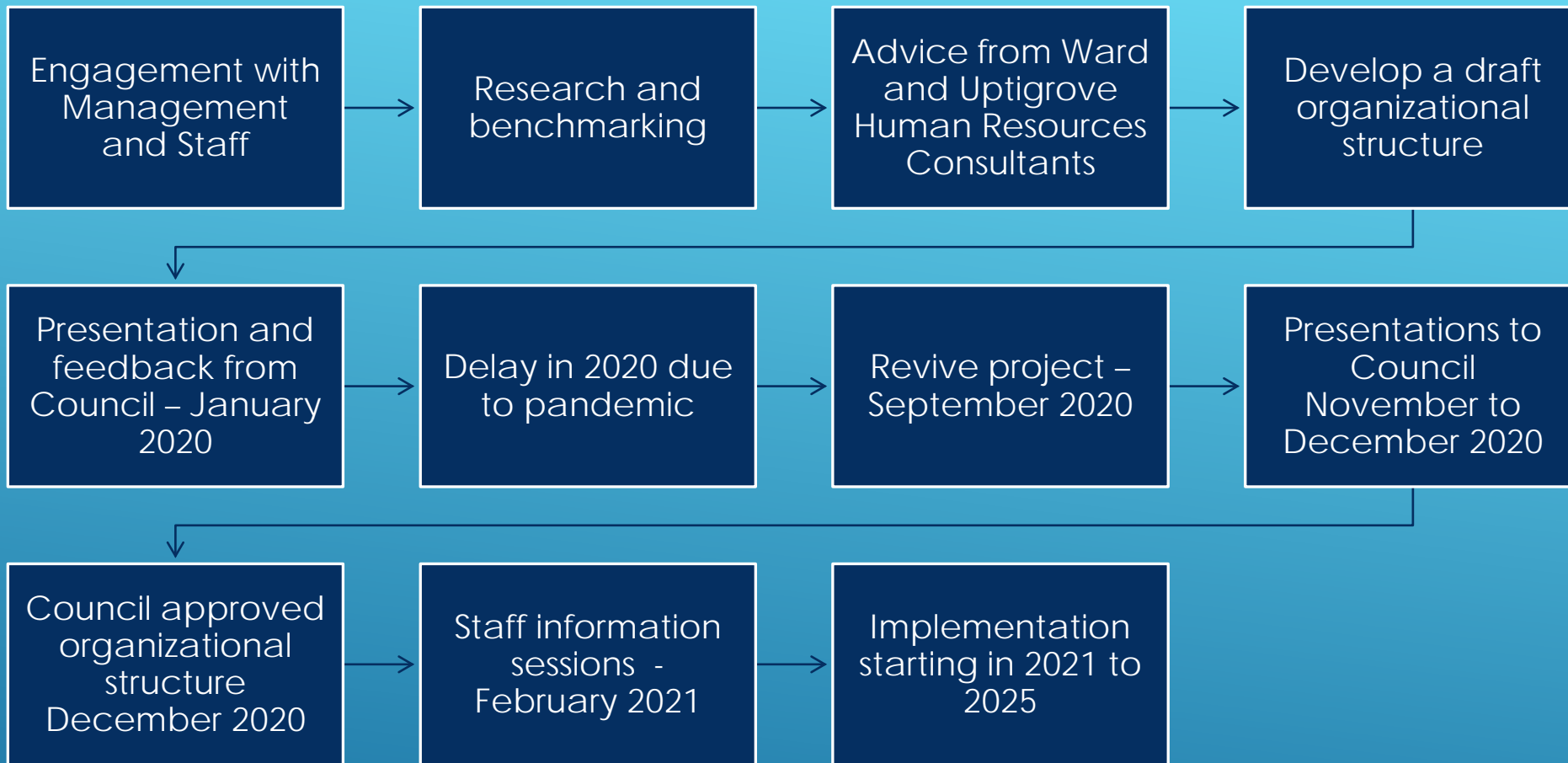


MUNICIPALITY OF KINCARDINE 2021 ORGANIZATIONAL REVIEW

Council Meeting – March 8, 2021

- ▶ Why did we do an organizational review?
 - ▶ Many pressures on the organization resulting from
 - ▶ Growth
 - ▶ Increasing legislative requirements for delivering service
 - ▶ Increasing expectations and demand for service from the community
 - ▶ Advancements in technology
 - ▶ Competition with other municipalities
 - ▶ Investment in growth related infrastructure – need ROI
 - ▶ Increased need for long term planning and strategy development
 - ▶ Ensure that we have adequate resources to deliver services effectively and efficiently
 - ▶ A well aligned and resourced organization provides a positive work experience for staff

BACKGROUND



WHAT WAS THE PROCESS?

