



Staff Report

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Report To:	Special General Government Committee	Report Number:	CAO-006-20
Date of Meeting:	February 24, 2020	Resolution#:	#GG-119-20, GG-122-20, C-087-20
Reviewed By:	Andrew C. Allison, CAO	By-law Number:	
File Number:			
Report Subject:	Organizational Structure Review – Implementation Plan		

Recommendations:

1. That Report CAO-006-20 be received;
2. That Council endorse the organizational structure changes generally as set out in this Report;
3. That Council either,
 - a. direct staff not to pursue Recommendation #8 (Outsource Animal Services); or
 - b. pursue outsourcing in the manner set out in section 3.49 of this Report;
4. That staff be directed to apply for funding under the next intake of the Audit and Accountability Fund in order to assist with the implementation of Recommendation #26 (Key Performance Indicators); and
5. That all interested parties listed in Report CAO-006-20 and any delegations be advised of Council's decision.

Report Overview

In the summer of 2019, the Ontario Government unveiled the Audit and Accountability Fund for eligible municipalities and school boards to conduct independent financial reviews. Council received funding under this program to undertake an organizational review, focused on our high-level structure. The consulting work was awarded to Grant Thornton who produced a report dated December 4, 2019. This Report provides staff's rationale for supporting or deviating from the recommendations contained in the Grant Thornton report.

Implementation of the recommendations in this Report will not be the end of the process to achieve savings and efficiencies through organizational change. The recommended changes are intended to put in place a structure and set of systems and processes that will encourage and promote further efficiencies. Ongoing adjustments can and will be made as required.

1. Background

- 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 constraints, 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 ("GT") was engaged to undertake the review.
- 1.2 The first step taken by GT was to complete a Current State Assessment. GT then 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 and a high-level implementation outline that were presented in GT's December 4, 2019 report entitled "Municipality of Clarington Organizational Structure Review".
- 1.3 In [Report CAO-016-19](#), staff identified that financial implications (e.g. 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 staff need to be considered as integral parts of any implementation plan.
- 1.4 Through Resolution #C-430-19, Council directed staff to prepare an implementation plan and a cost analysis for consideration during the 2020 budget deliberations. This report responds to that direction. It addresses all 30 recommendations in GT's report, and assesses whether they will help the Municipality improve how services are

delivered. Some of staff's analysis is set out in a compendium report (CAO-007-20) that is confidential because it contains personal information about identifiable individuals.

2. Communication Plan

- 2.1 Successful change management requires effective communication with all stakeholders. That is why early in the process of reviewing our organizational structure the CAO's Office built out a plan that informed and engaged staff at all levels as much as feasibly possible. Below is a summary of the steps taken to inform Municipal staff in the preparation of this Report, and the planned future steps (after Council's decision on March 2, 2020).

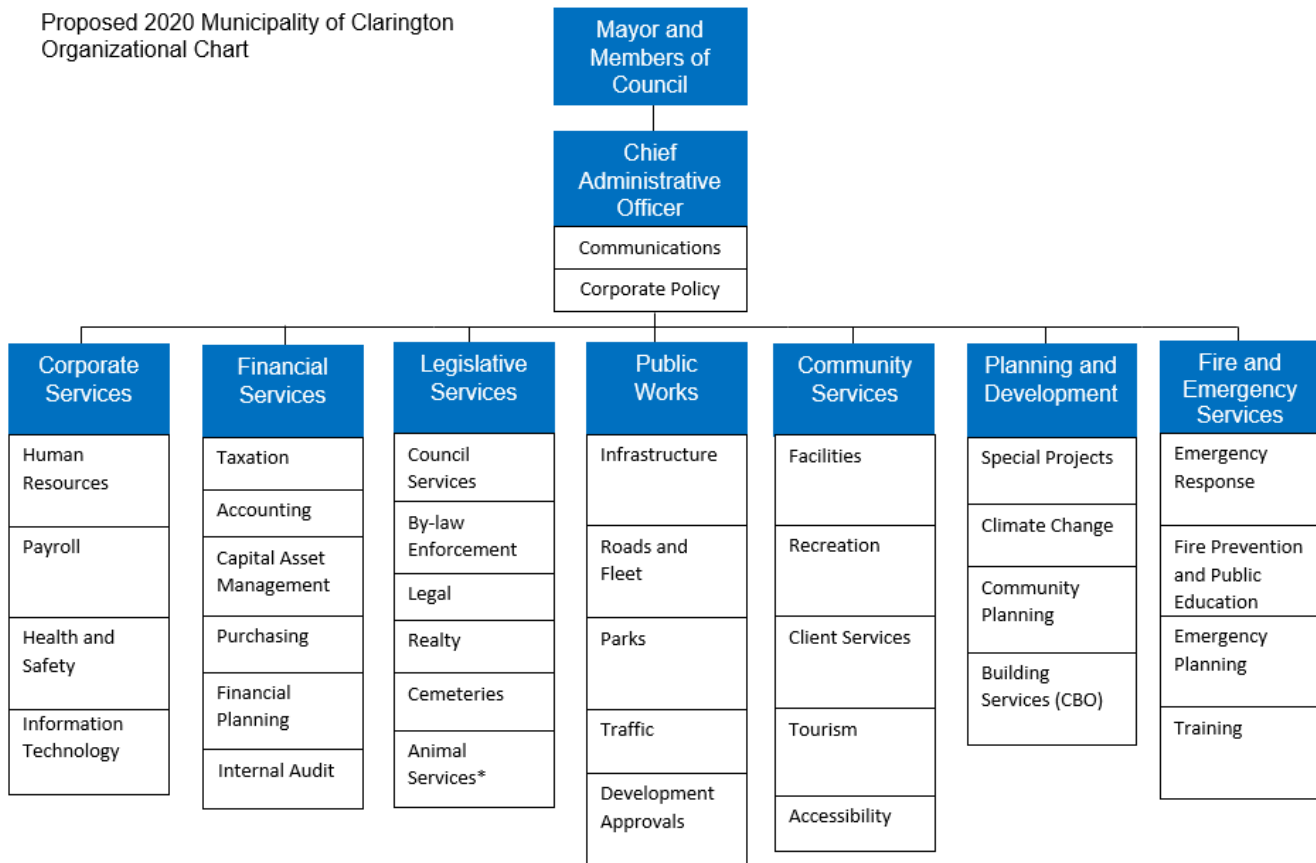
Date	Communication
September 20 to October 10	Digital survey (administered by GT confidentially) which produced a total of 128 responses from staff
December 4	Department Head meeting to discuss GT report
December 4	Management meeting to discuss GT report
December 5	Meeting with CUPE Local 74 to discuss GT report
December 5	E-mail to all staff to discuss GT report
December 12 to February 7	Over 20 meetings with staff potentially affected by GT's recommendations
January 22	Meeting with IAFF 3139
January 30	Meeting with CUPE Local 74
January 29 to February 6	Survey (soliciting comments regarding GT's recommendations)
February 12	E-mail to all staff responding to the survey results
February 20	Management meeting to discuss Report CAO-006-20
February 20	E-mail to all staff regarding Report CAO-006-20
February 24	Special General Government Committee meeting
March 2	Council meeting
March 3	E-mail to all staff (post council decision)
March 5	Town Hall Discussion led by CAO
Ongoing	Status updates (highlighting wins, opportunities and challenges)

2.2 The survey that was conducted from January 29 through February 6 produced a total of 99 responses from staff. A summary of the themes that emerged from the survey and the CAO’s comments on those themes can be found on the [intranet](#).

3. Restructuring

3.1 The chart below illustrates the recommended corporate structure based on function. It does not represent the recommended divisional structure.

