records Manager
- Election Coordinator
  - Coop Student (3)

Chief Financial Officer/ Treasurer

- Manager, Tax and Assessment
  - Property Tax Analyst
  - Tax Clerk (2 Full-time) (2 Part-time)
  - Revenue Clerk (2 Full-Time)
  - Tax Project Specialist
  - Supervisor, Assessment Base Management
    - Assessment Analyst
    - Tax Adjustment Clerk
- Manager, Accounting & Payroll
  - Supervisor, Accounting
    - Accounts Receivable Clerk
    - Accounts Payable Clerk
    - Accounting Analyst (I)
  - Payroll Advisor
  - Payroll Administrator
  - Accounting Analyst (II)
- Manager, Financial Planning & Policy
  - Supervisor, Financial Planning
    - Financial Planning Analyst (4 Full-time)
    - Financial Admin Analyst
  - Manager, Development Finance & Financial Consulting
    - Supervisor, Development Finance
      - Development Administrator
    - Senior Financial Analyst (1 Full-time) (1 Part-time)
- Manager, Purchasing & Risk Management
  - Senior Advisor, Risk & Insurance
  - Purchasing & Risk Law Clerk
  - Supervisor, Purchasing & Supply Chain Management
    - Purchasing Analyst
    - Buyer

Director, Information Technology & CIO

- Project Manager, Information Technology
- Manager, Technology Architecture & Security
  - Supervisor, Client Services & Technology Support
    - Support Technician
    - Help Desk Technician
    - Hardware Technician
  - Senior Network Analyst
  - Network Analyst (2 Full-time)
  - Web Developer (1 Part-time)
  - SharePoint Developer
- Manager, Business Systems & GIS
  - Supervisor, Database Architecture
    - Database Administrator
  - Senior Enterprise Business Systems Analyst
  - Enterprise Business Systems Analyst (3 Full-time)
  - GIS Technician
  - GIS Analyst

Director, Human Resources

- Human Resources Business Partner (3 Full-time)
- Human Resources & Organizational Development Consultant
- Human Resources Associate

Engineering Services Department

The Corporation of the Town of Milton

Commissioner, Engineering Services

- Coordinator, Engineering Administration
- Administrative Support Clerk (1 Full-time) (1 Part-time Contract)

Director, Infrastructure

- **Manager, Traffic**
  - Transportation Planning Technologist
  - Traffic Technician
  - Coop Student (2)
  - Coordinator, Crossing Guards
    - Crossing Guards (43 Part-time)
- **Manager, Infrastructure & Right of Way**
  - Project Manager, Infrastructure (3 Full-time)
  - Right-of-Way Technician

Manager, Transit

- Transit Administrator

Director, Development Engineering

- **Manager, Stormwater**
- **Manager, Development Engineering**
  - Development Engineering Technologist (3 Full-time)
  - Development Engineering Inspector (2 Full-time)
- **Manager, Development Engineering**
  - Development Engineering Technologist (3 Full-time)
  - Development Engineering Inspector (1 Full-time)
  - Development Engineering Technician

Director, Operations

- **Manager, Forestry & Horticulture**
  - Supervisor, Operations & Forestry
- **Manager, Road Operations**
- **Manager, Park Operations (2 FT)**
  - Supervisor, Operations Roads & Parks
    - Student (33 Part-time)
    - IBEW Hourly Workers (38 Full-time)
    - Seasonal (19)
- **Manager, Fleet**
  - Fleet Mechanic (3 Full-time)
- **Operations Services Coordinator**
  - Operations Administrative Clerk
  - Administrative Support Clerk, Operations

Human Resources

June 2019

Executive Services Department

The Corporation of the Town of Milton

MILTON

Chief Administrative Officer

Director, Strategic Initiative & Economic Development

Director, Corporate Communications & Government Relations

Executive Assistant, Mayor & CAO

Manager, MEV Innovation Centre

Economic Development Officer 2 Full-time

Communications and Marketing Advisors (3 Full-time)

Supervisor, Digital Communications

Administrative Assistant

MEV Innovation Centre Coordinator

Graphic Designer

Design & Communications Clerk (Contract)

Human Resources

September 2019

Fire Department

The Corporation of the Town of Milton

Organizational chart:

- **Fire Chief**
  - Supervisor, Administration - Fire
    - Administrative Assistant, Fire
    - Customer Service Representative, Fire
  - **Deputy Fire Chief**
    - Support Services Coordinator (MPFFA)
      - Communication Technician (4 Full-time) (MPFFA)
      - Support Services Technician (MPFFA)
      - Communication Technicians
    - Captain Fire Prevention (MPFFA)
      - Fire Prevention Inspector (2 Full-time) (MPFFA)
    - FT Suppression (MPFFA) (36 Full-time)
      - FT Captain (MPFFA) (9 Full-time)
  - **Deputy Fire Chief**
    - District Chief
      - PT Captain
        - PT Suppression
    - Training Coordinator (MPFFA)
      - Training Technician (2 Full-time) (MPFFA)
    - Firefighter/ Emergency Vehicle Technician (MPFFA)

Planning & Development Department

The Corporation of the Town of Milton

```
                          Commissioner, Planning & Development          Administrative
                                                                        Assistant


   Director, Planning Policy &      Director, Development Review        Director, Building Services & Chief
   Urban Design                                                         Building Official
                                                                                              Administrative
                                                                                              Assistant, Building


   Senior Planner,               Senior Planner,          Manager, Inspections    Manager, Zoning & Property   Manager, Plans & Permits
   Policy                         Development                                      Information
   (2 Full-time)                  Review
                                  (2 Full-time)
                                                                                                                Plans Examiner II
                                                           Building Inspector III  Zoning Officer               (4 Full-time)
   Planner, Policy               Planner,                  (5 Full-time)           (3 Full-time)
   (2 Full-time)                 Development
                                 Review                                                                         Plans Examiner I
                                 (2 Full-time)             Building Inspector II    Property Information         (4 Full-time)
                                                           (8 Full-time)            Officer
   Planner, Heritage             Planning                                                                       Plans Examiner Tech
                                 Administrator                                                                  (2 Full-time)
                                                           Building Inspector I     Planning Services
                                                           (3 Full-time)            Representative
                                 Planner, Site Plans                                (2 Part-time)               Building Permit
                                 (2 Full-time)                                                                  Administrator
                                                                                                               (3 Full-time)
```

Note: Whitby is currently undergoing an organizational reorganization and choose not to share a copy of their organizational chart with their benchmarking submission.

Note: Burlington did not provide a copy of their organizational chart with their benchmarking submission.

City of Kitchener

Updated September 3, 2019

Mayor and Council

Office of the Chief Administrative Officer (CAO)