- ▶ Organizational Effectiveness Survey to Senior Managers
 - ▶ Organizational structure, division of work & delegation
 - ▶ Overlap, duplication, redundancy and accountability
 - ▶ Administrative policies and procedures
 - ▶ Human resources management
 - ▶ Work methods, procedures and technology
- ▶ Meetings with Directors and Supervisors
- ▶ CAO & Senior Managers conducted employee sessions to engage input from staff on operational opportunities and challenges
- ▶ One on one meetings, as requested by staff

ENGAGEMENT WITH STAFF

- ▶ Corporate Strategic Plan
- ▶ Economic Development Strategic Plan
- ▶ Plasticity Survey
- ▶ Digital Transformation Strategy
- ▶ Parks Master Plan

OTHER SOURCES

- ▶ Senior managers did not have the ability to delegate, therefore have to be involved in day to day operations and projects
- ▶ Difficult to focus on long term planning and strategy due to number of projects and workload
- ▶ Difficulty implementing new technology due to lack of resources and training
- ▶ More IT support needed
- ▶ Dual reporting relationships and department crossover is problematic and complicates payroll processes
- ▶ Tasks and services overlap between departments – lack of clarity
- ▶ Concerned about lack of capacity for risk management
- ▶ Policies and procedures outdated
- ▶ Human resources practices and policies should updated
- ▶ Continued work is required to improve overall workplace culture and morale
- ▶ More attention needed on health and safety and compliance
- ▶ Too many silos – hard to implement organization-wide initiatives

WHAT WE HEARD FROM MANAGEMENT

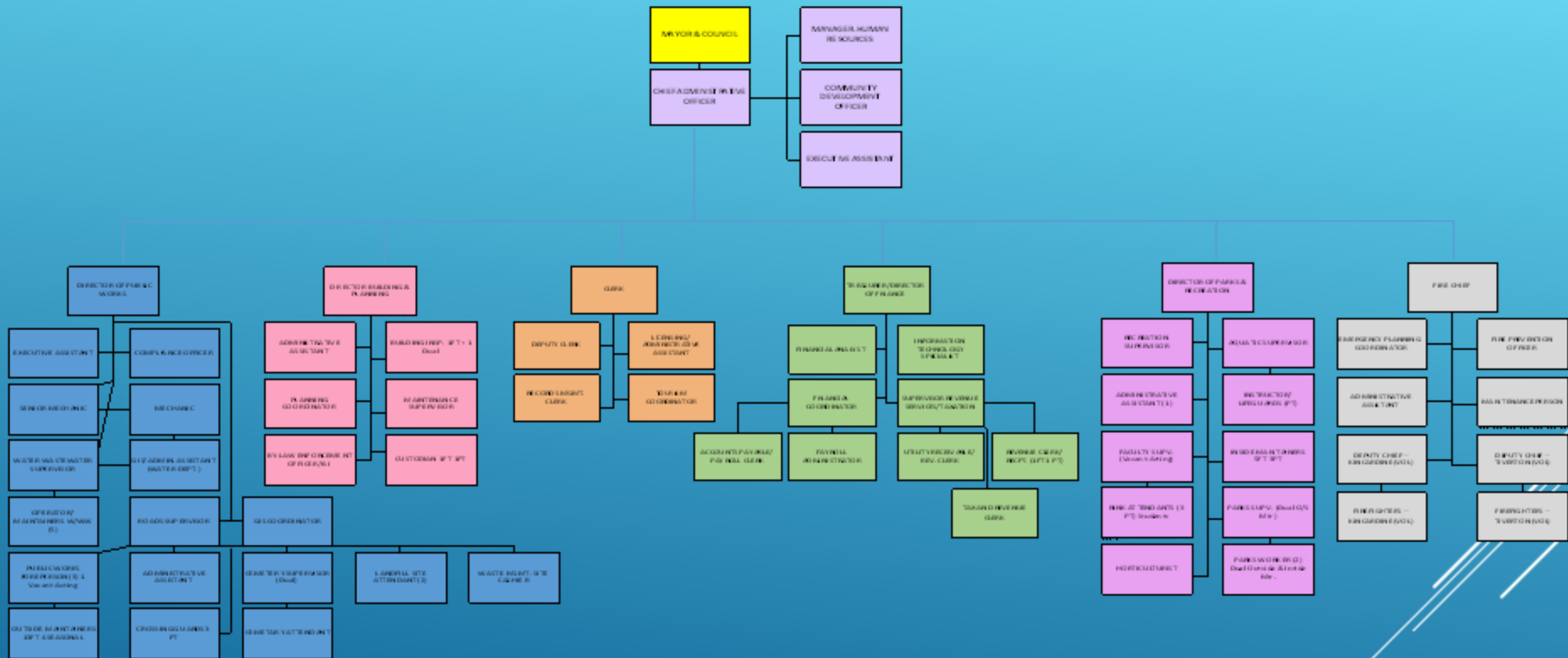
- ▶ Workload – most staff felt that they are at, or over capacity
- ▶ More opportunity for advancement
- ▶ Want strong leadership
- ▶ Want performance management
- ▶ Want a positive workplace culture
- ▶ More training to maximize digital solutions
- ▶ Want to advance technology but not always supported by management – some departments advance faster than others
- ▶ Staff who work in multiple departments felt like they didn't belong to one team. Recreation department has difficulty retaining staff due to wage disparity.