Proposed 2020 Municipality of Clarington
Organizational Chart



*Subject to potential outsourcing

3.2 Staff’s rationale for the recommended structure is set out below (the analysis and comments have been grouped using the recommendation numbering in the GT report). Recommendations 1 through 16, and 19 through 21, from the GT report deal specifically with restructuring.

GT Recommendation #1: Combine Office of the CAO with Mayor and Council Administrative Support to Form Executive Services

- 3.3 Staff agree with the rationale that GT offered in support of this recommendation, but do not believe that a formal restructuring of the Offices is necessary to realize the cost savings and efficiencies.
- 3.4 GT recommended the Mayor's, Councillors and CAO Offices be combined to create an Executive Services Department. Administrative support within the Offices of the Mayor, Councillors and the CAO (including Communications and Corporate Policy) has recently been restructured. Where there were previously four administrative support positions, there are now three. All three support positions have been reclassified and are stated to be interdependent. From a practical standpoint, the efficiencies have been, and will continue to be, realized without the need for formal restructuring.
- 3.5 Maintaining separate Offices respects the different roles of these Offices as set out in sections 224, 225 and 227 of the *Municipal Act, 2001*.
- 3.6 Timing: The changes needed to realize these cost savings and efficiencies have been made and are reflected in the 2020 Budget.

GT Recommendation #2: Move Tourism from CAO to Community Services

- 3.7 Staff agree with this recommendation.
- 3.8 Moving the Tourism Division to Community Services presents an opportunity to align with and leverage the community facing services that the Municipality delivers.
- 3.9 Tourism fits with the work that the Municipality's community development staff are currently doing. The Tourism team will receive more support if they are aligned with community development staff. Instead of having one customer service point at their Liberty Street location, Tourism can be represented at five major facilities in Clarington, maximizing their presence and reach. There is an opportunity to enhance tourism information sharing with the public at all front desks in our recreation facilities, taking advantage of our existing Community Service Representatives (CSR) group and the large number of customers and visitors who walk through the doors of our facilities each day.
- 3.10 Having CSRs provide timely tourism information will multiply our tourism ambassadors from the current compliment of three staff members to 30+ well-trained front-line staff promoting Clarington Tourism. With the additional support, Tourism staff will be able to focus on supporting stakeholders, building relationships, marketing initiatives as well as strategies to help grow the tourism industry in Clarington. This will allow the Tourism team to focus more on long-term strategies. Tourism can also be more directly involved

with event organizers booking facilities. This will connect tourism directly with sporting organizations and create opportunities for tourism to leverage those relationships, and assist organizers looking for tourism focused activities while their teams are in Clarington. Staff believe this approach to destination marketing will generate repeat visits, and tourists wanting to return to and explore our community further.

- 3.11 In addition to efficiencies generated through collaboration, staff engagement and workflow alignment as described above, there is a potential cost savings of closing the Liberty Street Tourism Office, known as the Visitor's Center. The 2020 Budget includes a request to create additional space in Community Services that could possibly be used to accommodate the Tourism Division. If the "storefront" operation closes, there would be an annual operating savings of roughly \$18,000. Tourism staff will not be physically relocated until Council reviews and considers a full analysis of this option.
- 3.12 The non-affiliated positions currently within Tourism are consistent with corresponding positions in Community Services. The Tourism team would report to the Manager, Client Services.
- 3.13 Timing: Moving Tourism over to Community Services can occur almost immediately. The Coordinator, Programmer and Part-time Clerk can continue to work out of the Liberty Street office unless and until Council makes a decision respecting that space.

GT Recommendation #3: Move Climate Change from CAO to Planning Services

- 3.14 Staff agree with this recommendation.
- 3.15 The Climate Change Response Coordinator is a 24-month contract position (until April 2021) funded in part by the Federation of Canadian Municipalities. Moving the Climate Change Response Coordinator to the new Planning and Development Department would reflect current practice as the Climate Change Response Coordinator currently sits within the Planning Services Department.
- 3.16 The work of the Climate Change Response Coordinator is largely to coordinate the Municipal efforts to respond to climate change across departments through the development of a corporate climate change action plan. While functionally located in the Planning Services Department, taking action on climate change requires the consideration of climate change impacts in all Municipal decision making. If endorsed by Council, implementation of a climate change action plan will require collaboration from across the corporation, championed by the Inter-Departmental Working Group on Climate Change.
- 3.17 Timing: This functional realignment can take place immediately.

GT Recommendations #4 and #5: Add Legal and Clerk's to Corporate Services

3.18 Staff agree with the rationale that GT offered in support of these recommendations, but do not believe that combining these three departments into one new department is the appropriate step at this time. Instead, staff support a phased approach.

Phase 1 – Create a Legislative Services Department

3.19 When the Municipality's organizational structure was last reviewed approximately 20 years ago, all legal services were outsourced. In 2010, the Municipality created an in-house Legal Department. There are natural synergies that exist between the functions of the Legal Department and the Clerk's Department, particularly as they relate to by-law enforcement. The recommendation therefore is that these two Departments be combined into one new Department called Legislative Services.

3.20 Since its inception, the Legal Department has provided support to the entire organization on a wide range of real estate services, but responsibility for land acquisitions has remained with the Special Projects Branch of Planning Services. As part of the reorganization, the majority of this portfolio of work will move over to Legislative Services.

3.21 Timing: This realignment will begin in September 2020 and be phased in.

Phase 2 – Merge Corporate Services with either Legislative Services or Finance

3.22 GT recommended that Legal, Clerk's and Corporate Services be combined. It suggested that this could take place in "Year 2-3". Phase 1 above is a first step towards what GT recommended.

3.23 Staff agree that there could be savings and efficiencies achieved if Legal, Clerk's and Corporate Services are brought together, but also feel that there could be savings and efficiencies if Corporate Services is combined with Finance – essentially taking the Municipality back to where it was 20 years ago. Another possibility is that the Human Resources Division currently in Corporate Services could be combined with Legislative Services, and IT combined with Finance.

3.24 There is a lot of work that must be undertaken by Corporate Services in order to implement the structural changes recommended in this Report. After much of that work is done, and the newly reorganized departments have had some time to adjust, the issue of whether to reposition Corporate Services or its individual divisions can be assessed.

3.25 Timing: This second phase of restructuring could potentially be implemented in 2021.

GT Recommendation #6 – Move Accessibility Coordinator from Clerk’s to Community Services

- 3.26 Staff agree with this recommendation.
- 3.27 The Municipality is committed to providing an accessible environment in which residents, visitors and employees have equitable access to Municipal programs, services and facilities in a way that respects the dignity and independence of everyone. Our organization is dedicated to ensuring accessible, responsive representation and providing innovative, efficient and affordable services that will enhance the quality of life in our growing and diverse community.
- 3.28 Currently, the Accessibility Coordinator works closely with Community Services on many aspects of its operations. Community Services administers a large range of programs, and it is vitally important that these programs be appropriately designed from an accessibility standpoint. The Accessibility Coordinator has been working regularly with Community Services older adult and customer service teams and is a valuable in-house resource in other areas of the Department.
- 3.29 There is potential to realize some cost savings and increase existing levels of services to an even greater extent if this position is formally placed (and physically relocated to be) within the Community Services Department. Paragraphs 3.30 through 3.33 below provide some examples.
- 3.30 There is an opportunity to reduce contracted work related to accessible building audits. Community Services currently contracts this work out at a cost of approximately \$2,500 annually, and it is possible to reduce or perhaps even eliminate this expense if the Department draws upon the Accessibility Coordinator’s expertise. At a minimum, transferring all responsibilities for building accessibility audits to the Accessibility Coordinator could create capacity for building and facility supervisors.
- 3.31 By placing the position within the Community Services Department, there will be a greater opportunity to increase the collaboration between the Accessibility Coordinator (and the work of the Accessibility Advisory Committee) and the Community Development Coordinator (and the work of the Diversity Advisory Committee).
- 3.32 Coordination of accessibility training for the large number of part time-staff employed in Community Services each year would be more effective.
- 3.33 Accessing various sources of funding through grant applications is also a task that Community Services staff work on, and there would be improved collaboration in this area.

