



Organizational Review of the Municipality of Lakeshore

Final Report



Organizational Review of the Municipality of Lakeshore

⇒ Final Report

⇒ Contents

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Organizational Review of the Municipality of Lakeshore



Introduction

Project Mission & Success

→ Project Mission

- To collaborate with the Municipality of Lakeshore (the Municipality) to conduct a comprehensive corporate service and organizational review to ensure the Municipality's current and future success

→ Project Success

- A successful project will deliver the following through the engagement:
 - A strong understanding of service delivery strengths and gaps and the impact those have on clients and staff, with a particular focus on IT and staffing
 - Insight into the effectiveness of the current organizational structure and how it supports performance, quality and cost management
 - Clear and evidence-informed direction on the actions needed to improve the organizational structure to support people to do their best work
 - Strategic advice on how to leverage and organize assets to maximize efficiency and value
 - Buy-in and engagement of key stakeholders, including Leadership and Council

Project Scope

→ In Scope

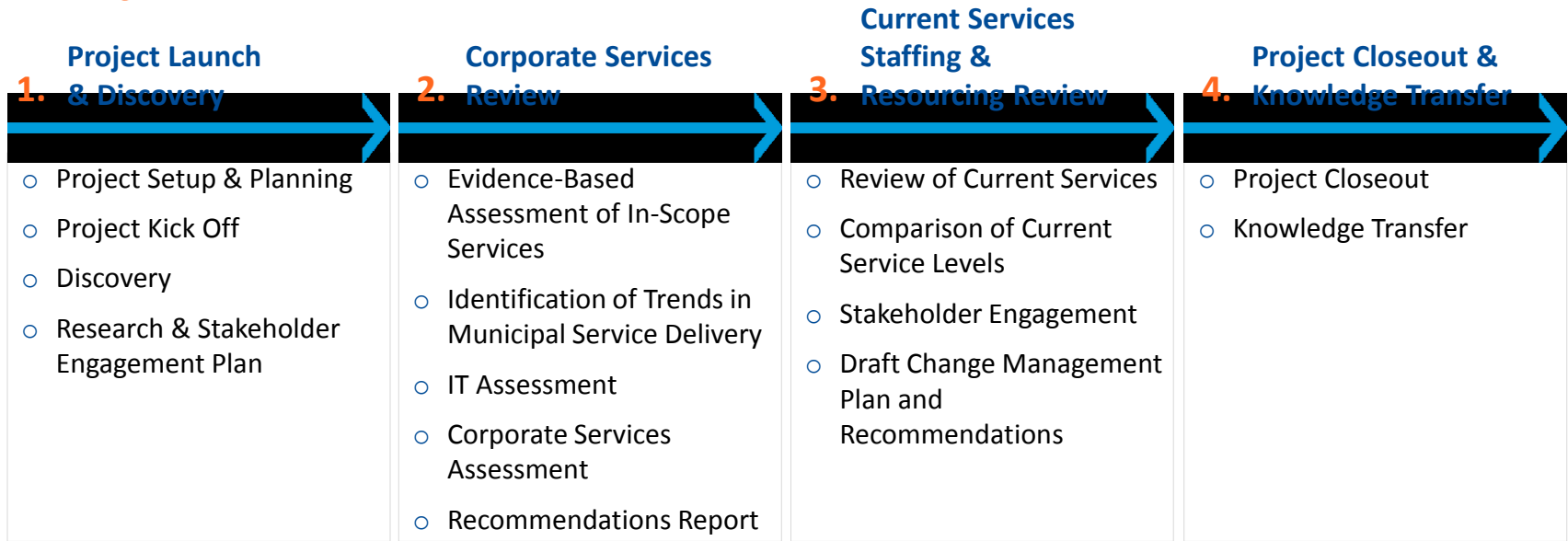
- Project management (project plan, scheduling interviews, reporting, touchpoints etc.)
- Virtual discovery interviews to further understand operating environment
- Corporate Services Review
 - Data and document review
 - Interviews with key staff
 - Individual interviews with Council members
 - Jurisdictional scanning
- IT Assessment
- Current Services Staffing and Resourcing Review
- Change management plan

→ Out of Scope

- Implementation of recommendations
- Broader change management
- Detailed data analysis
- Detailed process reviews
- Culture Assessment