WHAT WE HEARD FROM STAFF

- ▶ Recreation department lacks administrative capacity because admin roles do customer service – expand customer service hours
- ▶ We could do more to market our services and programs
- ▶ Concerns about seasonal workers, responsibility for supervising students, etc.
- ▶ Parks under-resourced – behind at the beginning of every season due to late transfer of Supervisor from public works
- ▶ Practice of rotating supervisors in public works isn't working
- ▶ Want flexible work policies for work/life balance/staff retention
- ▶ COMMUNICATION!
- ▶ Lots of other suggestions to improve operations and provide a better alignment of services

WHAT WE HEARD FROM STAFF

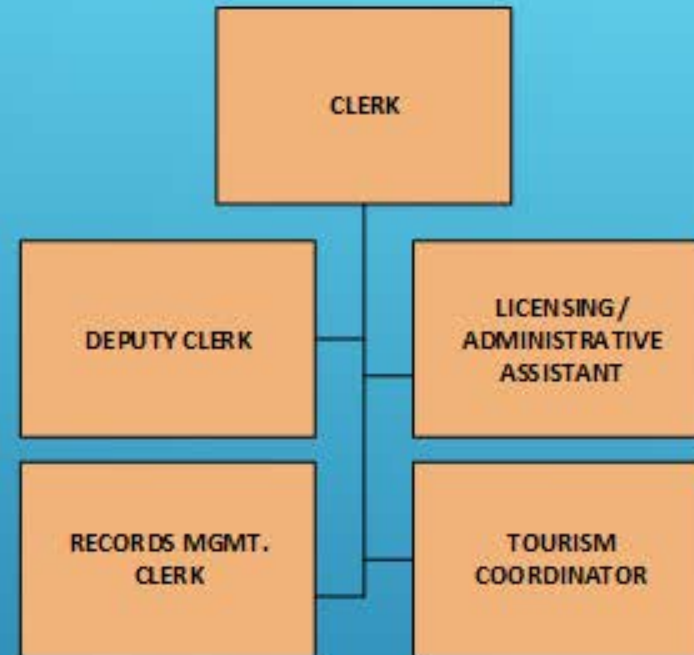
MUNICIPALITY OF KINCARDINE



CURRENT STRUCTURE

► CLERKS

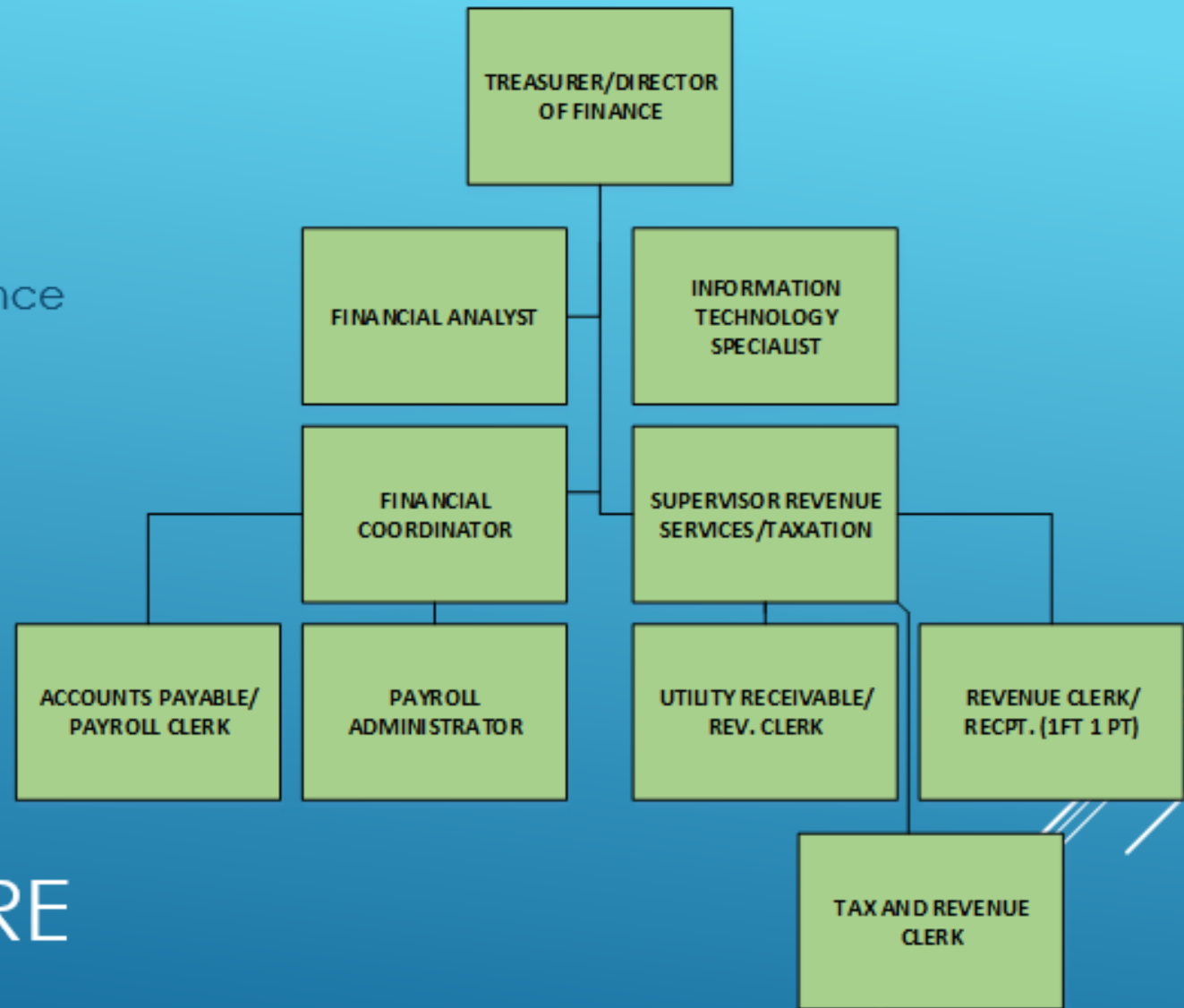
- Statutory Duties of Clerk
- Tourism
- Arts, Culture and Heritage
- Special Events