- 3.34 It is worth noting that, despite a move from Clerk's to Community Services, the Accessibility Coordinator will continue to provide the valued services to all Departments and the community.
- 3.35 This non-affiliated position would report to the Manager, Client Services. It would appropriately fit alongside other non-affiliated positions within that business unit.
- 3.36 Timing: In theory, this position could transition over to Community Services almost immediately, however, the incumbent is currently on maternity leave. The transition plan is therefore to finalize all logistics during Q4 of 2020 and formally move the position into Community Services effective January 2021.

GT Recommendation #7: Move Oversight of Volunteers from Community Services to Human Resources

- 3.37 Staff do not agree with this recommendation.
- 3.38 There is no clear rationale provided in the GT report in support of this recommendation other than to suggest that there are efficiencies to be realized as a result of "process and finances (P3)" which includes "opportunities as they relate to approaches and processes to provide services and programs, including responses to bottlenecks, inconsistencies, cost reductions, and identification of areas that work well." GT may have seen the onboarding of volunteers as being similar to what the Municipality does with new staff hiring and that led them to conclude that there is a better fit within the Human Resources Division of Corporate Services. In the opinion of staff, oversight of volunteers extends well beyond the onboarding function and the vast majority of what is required to properly oversee volunteer work rests outside of Human Resources.
- 3.39 Currently, the Community Services Department has coordinated the on-line volunteer management program and it is working very well. It was initiated in 2018. Details of the program can be found on page 18 (sections 9.7 and 9.8) of [Report CSD-002-19](#) and on our [website](#).
- 3.40 In the recent past, responsibility (based on where the funds have been budgeted) for the bi-annual Volunteer Recognition Event has rested with the Clerk's Department and, more recently, the CAO's Office. In reality, the event has been very successfully carried out as a result of a total team approach involving almost every Municipal Department. Going forward, Community Services can be the lead Department for this event.
- 3.41 Timing: As staff feel that oversight of volunteers should remain with Community Services, there are no implementation timing issues.

GT Recommendation #8: Outsource Animal Services

- 3.42 Staff do not have enough information to either agree or disagree with this recommendation. The extent of any operational savings cannot be known unless and until the Municipality issues and receives responses to a Request For Proposals (“RFP”) to outsource the service.
- 3.43 It is important to note that GT’s recommendation to outsource Animal Services refers to sheltering and adoption of animals, not enforcement. In 2015, the Animal Services Division was restructured such that Animal Services Officer duties were separated into two positions - Municipal Law Enforcement Officers and Animal Care Attendants - to streamline enforcement activities. Enforcement of animal-related by-law matters was then removed entirely from Animal Services in 2018 following the Service Delivery Review undertaken by WSCS Consulting Services (See [Report CAO-001-18](#)).
- 3.44 Clarington Animal Services has a long-standing history as a well-respected provider of animal related education, care, shelter and adoption of local animals. During the information gathering and drafting of the 2017 Service Delivery Review report, several residents commented on the key role that Animal Services plays within our community and the professionalism of Animal Services staff.
- 3.45 There has been a trend in recent years towards outsourcing and partnership arrangements with animal services by municipalities across Ontario. This was highlighted in the 2017 Service Delivery Review report, and a recommendation was provided to further explore it. The exact language was as follows:

Recommendation 1 – “Explore partnership opportunities with neighbouring municipalities”. This will be formally investigated before construction of a new facility is contemplated. The current Animal Shelter facility has a limited life. Due to future highway development the current site is not viable. The Development Charges Background Study and the Land Acquisition Strategy (2017) have a scheduled replacement site to be determined for the Animal Shelter. At this point, the timing of new location has been pushed to 2022-2027. This allows for the Municipality of Clarington to fully explore partnership opportunities for Animal Shelter Services.”

- 3.46 At this point, staff have only undertaken a high-level preliminary analysis regarding this recommendation. The CAO’s Office, the Manager of Internal Audit and the Municipal Clerk have met with staff from Animal Services to discuss this recommendation and its potential impacts. Animal Services staff have indicated that they have several concerns with the recommendation, most notably the need to be able to ensure safe treatment of animals. There were also concerns raised related to resident access to services and potential pitfalls if that access is adjusted/decreased. They are very proud of their very low euthanasia rate as well as their high adoption rates. Since the publication of the GT

report, several members of the public have filed correspondence with the Municipality and posted comments on social media, conveying their concerns with the possibility of closing the Clarington Animal Shelter. One common concern is the fear of inhumane disposal of animals who are difficult to adopt.

- 3.47 The background report to the 2015 Development Charges By-law estimated the cost of replacing the existing animal shelter and other capital assets to be approximately \$1.85 million. Approximately \$135,000 of this amount could be funded through development charges. The balance would have to be funded through other sources. Timing for this work is uncertain. The useful life of the current Shelter is estimated to be 10 years or more. If MTO proceeds with its planned improvements at the Liberty Street interchange, the Shelter will have to be relocated. MTO's current forecast for that work (if it proceeds) is 2031.
- 3.48 There are several synergies that could potentially be realized by undertaking a partnership with an outside agency or another municipality. According to the Service Delivery Review report, Whitby and Ajax currently share their animal shelter services and have a lower cost per capita than Clarington and Pickering.
- 3.49 If Council wishes to follow GT's recommendation to outsource, staff are recommending that it be done in two stages. The first stage would be to undertake further analysis (including, perhaps most importantly, clarifying and defining service level standards) and develop an invitation only RFP for potential partnership/operator opportunities. The rationale for the invitation only approach is that there are a limited number of potential bidders the Municipality should consider. This would likely include other area municipalities and not-for-profit service providers such as the Humane Society of Durham Region. The second stage would be dependent upon the results of the RFP. Staff would report back to Council to determine if any cost savings or efficiencies could be achieved after having received and reviewed the RFP submissions.
- 3.50 Timing: An RFP to potentially outsource Animal Services could be issued in Q2 of 2020 and an analysis of any responses could be provided to Council before the 2020 summer recess.

GT Recommendation #9: Move Purchasing from Corporate Services to Finance

- 3.51 Staff agree with this recommendation.
- 3.52 Purchasing and Finance currently work collaboratively with processes related to invoicing. They also work together on capital projects to ensure that awards are within budgetary limits. Purchasing reports related to the award of a contract require sign off from both the Director of Finance and the Director of Corporate Services. By transferring the Purchasing Division into Finance, the review by the Director of Corporate Services will no longer be necessary.

- 3.53 It is anticipated that the automation of several processes relative to invoicing, purchase orders, and electronic requisitions will reduce manual inputs and duplication of steps. By having these processes aligned, the efficiency of purchasing and payable processes will improve.
- 3.54 The Purchasing Manager leads a functional team in providing services to the whole corporation similar to the existing Manager of Accounting Services, Manager of Taxation Services and Capital Asset Manager. This functional team would integrate within the Finance Department as a unit similar to the other three teams which all have cross functional work processes. The Purchasing Manager would provide insight into how financial policies and processes in the other areas of Finance impact purchasing and vice versa.
- 3.55 The Purchasing Manager would report directly to the Director of Finance during the transition period. At a future date, Finance will review the internal structure in light of added emphasis on long-term planning, efficiency and the integration of Purchasing into the day to day operations of the Department.
- 3.56 Timing: This recommendation could be implemented effective September 2020.