Project Activities

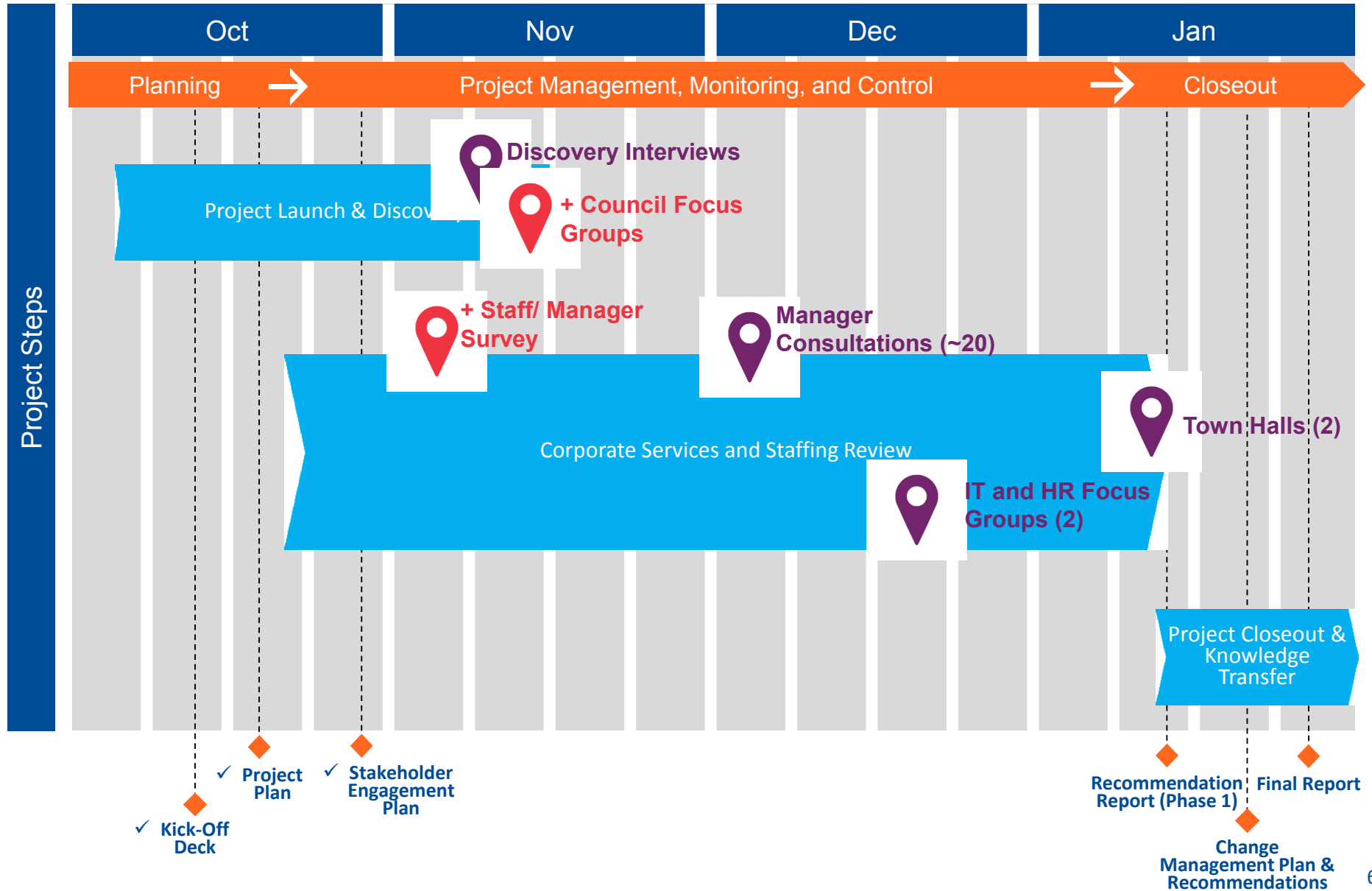


Milestones





Project Timelines





Organizational Review of the Municipality of Lakeshore

Current State Findings

Purpose of this Document

The purpose of the ***Current State Findings Report*** is:

1

To present the key themes derived from the analysis of data, documentation, survey responses, IT assessment, HR Review and stakeholder inputs from consultations i.e. focus groups.

2

To summarize the key strengths Lakeshore can build on and opportunity areas it can focus on to improve the organization's capacity to meet the growing needs of the community.

3

To identify key findings from the jurisdictional scan of comparable municipalities that inform Lakeshore on potential leading practices that it can consider for the future state.