CURRENT STRUCTURE

► Finance

- Financial services
- Risk Management and Insurance
- Information Technology

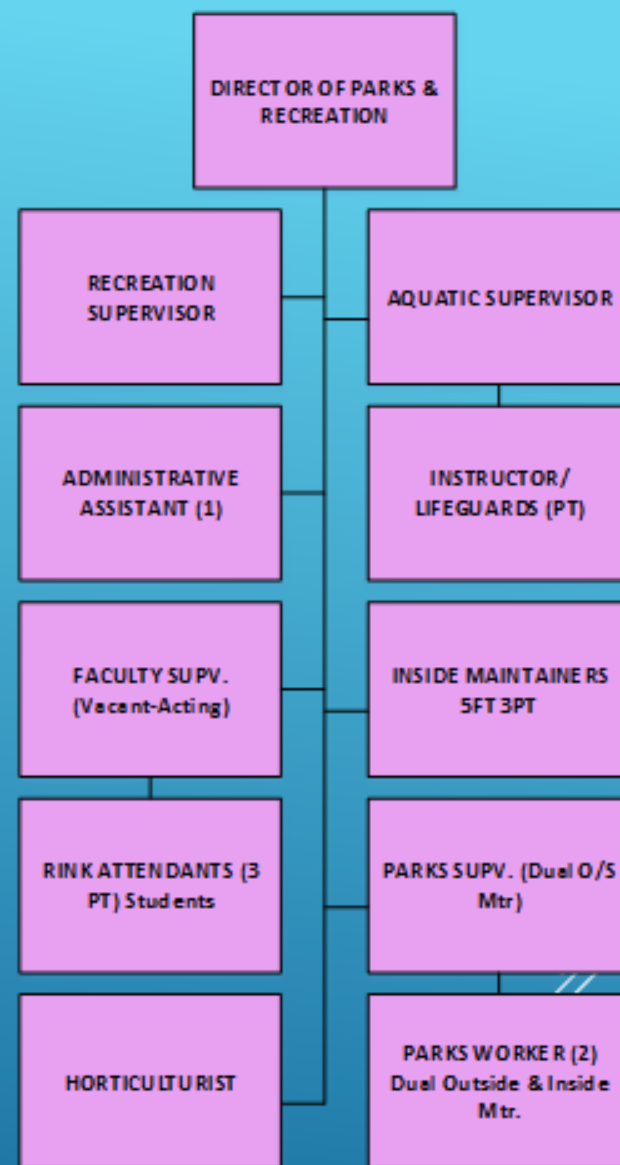


CURRENT STRUCTURE

► Recreation

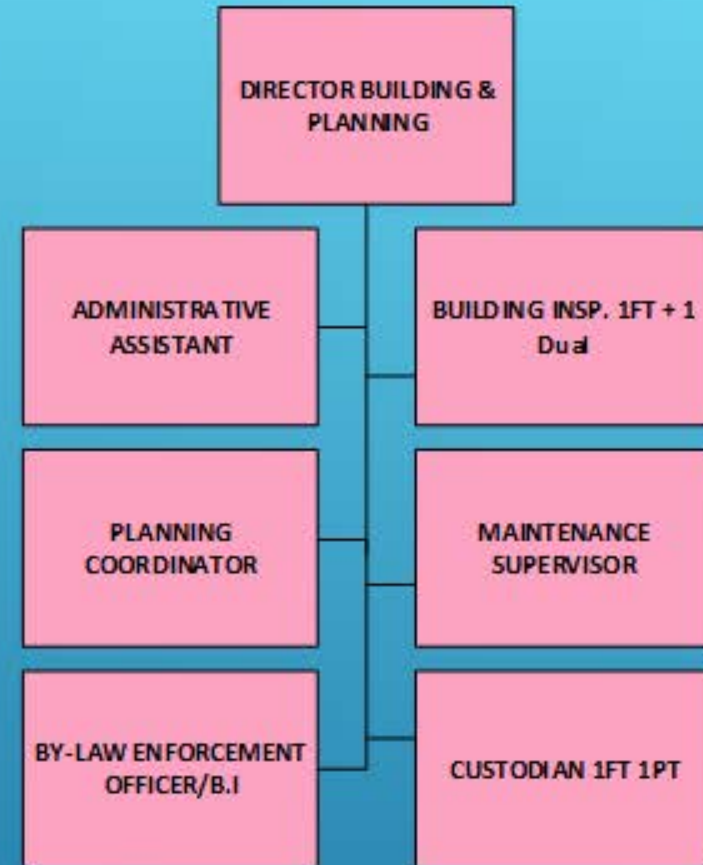
- Recreation Programs
- Some Facilities – Arenas, Community Centres, Arts Centre, Pavilion
- Parks/Outdoor Spaces, Beaches