GT Recommendation #10 – Create Centralized Customer Service

- 3.57 Staff agree with this recommendation.
- 3.58 Our organization does not have a single view of the customer. We have a decentralized customer service model that works well at the departmental level, but not necessarily on a corporate level. This can lead to varying customer service experiences and operational inefficiencies.
- 3.59 Moving forward, staff recognize that centralizing customer services (creating a single point of contact for residents who deal with the Municipality) is desirable. The CAO Office is currently researching best practices and technologies used in other municipalities that have implemented a centralized customer service model. Based on some of the preliminary findings, it is clear that there is a lot of work to be done mapping Clarington's existing customer service processes and integrating technology to support a new central model. The Municipality also has to look at the expectations of our customers in order to build a framework and system that is multi-dimensional and supports a variety of user experiences.
- 3.60 Clarington will need to map its list of services and the standard operating practices associated with all of them. This means that we need to map our customer service process for each service from the point of contact with the resident to the outcome/resolution. Once that process is complete, staff will determine which services should be onboarded into the centralized customer service model. This will be a phased

approach, where simple services with first-contact resolution are onboarded first, and then more complex services will follow. The process is complex and will require the cooperation and work from all departments, dedicated staff time and resources.

- 3.61 To help support a centralized customer service model, staff will be reviewing our phone system and associated functionality. To support a single-contact philosophy, an investment will need to be made to upgrade to a system that further facilitates customer service and is linked to a robust recording software to allow staff to track each customer service interaction. This will allow the Municipality to build statistics, measurables and establish some key performance indicators as benchmarks for success.
- 3.62 The Region of Durham is currently working to create a single contact centre for residents. Clarington will be working with the Region to determine how our centralized customer service initiative could appropriately be built into their model.
- 3.63 Timing: Creating a centralized customer service model will require significant staff time, planning, research and monetary investment. A robust plan will be provided for Council consideration once staff have created a business case and prepared the necessary implementation strategy. Even though the GT report suggested that a centralized customer service function will fall under the Clerk, the likelihood is that this will be placed within the CAO's Office. This restructuring could be initiated beginning in Year 2. Staff agree that this will be a longer-term project requiring a phased approach over the next two to three years.

GT Recommendation #11 – Create a Public Works Department

- 3.64 Staff agree with this recommendation.
- 3.65 The rationale behind this move is to streamline design, construction and maintenance procedures and functions. As a single department, it will be easier to make more efficient and effective decisions about maintenance, deployment of resources and the management of construction work affecting the total spectrum of engineering and operations functions.
- 3.66 The full life cycle management of our Municipal Infrastructure will be better served when administered under one group. It will provide a clear unified vision and understanding of infrastructure priorities through strong asset management practices from conceptual design through to long-term life cycle programming.
- 3.67 The proposed structure will see the creation of three distinct divisions – Infrastructure, Roads & Fleet, and Parks.
- 3.68 The Infrastructure Division will manage all of the design, construction and contracted maintenance of municipal roads (urban and rural) and stormwater projects. Contracted

maintenance of Parks will also be overseen by this group with overall management of the park portfolio being overseen by the Parks Division. Their work will include crack sealing, catch basin and manhole repairs, sidewalk repairs, curb repairs, sports field upgrades, fencing repairs, playground replacements, utility locates, grass cutting, sidewalk snow clearing, seniors snow removal, catch basin cleaning, dust control, shouldering, streetlighting, weed spraying, goose control, pavement markings, sign reflectivity, and garbage collection. Over time, some of the contracted maintenance may be transitioned over to Clarington staff as efficiencies are gained and resources become available.

- 3.69 The Roads & Fleet Division will manage all in-house maintenance of our roads network undertaken by Clarington staff including ditching, grass cutting, pot hole repair, as well as fleet. As part of an ongoing process, staff will explore the feasibility of centralizing the management of the entire municipal fleet under this portfolio.
- 3.70 The Parks Division will manage the design, construction and maintenance of the entire park system. This Division will also include responsibility for cemetery maintenance and our forestry program. Based on some of the feedback over the past few years, the Parks Division will also engage the public when considering existing playground replacements like what is done with the development of new parks.
- 3.71 Timing: This is a very large undertaking. The target date for implementation is September 2020.

GT Recommendation #12 – Move all Facility & Park Design, Construction and Maintenance to Public Works

- 3.72 Staff agree with this recommendation insofar as it applies to park design, construction and maintenance. Staff also agree that combining all buildings and facilities related services is the right thing to do, but feel that the Community Services Department is a better fit as compared to the new Public Works Department.

Parks

- 3.73 Our current structure has park design as part of Engineering Services. The parks maintenance is the responsibility of the Operations Department. Benefits will be derived by formally combining these functions.
- 3.74 Given current staff compliments, bringing all park-related responsibilities into one department is a relatively simple task. The current Manager of Parks in Engineering Services, who is responsible for park design and construction, can join with the team of Operations employees who maintain the Municipality's park infrastructure. This will bring the design, construction and maintenance of all parks into one business unit located within Public Works.

Buildings and Facilities

- 3.75 In the opinion of staff, transferring the Building Services Division from Operations to Community Services would streamline many functions and eliminate some duplication. Perhaps most importantly, by combining the work teams, the Municipality could capitalize on the various skills available and the ability to reallocate staff resources to assist on larger projects. This could lead to less reliance on outside contractors in certain situations. Examples of potential cost savings and efficiencies would include (a) assigning the administration of contracted services (mechanical, electrical, life safety) to one supervisor for all municipal buildings in order to free up capacity; (b) facilitating better access to facility supervisors and their staff by Board operated arenas; and (c) enhancing arena board and community hall engagement by assigning a “contact” from our existing community development team to liaise with the boards (which could also facilitate more municipal programming in our rural communities).
- 3.76 The Building Services Division will report into the Manager, Facility Services along side the existing Aquatic Facilities and Arena Facilities branches.
- 3.77 Timing: This recommendation can be implemented by September 2020.

GT Recommendation #13 – Move Crossing Guards from Planning to Public Works

- 3.78 Staff agree with this recommendation.
- 3.79 Crossing guard coordination logically fits with the traffic work currently being undertaken by the Traffic Coordinator and the Traffic Technician in Engineering Services. In addition, the crossing guard program will be better supported with the provision of winter maintenance. These services should be combined structurally and transferred to Public Works.
- 3.80 Working together, and subject to resource constraints, these positions can potentially tackle a wider range of traffic services and specifically programming related to school zone safety (e.g. Safe Routes to School Promotion; Cycle Safe Program; Pedestrian Safety Program; Walking School Bus Program; and Junior Leader Program). There may also be the possibility to expand community outreach to schools, parents and municipal committees.
- 3.81 Crossing guard responsibilities will transfer from Planning Services to an Operations Technician 1 who is currently in the Operations Department but will be repositioned in Public Works reporting to the Supervisor, Technical Services.
- 3.82 Timing: The logistics of transferring part of one FT position from Planning Services over to a position that itself is being modified and repositioned will be challenging. Work on

this realignment of responsibilities needs to start immediately in order to maintain current levels of service. The target date for formal realignment is September 2020.