Organizational Review of the Municipality of Lakeshore

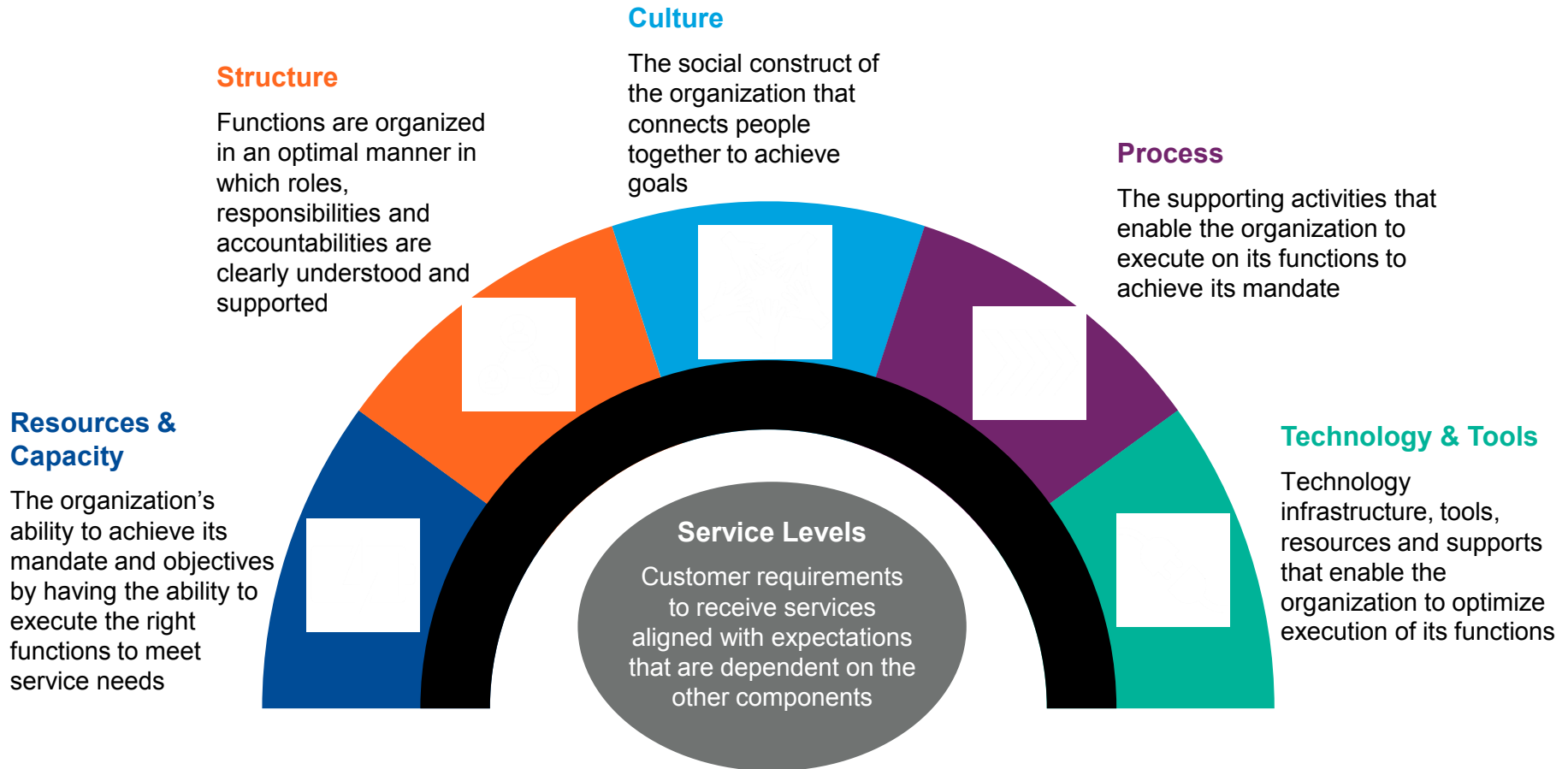


Methodology



Organizational Review Framework

Focus of the review entailed a review into these aspects of the organization through broad and deep engagement and analysis of documents and data.



Information Inputs

Optimus SBR reviewed data and documents, engaged stakeholders and conducted a best practice scan to gather inputs for the current state assessment, which then supported a discussion with Lakeshore regarding the future state organizational structure of the Municipality

Data and Document Review

Optimus SBR reviewed data and documents to develop a clear understanding of Lakeshore's current organizational structure, as well as its strategic directions and priorities. Please refer to the Appendix for a list of data and documents reviewed.