CURRENT STRUCTURE



► Building and Planning

- Building inspection services and Planning
- Some facilities – MAC, medical clinic/locum houses, library
- By-law enforcement/property standards

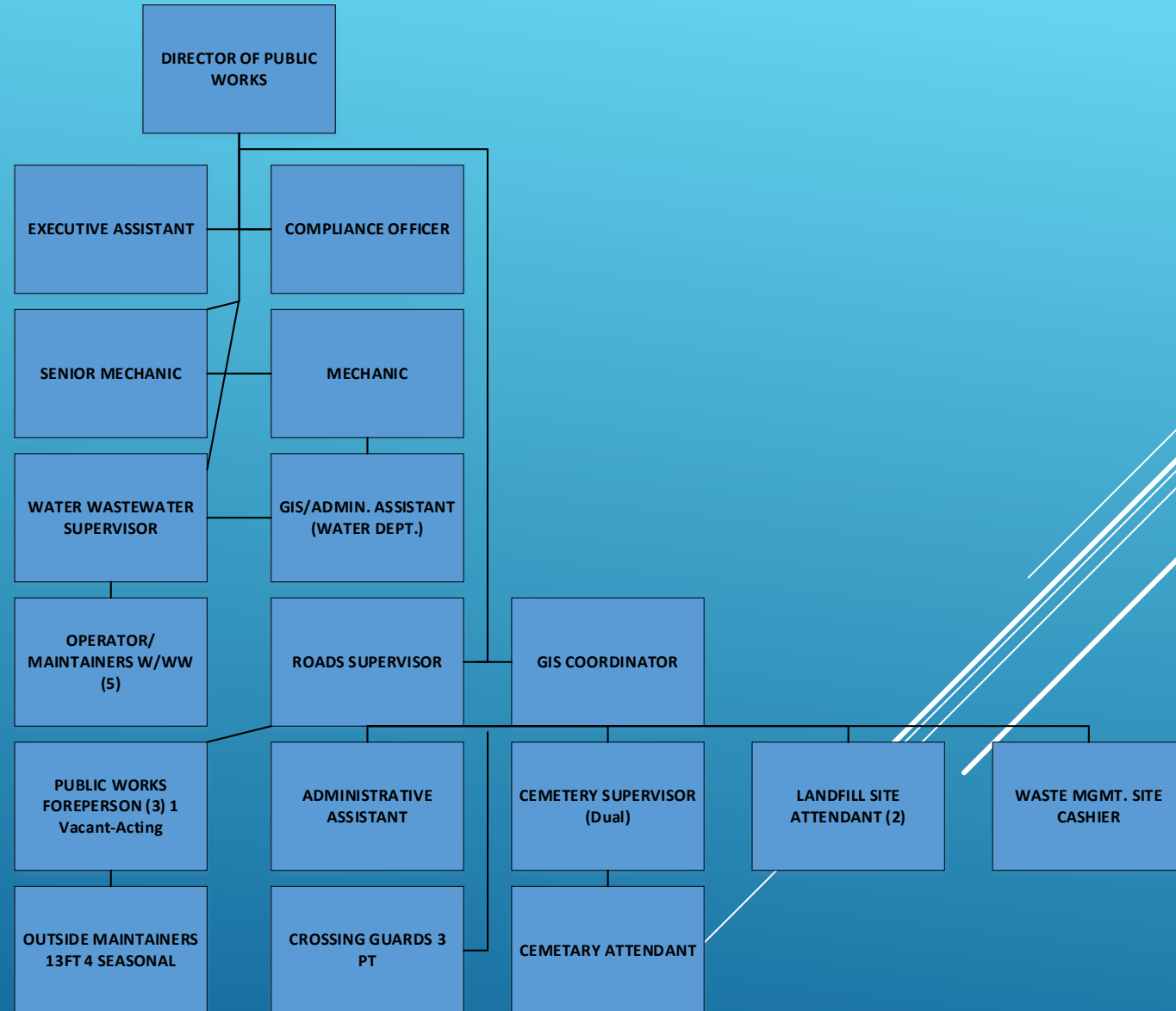


CURRENT STRUCTURE

► Public Works

- Roads
- Water / Wastewater
- Landfill
- Cemetery
- GIS

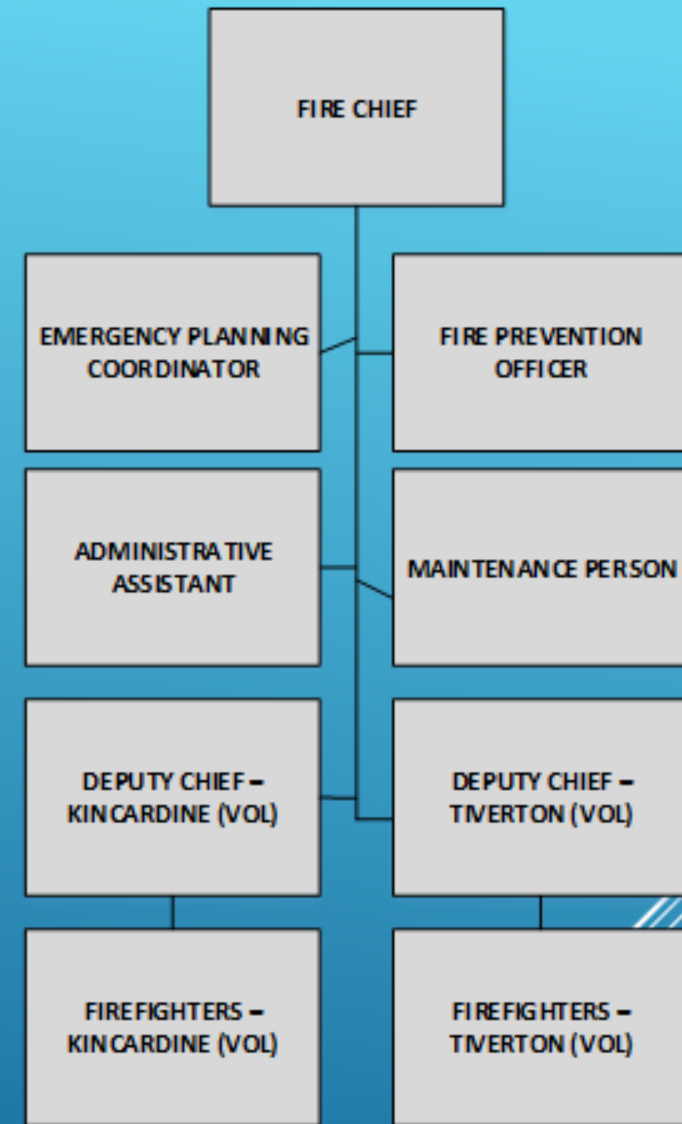
CURRENT STRUCTURE



► Fire and Emergency Services

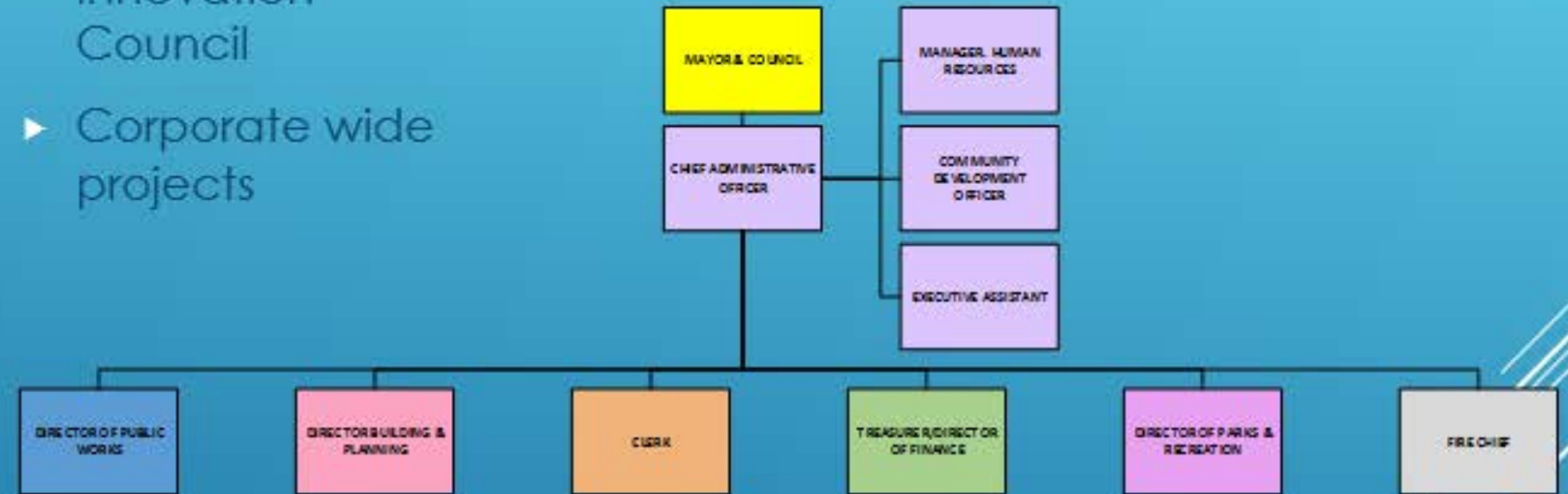
- Fire – Suppression, Public Education, Prevention
- Emergency Management
- Health and Safety

CURRENT STRUCTURE




► CAO

- Human Resources
- Economic Development
- Physician Recruitment
- Legal
- Property, acquisition, disposal, leases
- Strategy
- Broad Oversight
- Municipal Innovation Council
- Corporate wide projects



CURRENT STRUCTURE

CURRENT STATE		FUTURE STATE
<ul style="list-style-type: none"> • Senior Management Team of 7 • Under-resourced mid-management layer <ul style="list-style-type: none"> • Lack of opportunity to advance • Requires Directors to be operationally focused • Ambiguity/crossover for many services • Silos in decision-making, organization-wide implementation and communication • Generalists required to be “all things to all people” 		<ul style="list-style-type: none"> • Directors oversee strategic areas of focus • Better resourced middle management layer <ul style="list-style-type: none"> • Operational excellence focus • Accountable for technical skill, risk management and health and safety • More opportunities for frontline to advance • Empowered and supported by senior managers • Integrated, organization-wide perspective; Excellence in customer service • More specialists to increase skill/technology