GT Recommendation #14 – Move Field Booking from Operations to Community Services

- 3.83 Staff agree with this recommendation.
- 3.84 From a customer perspective, there is no difference between booking an hour of ice and booking a soccer field. Both Operations and Community Services have continually had to redirect inquiries. This has created inefficiencies. Combining the two to provide a “one stop” opportunity for our residents will provide far better customer service.
- 3.85 In addition to the obvious benefits to customer service, there are other potential efficiencies that can be realized with the transfer of this work to Community Services. An example is the ability to utilize the subject matter expertise in Community Services with respect to ActiveNet. The customer service team will likely be able to more effectively support the administration of sport field usage using this software.
- 3.86 The Acting Director of Community Services and the Acting Director of Operations feel that these responsibilities can be moved from Operations to Community Services without any staff transfers, but there will be challenges. Staff will need to develop clear procedures to maintain a high level of service to our sport field users, given that the administrative function of these rentals will be in Community Services while the operation and maintenance will be in Public Works. Effective collaboration and communication between the customer service team and the Parks Division of Public Works will be critical to a successful transfer of field permitting.
- 3.87 Prior to the completion of the organizational review, Community Services made a business case for the approval to hire a new 24-hour PT Programmer in the customer service area. Moving the field booking function over to Community Services further supports the business case for that position in the 2020 budget.
- 3.88 Timing: Although this recommendation makes sense in the long term, it will present some challenges during transition. It is proposed that Community Services staff “shadow” Operations through their 2020/21 field allocation and permitting process. This would allow Community Services the opportunity to meet with the various sports field user groups and continue developing the Community Group Registry and Field Allocation policies for the following season. If the proposed implementation plan rolls out as expected, Community Services can officially assume responsibility for this work in September 2020.

Recommendation #15 – Move Building Services (CBO) from Engineering to Planning and Development

- 3.89 Staff agree with this recommendation.
- 3.90 The Chief Building Official is a statutory position. Irrespective of who the CBO reports to, the CBO has statutory autonomy.
- 3.91 Functionally, there are benefits in realigning Building Services (CBO) with Planning Services and possibly Engineering Development Services. Some of these benefits are discussed under Recommendations #16 and #19 below. An additional efficiency already realized is having Building Services staff reviewing the zoning requirements of building permit applications for decks.
- 3.92 The Building Services Division will report to the Director of Planning and Development, with the cascading reporting relationships staying the same. There are some staffing implications relating to the division of work responsibilities as some staff who assist with permitting and other building functions also provide support to the rest of Engineering Services.
- 3.93 Timing: This recommendation can be implemented effective September 2020.

GT Recommendation #16 – Move Development Approvals from Engineering to Planning and Development

- 3.94 Staff recognize the potential benefits of this recommendation, but do not feel that this reorganization is needed at this time. Instead, staff are recommending that this recommendation be revisited in 2021.
- 3.95 Bringing Engineering Development Services functions into the new Planning and Development Department to align with Building Services (CBO) and Planning Development Review could create efficiencies. For example, the information necessary to issue building permits relates to the subdivision and land use processes that are being carried out by Planning Development Review and Engineering Development Services. These functions already share data bases, mapping and related application files (across many software applications). Formally bringing them together could eliminate some duplication. For Planning Services (Development Review and Community Planning & Design) to approve applications, they require considerable interaction with Engineering Development Services. There could be efficiencies generated simply through better communications that would come with the recommended repositioning. However, the inefficiencies caused by such a repositioning could outweigh the efficiencies.

- 3.96 Even if Engineering Development Services is repositioned into a new Planning and Development Department, the division would still require significant input and support from the Infrastructure Division of the new Public Works Department. That support would be required in relation to (a) aligning capital projects with development requirements; (b) reviewing subdivision design and proposed infrastructure to ensure that what is proposed offers the best life cycle option for the infrastructure that will become our asset; and (c) inspecting construction to ensure good workmanship and updates of design standards as required; (d) Development Charge background information related to development supportive infrastructure and strategies; and (e) knowledge of legislative requirements and changes related to asset management, infrastructure and design. There is a concern that some of the information exchange that happens organically under the current structure may be lost if Development Engineering staff report to Planning and Development.
- 3.97 If implemented, this realignment would impact three positions in Engineering Services, none of which are dedicated exclusively to Engineering Development Services functions. It would therefore require a realignment of duties to address the work that would remain in the new Public Works Department
- 3.98 In the past three years, there have been several process improvements made with respect to development approvals. Many related directly to recommendations developed during the 2017 Process Enhancement Project (PEP) service delivery review. The current working relationship between Engineering Development Services and Planning Services is strong.
- 3.99 Timing: This recommendation should be revisited in 2021.

GT Recommendation #19 – Create a Planning and Development Department

- 3.100 Staff agree with this recommendation.
- 3.101 The creation of this new department will align all planning and building services (CBO) functions within one continuum, with the goal of streamlining the application process and creating a more easily navigable system for stakeholders. Subject to a review of Recommendation #16, all development approvals functions could also form part of the continuum.
- 3.102 There are several expected benefits that can be derived from combining these processes and functions into one department. As an example, this new structure will allow for priority setting and focus on developments with major economic benefit.
- 3.103 A further consideration is the eventual re-organization of the current Engineering and Planning counter at the MAC. Currently, there is a segregation of duties assumed by staff, which is not necessarily the most efficient model from a customer perspective. If

the single contact point model is adopted at the counter to help with questions related to all aspects of planning and development, it would increase the customer experience.

- 3.104 Another consideration pertains to knowledge management and process flow. A more streamlined approach will eliminate some duplication. There are also several additional process improvements that can be realized once these functions are aligned.
- 3.105 Further implications related to reporting relationships are discussed under Recommendations #15 and #16 above.
- 3.106 Timing: This recommendation can be implemented effective September 2020.

GT Recommendation #20 – Create Formal Economic Development Communication Link Between Planning and Clarington Board of Trade

- 3.107 Staff agree with this recommendation.
- 3.108 To increase better two-way communication, a few items have been agreed to amongst CBOT, the CAO's Office and Planning Services. The first relates to Municipal representation on CBOT's Board of Directors. While the Municipality does not have a seat on the CBOT Board, we do appoint a staff advisor to attend all Board meetings. Historically, the Municipality's advisor has been the CAO or the former Corporate Initiatives Officer. As much of the work that impacts CBOT comes from the planning and development functions, it has been agreed that the Manager of Community Planning and Design should take over this responsibility.
- 3.109 It was also decided that CBOT and the Municipality's Planning and Engineering Directors should meet at least monthly to discuss what is in the pipeline in terms of planning and economic development applications and initiatives at both the local and regional level.
- 3.110 Another means to improve communication will be to include CBOT updates in the Planning and Development newsletter (E-update).
- 3.111 This new approach will continue under the new Planning and Development Department structure with any necessary adjustments.
- 3.112 Timing: These small changes have taken place.

GT Recommendation #21 – Move Cemetery Administration from Clerk’s to Community Services

- 3.113 Staff do not agree with this recommendation.
- 3.114 Cemetery administration is a public facing and community-oriented service, but there are some practical and legal constraints that impact the feasibility of this recommendation.
- 3.115 Currently, there is a dedicated private office to meet with families that are purchasing grave sites or planning for interments. This office is in a quiet/accessible area of the Municipal Administrative Centre, which is central to the Municipality. If the cemetery role were to move to Community Services, there would be no readily available office space available for staff to meet with residents.
- 3.116 The *Vital Statistics Act* appoints the Municipal Clerk as a Division Registrar by virtue of the Office and is assigned responsibility to receive and sign statements, issue burial permits and acknowledgements of death which are the documents required by the funeral homes in order to bury a body. The Clerk is also responsible for maintaining the death register. While these responsibilities are separate from the management and administration of Clarington’s five active cemeteries, the work and knowledge of the Division Registrar and cemetery administration certainly are logically connected. Staff issuing the burial permits are the same staff who are managing the cemetery administration. If Recommendation #21 were to be implemented, any streamlining inherent in the current process would be lost, thus resulting in an additional unnecessary administrative burden and would therefore be counter to the objectives of the organizational review.
- 3.117 Currently, cemetery services are undertaken by staff in Clerk’s and Operations. It is a very good working relationship. In 2019, the employees delivering these services were recognized for their high level of service through a nomination under the “Team” category in our annual Staff Awards. The adage “if it ain’t broke, don’t fix it” perhaps applies best to this recommendation.