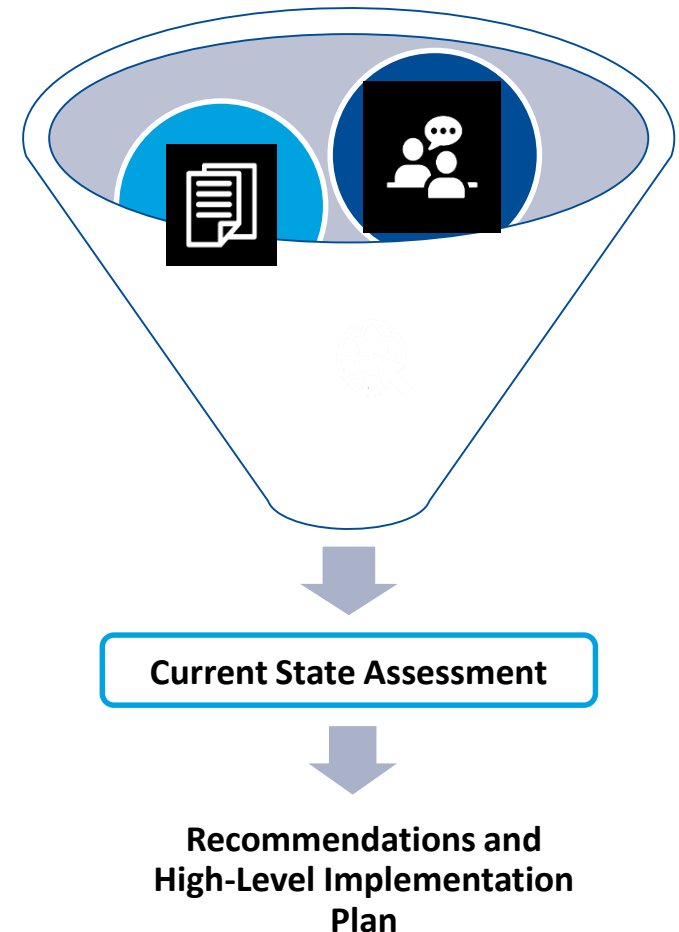
Stakeholder Engagement

Optimus SBR engaged over 100 internal stakeholders to gain a holistic view of Lakeshore's efficiency and effectiveness, including what is working well, what pain points exist, and where there are opportunities for improvement. Please refer to the Appendix for a list of internal stakeholders engaged.



Jurisdictional Scan

Optimus SBR conducted a scan to understand practices adopted by comparable municipal jurisdictions regarding their organizational structure and resource allocation. The selected comparable jurisdictions were Woodstock (Ontario), Caledon (Ontario), and Innisfil (Ontario).



Current State Findings:

Overview of Lakeshore



Municipal Profile

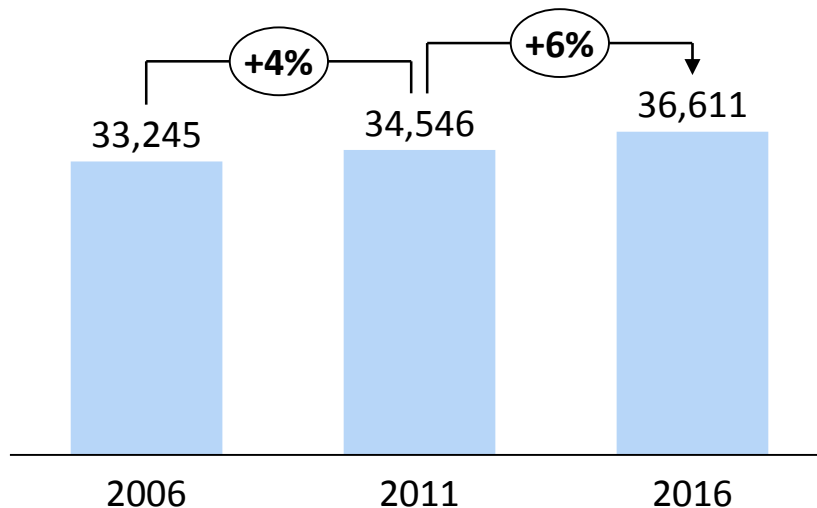
Vision

A progressive Town of healthy, integrated communities.