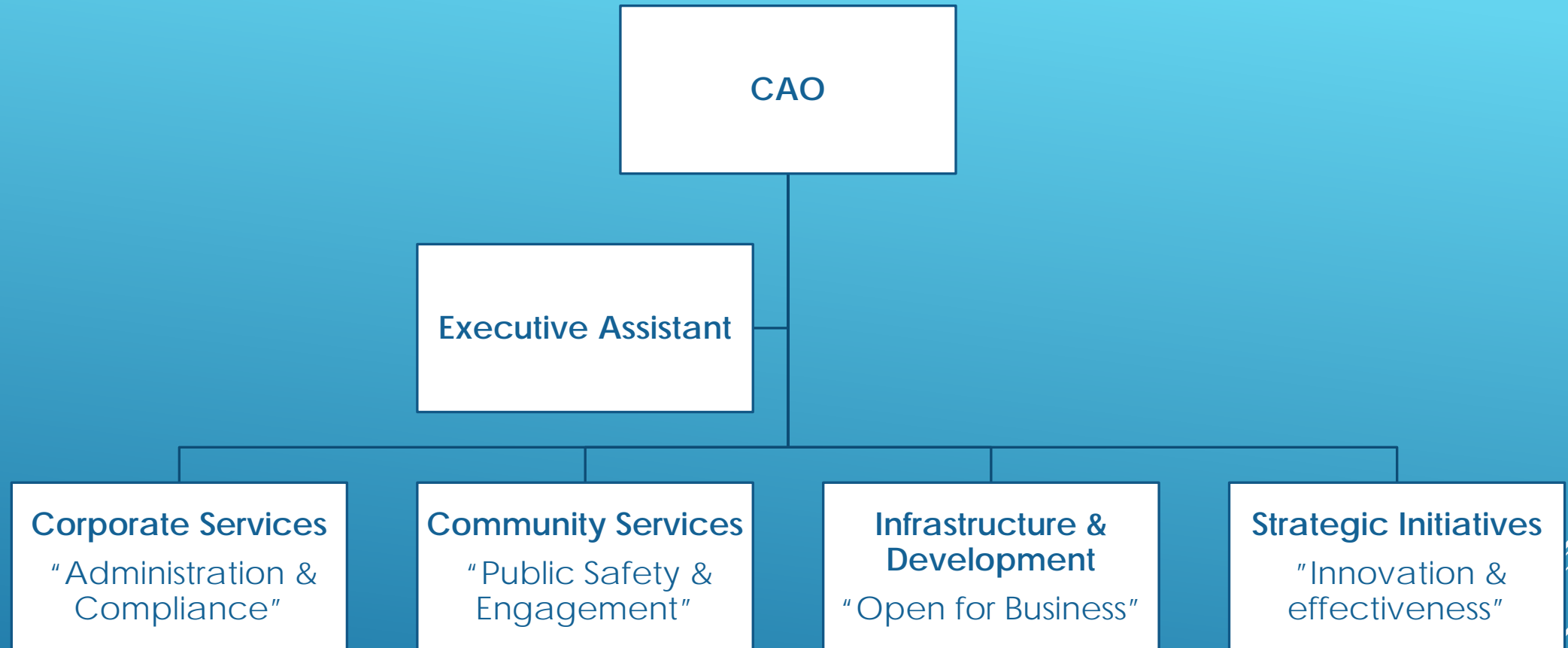
ORGANIZATIONAL DESIGN RATIONALE

- ▶ Alignment with the Strategic Plan
 - ▶ Better Human resources alignment
 - ▶ “Right people in the right places”
 - ▶ Enhanced internal and external communication
 - ▶ Sustainable practices and Organizational Efficiency
 - ▶ Increased innovation
- ▶ “Right-size the organization” providing sufficient resources to perform the work
- ▶ Build toward a “excellence in customer experience” culture
- ▶ Better alignment of services into clear focus areas
- ▶ Strengthen focus on leadership and effective management

GOALS

- ▶ Reduce number of senior managers to 3, plus the CAO
- ▶ Add strong operationally focused middle management layer with technical skill, accountability for risk management and health and safety
- ▶ Realign services to four major focus areas,

NEW CONCEPT



ORGANIZATIONAL STRUCTURE – "FOUR BUCKETS"