4. Service Reviews

- 4.1 The recommendations below (#17, #18 and #22) were classified as “Other” in the GT report.

GT Recommendation #17 – Possible Outsourcing of Forestry

- 4.2 In [Report CAO-003-20](#), Council was presented with a review of forestry services. Through Resolution # GG-062-20, Council voted to (a) endorse the recommendations of the Forestry Service Delivery Review; and (b) conduct a customer service and work order process review using in-house resources and Lean methodologies.
- 4.3 Timing: The time frames associated with the various action items under this recommendation were set out in Report CAO-003-20.

GT Recommendation #18 – Review of Snow Removal

- 4.4 Issues relating to possible outsourcing of snow removal were addressed in [Report OPD-001-20](#). Through Resolution #C-022-20, Council voted to pursue a phased approach starting with two snow routes. The phased approach will provide staff and Council with the ability to determine whether to pursue further outsourcing in the future.
- 4.5 Timing: The implementation time frames for possible contracting out of snow removal services were discussed in Report OPD-001-20.

GT Recommendation #22 – External Review of Fire and Emergency Services

- 4.6 Staff agree with this recommendation.
- 4.7 There is \$80,000 (fully funded by development charges) in the 2020 budget to undertake a Fire Masterplan.
- 4.8 Timing: If approved in the budget, the target date for completion will be the end of Q3 in 2020.

5. Human Capital Management

GT Recommendation #23 – Formalize Process for Performance Evaluation

- 5.1 Staff agree with this recommendation.
- 5.2 GT has recommended two action items under this one recommendation – the creation of formal position descriptions and formal performance evaluations.

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- 5.3 The Municipality currently does not have formal job descriptions, but we have reasonable proxies for them in the Job Information Questionnaires (JIQs) that are filled out as part of our Pay Equity process. The problem is that we do not have JIQs for all positions. Going forward, staff will work towards implementation of built-out job descriptions for all positions, linked to appropriate departmental and corporate level KPIs.
- 5.4 These measurables will allow for clearer roles, responsibilities, and overall accountability.
- 5.5 Staff agree with GT that if performance reviews are properly deployed, employees will be more engaged and their performance will improve. Performance reviews are done in order to assist with staff development and to help the organization improve overall. They can also serve as a critical component of succession planning. Effective succession planning does not mean that you identify specific individuals to replace others when the need arises – it means that through honest and direct dialogue regarding career goals, you help prepare employees (and the corporation) to succeed (in both senses of the word) when positions need filling. That dialogue can take place as part of a performance review.
- 5.6 In 2018, Policy B7 was updated to provide a completely revamped Performance Management Review form. This form can be viewed on the intranet [here](#). The form is to be completed on an annual basis and reviewed semi-annually. It includes sections that define SMART organizational goals and objectives as well as career development goals. Going forward, this form may be adjusted to include references to Key Performance Indicators.
- 5.7 Policy B7 only applies to non-affiliated positions.
- 5.8 Timing: Discussions have started with union representatives about the possibility of establishing a system of performance reviews for CUPE staff.

GT Recommendation #24 – Create Role for Training In-House

- 5.9 Staff agree with this recommendation.
- 5.10 Training and development will be key to the corporation's future success.
- 5.11 There is a positive correlation between morale and productivity when effective staff development programs are implemented. Having appropriate training and development can also lead to increased engagement and performance across the organization.
- 5.12 The Municipality currently takes a patch-work approach to training and development. Most of our training and development is done using outside resources (i.e. courses,

conferences and consultants). The only exception to this is Emergency & Fire Services which has dedicated training personnel. In 2016, all departmental staff development accounts were rolled into one account (Unclassified Administration – Staff Development). The 2019 budget included \$256,000 in this account and the proposed 2020 budget has \$276,100. The \$20,000 increase for 2020 is the first increase since before 2016. Prior to 2016, the budget was \$279,265. A decrease was made for the 2016 budget and left at that level for four budget years. This account is used to fund all staff development – soft skills (like those mentioned in 5.14 below) as well as technical skills. It is also used to fund mandatory continuous professional learning (CPL) for professionals in our organization. Every department has staff who require CPLs.

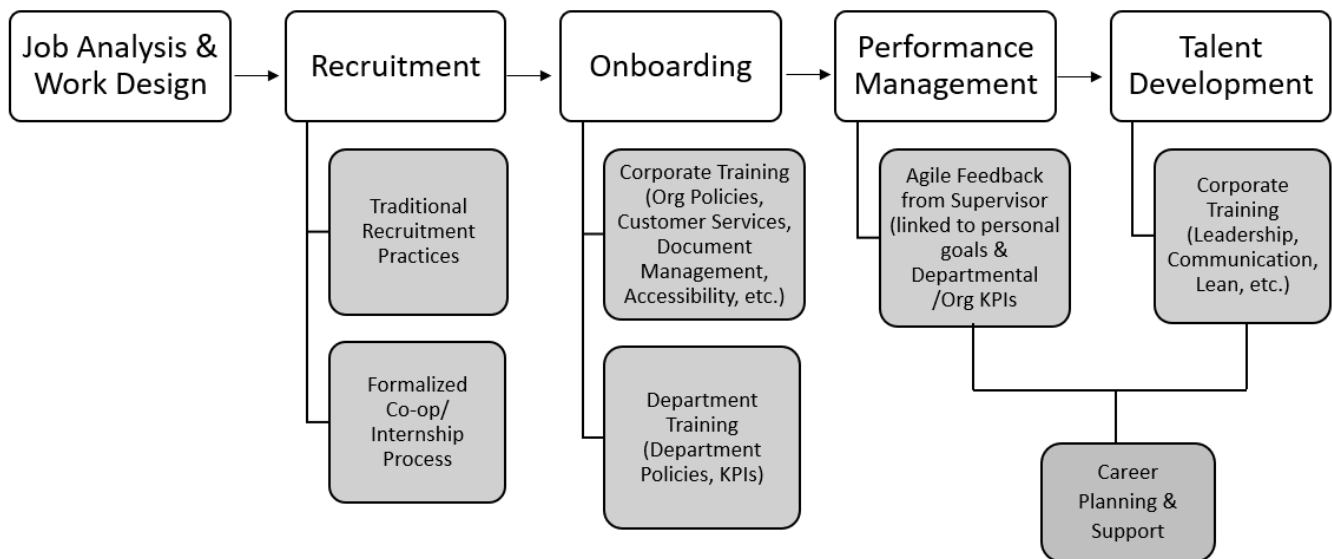
- 5.13 A centralized training regime that is linked to organizational goals and objectives could prove valuable. It could include an entire on-boarding strategy. There are several opportunities that should be explored. The challenge remains that much of this training can be expensive to procure, hence the recommendation from GT to hire someone in-house to provide the service at a decreased cost.
- 5.14 The Municipality currently has in-house expertise (our Corporate Policy Analyst) in designing and developing educational training courses at the university level. In order to kick start this initiative, the Corporate Policy Analyst could work with Human Resources and other subject matter experts to build and deliver engaging training modules in areas that may include:
- Leadership and Management Development Training
 - Employee On-Boarding
 - Communication in Organizations
 - Navigating Organizational Dynamics
 - How Municipal Government Works (opportunity to offer this to the public to increase two-way communication and engagement with residents)
- 5.15 In the past, the Municipality has had a customer service training program. It has been run by internal staff (beyond the scope of their day to day job functions), but all of the individuals who were delivering this in-house service have retired. It needs to continue.
- 5.16 In-house training could also be delivered through lunch and learns on topics like report writing and software training. There are also on-line training modules that could be utilized for a wide range of staff development initiatives. The anticipated added value of these initiatives is hard to quantify, but it could be significant.
- 5.17 Consideration must also be given to efficiencies that can be created through building out technical training opportunities. The Operations Department is required to certify and train employees in a variety of disciplines. The department currently hires outside contractors to do most of this training.