Community Services Department
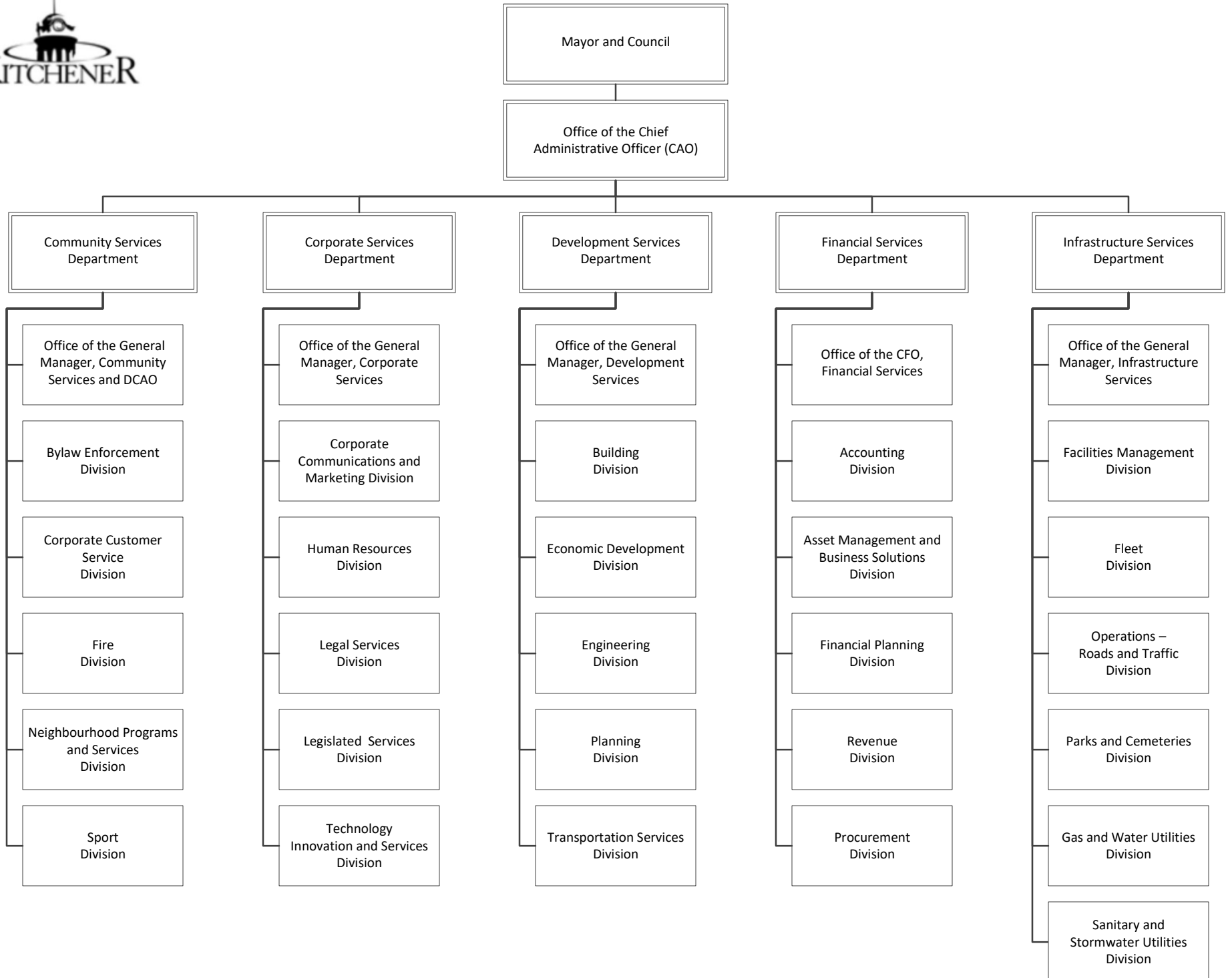
- Office of the General Manager, Community Services and DCAO
- Bylaw Enforcement Division
- Corporate Customer Service Division
- Fire Division
- Neighbourhood Programs and Services Division
- Sport Division

Corporate Services Department

- Office of the General Manager, Corporate Services
- Corporate Communications and Marketing Division
- Human Resources Division
- Legal Services Division
- Legislated Services Division
- Technology Innovation and Services Division

Development Services Department

- Office of the General Manager, Development Services
- Building Division
- Economic Development Division
- Engineering Division
- Planning Division
- Transportation Services Division

Financial Services Department

- Office of the CFO, Financial Services
- Accounting Division
- Asset Management and Business Solutions Division
- Financial Planning Division
- Revenue Division
- Procurement Division

Infrastructure Services Department

- Office of the General Manager, Infrastructure Services
- Facilities Management Division
- Fleet Division
- Operations – Roads and Traffic Division
- Parks and Cemeteries Division
- Gas and Water Utilities Division
- Sanitary and Stormwater Utilities Division

Appendix E: List of resources used in comparative analysis (benchmarking)

Appendix E: Resources used in comparative analysis

1. Pickering 2019 Current Budget

   https://www.pickering.ca/en/city-hall/resources/2019ApprovedCurrentBudget.pdf

2. Chatham Kent 2018 Budget Overview

   https://www.pickering.ca/en/city-hall/resources/2019ApprovedCurrentBudget.pdf

3. Milton 2019 Approved Capital and Operating Budget

   https://www.milton.ca/en/townhall/resources/Budget2019/2019-Approved-Capital-and-Operating-Budget-Book.pdf

4. Whitby 2019 Budget Summary

   https://www.milton.ca/en/townhall/resources/Budget2019/2019-Approved-Capital-and-Operating-Budget-Book.pdf

5. Burlington 2019 Approved Budget

   https://www.burlington.ca/en/your-city/resources/Budget/2019-Budget/2019-Budget-Book-Combined-WEB.pdf

6. Kitchener 2019 Consolidated Budget Information

   https://www.kitchener.ca/en/resourcesGeneral/Documents/FIN_FP_2019_Consolidated_Budget_Info.pdf