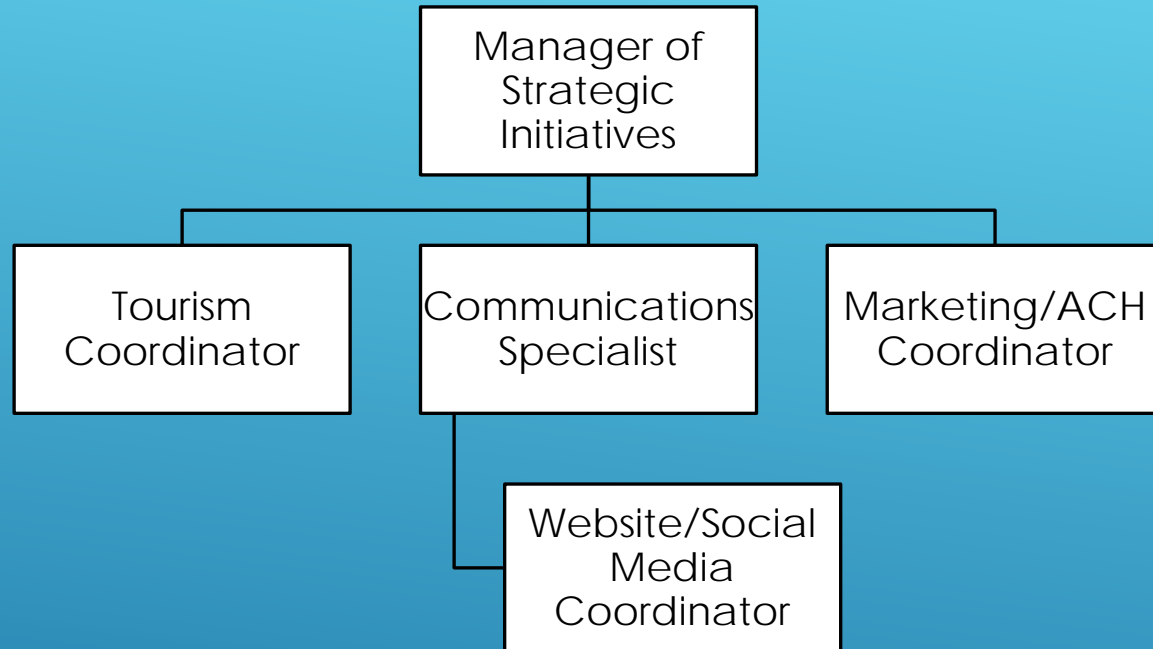
CORPORATE SERVICES	COMMUNITY SERVICES	INFRASTRUCTURE & DEVELOPMENT	STRATEGIC INITIATIVES
<ul style="list-style-type: none"> • Finance • Purchasing & Risk Management • Asset Management • Legislative Services • Information Technology • Animal & Regulatory Services • Mayor & Council Support • Human Resources 	<ul style="list-style-type: none"> • Parks • Open Spaces / Trails • Beaches • Recreation Programming • Facilities (incl. Civic Properties) • Special Events • Fire & Emergency Services • Coastal Preservation 	<ul style="list-style-type: none"> • Roads & Fleet • Transportation • Engineering & Capital Projects • Environmental Services • Stormwater/Drainage • Planning & Development • GIS • Cemeteries • Chief Building Official 	<ul style="list-style-type: none"> • Corporate Communications • Economic Development • Corporate Initiatives Support • Municipal Liaison Bruce Power • Kincardine Talks-Community Engagement • Community Development/Tourism • Innovation • Physician Recruitment • Culture/Wellness • Project Management

ORGANIZATIONAL STRUCTURE – “FOUR BUCKETS” DETAILS

- Phased Approach (2021 -2024)
- Transition of services will begin to happen in the first quarter of 2021
 - Strategic Initiatives
 - Corporate Services
 - Infrastructure and Development
- Transition of services to the new departments may happen gradually – not all at once
- Will be implemented as opportunities arise, such as retirements, voluntary departures, etc.
- Department heads and managers will develop the finer detail with feedback from their teams.
- May need to refine or change our design plans – flexibility and feedback will be key to our success.

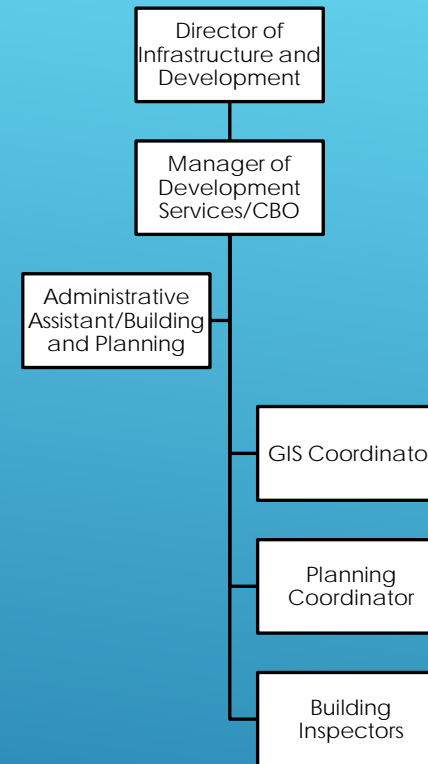
IMPLEMENTATION APPROACH

- ▶ Implement Strategic Initiatives Department
 - ▶ Hire Manager of Strategic Initiatives
 - ▶ Transfer Tourism function to Strategic Initiatives



PHASE 1 – STRATEGIC INITIATIVES

- ▶ Implement Infrastructure and Development Department
 - ▶ Hire Manager of Development Services CBO



PHASE 1 – INFRASTRUCTURE AND DEVELOPMENT – DEVELOPMENT UNIT

- ▶ Two manager positions discussed in this presentation are modified positions from previous structure and have been budgeted in 2021
- ▶ Staffing decisions will be discussed in closed session
- ▶ Regular updates will occur in open session to report back on progress

IMPLEMENTATION