- 5.18 Attention will also have to be given to the anticipated roll-out of several new digital initiatives under the leadership of our IT Division. Currently, IT does not have sufficient human resources to provide software training to departments.
- 5.19 Timing: Implementation of the training and development initiatives described above can begin immediately. Longer term support for this recommendation will require budget allocation. Operations had included a training officer in their preliminary 2020 budget, but that request was not included in the formal 2020 budget submission to Council because staff felt that, for reasons described above, the issue of whether to hire a training officer requires a corporate wide assessment of staff development requirements.

GT Recommendation #25 – Formal Human Capital Management (Leadership Training, Performance Management) Process

- 5.20 Staff agree with this recommendation.
- 5.21 It is clear from the recommendations that our Human capital Management (HCM) function needs to be properly resourced and integrated into our overall corporate business planning. The following chart is built based upon industry best practice and research and provides context to some of the early stage HCM re-design work that our Human Resources Division is undertaking and seeking to build upon:

Human Capital Management – Recruitment and Retention



- 5.22 Timing: GT has properly identified that some of this work can start right away (it already has) but will take time and resources to fully implement.

6. Productivity Improvement

GT Recommendation #26 – Implement Key Performance Indicators

- 6.1 Staff agree with this recommendation.
- 6.2 One employee responded to the most recent on-line survey as follows: “I am concerned that the organizational review and reorganization will impact the quality of decision-making at the municipality. What metrics are being used to assess whether the reorganization has been a success? Savings is not the only or best measure for success”. This recommendation is intended to respond directly to these matters.
- 6.3 In order to achieve and sustain change that will promote our organizational objectives, it is imperative that we have a way to measure our performance. Establishing a set of Key Performance Indicators (KPIs) for each department needs to be an integral part of what we do going forward. There are myriad ways of structuring KPIs, and we will look to establish and report on a set of metrics that build upon our desired outcomes. They must cascade from the department and organizational level objectives through to functions. Effective KPIs require quality data. There may be process and software improvements required to capture the relevant data in a consistent manner.
- 6.4 Some departments have some performance measurements in place. The CAO’s Office will be working with all departments to better understand their goals, work to create actionable and reportable business plans, and obtain research around KPI best practices in the municipal space.
- 6.5 Established KPIs will also make resourcing (human and capital) decisions more informed, predictable and sustainable.
- 6.6 Due to the significant impact KPIs can have on how an organization operates and performs, as well as the nuances associated with what each KPI is driving, we will look to obtain an expert consultant through the next round of funding under the Province’s Audit and Accountability Fund to assist us with this process. Some municipalities obtained funding in the first round for this purpose.
- 6.7 Timing: Staff will be targeting to have some formal KPIs in place by Q4 of 2020. Once in place, the initial plan would be for departments to provide updated KPIs to Council on a semi-annual basis for those KPIs that could be meaningfully reported in that timeframe.

GT Recommendation #27 – Formalize Support/Processes for Departmental and Team Level Communication

- 6.8 Staff agree with this recommendation.
- 6.9 A key part of our overall corporate success, not just with our structural changes but literally everything we do, will be to ensure that we have strong interdepartmental communication. As part of Recommendation #30 (Workflow Automation), communication flows related to processes will be analyzed and reviewed. This could lead to improvements in communication within and across departments.
- 6.10 The Communications and IT Divisions are currently working on developing a new corporate intranet portal. This secure platform, accessible through mobile devices, will ease communication and information sharing on a corporate level. It will contain a central news/information repository for Corporate-wide communications sharing. It will also help facilitate inter-departmental communications, project sharing and teamwork. This is a project identified in the IT Strategic Plan.
- 6.11 Timing: Effective communication is needed on a continuous basis.

GT Recommendation #28 – Review of Department Level Structures

- 6.12 Staff agree with this recommendation.
- 6.13 Over the past couple of years, Department Heads have been encouraged to realign and restructure within their individual departments. The recommended organizational structure reflects a lot of what was done in terms of restructuring within individual departments prior to the commencement of the organizational review.
- 6.14 Departmental structures are not etched in stone. If there is a better way to align functions and positions within the newly created departments, realignment can and will be undertaken.
- 6.15 Timing: This is an ongoing best practice.

7. Process Improvement

GT Recommendation #29 – Process Improvement Initiatives (Lean Methodology)

- 7.1 Staff agree with this recommendation.
- 7.2 In 2019, the Office of the CAO began a corporate wide roll-out of Lean Six Sigma methodology training. The training was made available to all staff in all departments (we have experienced challenges rolling the training out in Emergency and Fire

Services given their scheduling but are looking at on-line alternatives). Lean Six Sigma provides a methodical approach to find efficiencies in processes by eliminating waste and improving value for the customer.

- 7.3 To date, over 90 staff have been trained and received White/Yellow Belt certification, four have received Green Belt certification, and six are currently pursuing Green Belt certification by undertaking the review of Forestry's customer service and work order process as described in Report CAO-003-20.
- 7.4 As part of a Green Belt certification process, employees must review a current workplace process and provide recommendations to improve it. Our first Green Belt cohort worked on the invoice process, which fits into Recommendation #9 (Move Purchasing from Corporate Services to Finance). During their review, the Green Belt candidates (four employees) examined the current challenges and developed a list of 70 possible improvements, grouped like challenges, and then ranked them into 18 priority items. Of these, 9 have been implemented, 4 are in progress to improvement and 5 have hit roadblocks that will require additional investigation or resources (i.e. IT software, budget changes). A presentation of this cohort's excellent work and the improvements that they made is available at [here](#).
- 7.5 It is important to note that White/Yellow Belt projects have also be conducted, albeit on a smaller scale, which so far has facilitated more than 24 small improvements across the organization. As staff become trained at higher belt levels (Green and Black), more complex processes can be reviewed, thereby implementing more significant process improvements.
- 7.6 Lean should be viewed from both a culture and implementation standpoint. A culture that values lean methodology can be built by ensuring that key staff are appropriately trained, something that is already underway and will continue. The second aspect is implementation. By continuing to graduate small cohorts through to Green Belt certification and potentially onward, there will be staff available across the corporation who can work on these initiatives. Further consideration should be given to investing in training to move key staff towards further belt levels in order to enhance in-house expertise. This will truly create a culture of continuous improvement which is at the core of Lean Methodology.
- 7.7 Process improvements are also analysed through service delivery reviews. The most recent was the Forestry Services Review Report CAO-003-20. In 2017, the development review process was reviewed (PEP). Animal Services (2017), Information Technology (2017) and Tourism (2018) have also been reviewed. There is currently no formal process to track the implementation and status of Council endorsed recommendations in relation to these reviews. In order to increase transparency and accountability, a formal process around reviewing, prioritizing, implementing and tracking against report recommendations will be implemented.

- 7.8 The CAO and Department Heads (with input from all staff) will work to develop a list on an annual basis of processes that could benefit from a process review. As an example, this list could include route optimization within the Public Works Department. That agreed upon list will be prioritized and then resourced as appropriate. In some cases, staff may be best equipped to identify, assess and implement the service improvements, but in other cases the expertise may not reside in-house.
- 7.9 Several municipalities have established in-house positions for individuals with the skills required to oversee continuous improvement across the entire organization. Larger municipalities have entire divisions dedicated to continuous improvement. The Manager of Clients Services in Community Services has accepted the responsibility of overseeing our Lean / continuous improvement initiative. Going forward, there may be a business case justification to follow the lead of some municipalities and hire a dedicated staff person for this important work.
- 7.10 Timing: This work has already started and will continue. The expectation is that it will become an integral part of our corporate culture.

GT Recommendation #30 – Workflow Automation

- 7.11 Staff agree with this recommendation.
- 7.12 Collecting, tracking and reporting appropriate and accurate data using technology will allow staff to make efficient and timely decisions. The GT report recommends that we look at our process around centralizing and storing our data. The Clerk's Department has begun an Information/Knowledge Management Initiative that will work to transition all departments towards an integrated electronic records management system.
- 7.13 Part of this process will involve creating a Records Analysis & Inventory which will provide insight into process and workflow. This information will be funnelled into a newly created implementation team (discussed below in Part 9) that will be responsible for tracking against and supporting each of the recommendations. The Team will also work to reduce redundancies in newly created departments or realigned functions within existing departments, and this information will assist in that work. There will undoubtedly be some overlap created and the check-in process with the Team will allow for ongoing improvements to be made. Further, with the number of digital technologies available and rapidly coming online, it is imperative that each process and workflow be reviewed to determine where there are opportunities to go digital and reduce duplications and redundancies.
- 7.14 As part of the requirements gathering process for the Municipal Business Solutions (MBS) software, departments undertook several process flow analyses for the services they provide. The implementation team will work with each department to ensure these are current and to build out any missing processes, map communication flows, and

review for redundancies and efficiencies. This initiative will also enhance knowledge sharing across departments, in addition to improve the way things are done.

- 7.15 If approved by Council, the MBS system will be Clarington's most robust software acquisition to date. It will be a multi-departmental solution which includes all departments; most specifically the services of Planning, Engineering, Operations, Clerk's and Fire. In addition to other workflow initiatives, this comprehensive project was initiated through the IT Strategic Plan and through multi-year budgeting has enabled it to come forward in the 2020 Budget. The MBS system addresses at least seven items from the IT Strategic plan which include the Land Development Office (LDO) replacement, Customer Relations Management, Collaboration tools, Online Strategy, eForms Strategy, remote access and possibly Work Management for Operations. The ability to have multiple departments access the software using a central database will allow for significant benefits to not only the Municipality but to residents and stakeholders. The central database will allow internal and external users to have real-time access to their respective files; whether it be a building permit application, complaint, or development application. Clarington needs to maximize all opportunities to deliver value to its residents, businesses and visitors through modern, technology-enabled services. Customer expectations now include 24/7 access to service information, booking and application processes, status updates and personal account information. In most cases these customer-facing systems and views require access to real-time data and assume that processes will move along in a predictable fashion.
- 7.16 Examples of opportunities for process improvement include on-line applications, inspection scheduling, on-scene file updates, cross-departmental shared access, and real-time reporting.
- 7.17 Implementation of this system will facilitate collaboration amongst all departments, and through integration with existing systems, will maximize investments, process improvements and efficiencies, thus realizing Recommendation 30. Other workflow automation projects currently in place or imminent include (but not limited to): electronic agendas and meeting management, electronic invoice approvals, e-procurement, electronic fund transfers, parking ticket issuance and payment collection, marriage license applications and issuance, on-line collaboration, scheduling, sidewalk inspections, Planning Applications Portal (for staff) and Planning online inquiry form.
- 7.18 This transformation is reflective of best practices and moves Clarington forward to better serve our customers.
- 7.19 The Clerk's Department is in the initial phase of transitioning all departments to utilizing our electronic records management system, Laserfiche. This initiative provides significant opportunities for workflow automation as it facilitates efficient business processes through electronic information management. The implementation plan

involves several phases. For each business area, the Clerk's Department will analyze current information practices and business processes, work with department staff to develop folder structures and implement best practices for recordkeeping and assist in the transition to managing their records within Laserfiche. A major component will also involve integrating Laserfiche with other systems, such as MBS. The software will thus become a critical piece of workflow automation that will allow staff to move, access, and store records across business units and share with external stakeholders, reducing duplication and overall time spent in managing multiple information silos.

- 7.20 Timing: Major steps have already been taken to automate our workflows. A report is expected to come to Council in Q2 of 2020 dealing with the MBS software purchase.

8. Other Items for Consideration

- 8.1 As part of the process of reviewing our corporate structure, staff have identified several other areas for improving service delivery that are not addressed directly in the GT report.
- 8.2 Staff are seeking to formalize relationships with colleges and universities to have a steady stream of co-op/internship students assisting us with the delivery of our services, while at the same time providing students with valuable job experience. We currently utilize students in a number of our departments (i.e. Planning Services, Clerk's and IT). In the future, the Municipality would benefit from a formal policy respecting the recruitment and effective utilization of these students. Areas that we are currently exploring include GIS, graphic design, engineering technologies, human resources and business processes.
- 8.3 Staff will be reviewing the possibility of creating centralized responsibility for grant writing. Several of our comparator municipalities have dedicated specific staff to this task.
- 8.4 Staff will be developing an integrated budget and business plan document that provides a strategic planning framework to guide the allocation of the Municipality's resources. It will promote a strategic approach to developing budgets, ensuring accountability for deliverables, and monitoring and reporting on the Municipality's performance. "Clarington Budget 2020 – A Vision for a Strong Community", prepared by the Director of Finance, is the first step towards this.

Next Steps – Strategic Execution

- 8.5 In order to have a successful roll-out of the changes recommended in this Report, a cross-functional implementation team will be established. The following staff will be members of this team:

Justin MacLean, Corporate Policy Analyst
Kristen Selvig, Human Resources/ Health & Safety Representative
Basia Radomski, Manager, Communications
Michelle Pick, Manager, Accounting Services
Shelagh Staunton, Records/Information and Legislative Projects Coordinator
Brajesh Datt, Business Development Supervisor
Carlos Salazar, Manager, Community Planning & Design
Lee-Ann Reck, Manager of Client Services (Advisor on Lean Initiatives)
Rob Farquharson, Building Services II
Adam Dunn, Senior Plans Examiner
Steve Grigg, Clerk II (Purchasing)
Representative from Emergency & Fire Services

- 8.6 This team's primary objective will be to oversee and support the implementation of the recommendations set out in this Report. More generally, and perhaps more importantly, it will be overseeing and trying to build a culture of continuous improvement in the Municipality. The work of this team will be administratively supported by the CAO's Office.
- 8.7 As part of the first phase of implementation, the CAO and members of the team will host short information sessions with each department. The intention will be to explain how change management works, the plan for continuous improvement, and how they can be a part of it going forward.
- 8.8 Council will receive semi-annual reports on the progress the changes recommended in this Report until they are fully implemented.

9. Conclusion

- 9.1 The following comments were made by staff in response to the survey question "Do you have any concerns/questions about the organizational review?"

It's great to be able to find ways to improve processes and the overall way of business for the Municipality, but sometimes, it is people and time that [are] required most to ensure a task is done.

[I am concerned] that the decisions made will be done with cost savings or short-term gains in mind and not overall operational efficiency. This is not a concern solely related to lost jobs but one in not setting up the corporation structure /department structures to meet the current and future challenges in terms of delivering service.

Some of the recommendations seem so focused on the potential to save some money (whether in practice they will or not – such as contracting out services) and less concerned about maintaining or improving service levels or the practicality of the change. Change is good, but not if it's not done without serious thought and a focus solely on the bottom line.

- 9.2 The theme reflected in these (and many other) comments from staff is that change can be good, and it can lead to better levels of service across the organization, but only if it is done correctly. The expectation is that the organizational structure changes detailed in this Report will respect and build upon our current strengths in order to produce tangible service delivery improvements.

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List of Interested Parties is available from the Department.