Mission

To nurture a unified Town that sees possibility, inspires innovation and realizes potential.

Population Growth



Key Organization Statistics

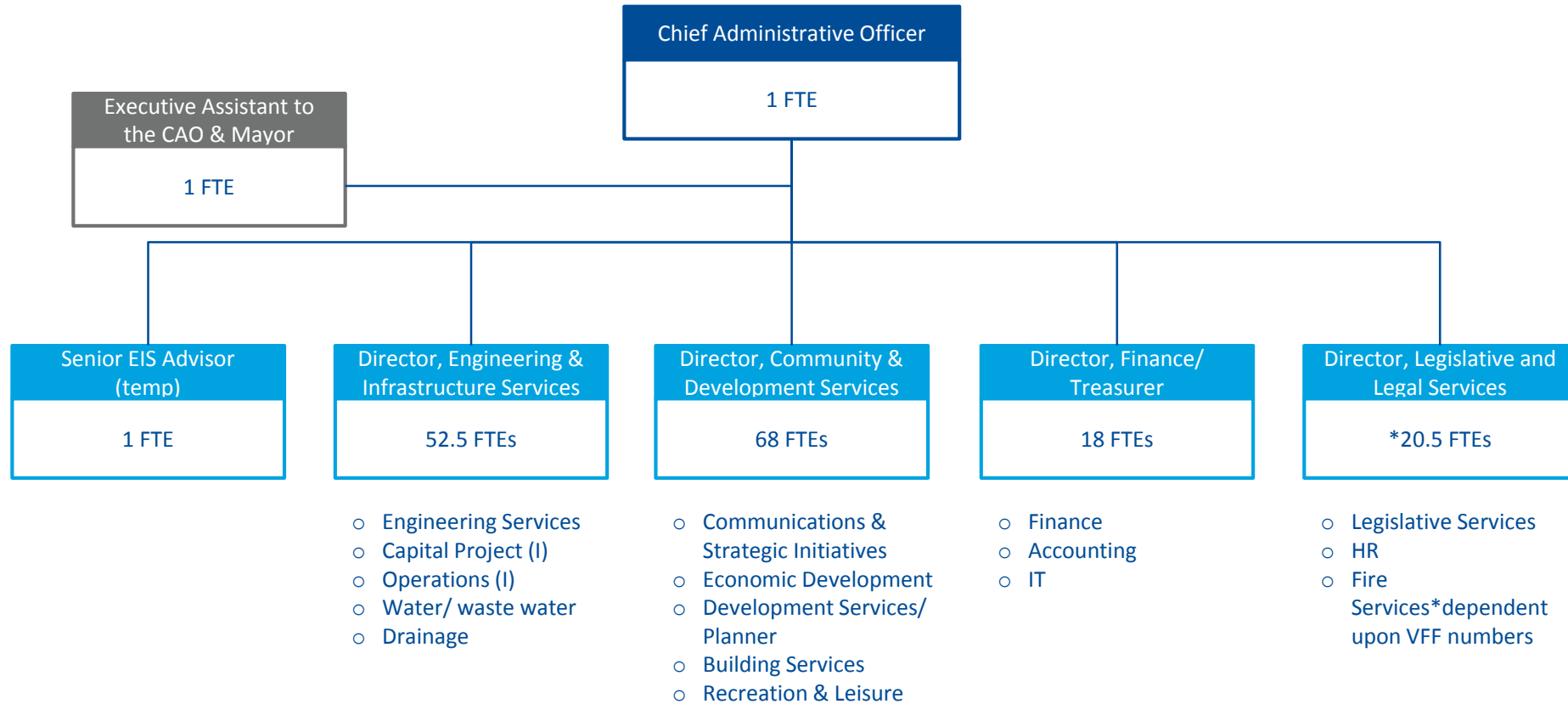
- Land area in sq. kilometres: 530
- Population density per sq. kilometer: 69
- Employees¹:
 - 120 full-time employees;
 - 230 – 250 part time (including VFFs); and,
 - ~40 student positions

Lakeshore, as a lower-tier municipality, is in the top 13th percentile in Canada in size, and one of the fastest-growing municipalities in the Windsor-Essex region

1. Employee figures are 2021 estimates



Current Organizational Structure



Current State Findings:

Strengths, Gaps and Opportunities



Overview of Current State Findings

The assessment of Lakeshore's organization identified the following key strengths that it can build on and gaps to identify opportunities for the organization to improve:

- In addition to data and documentation reviewed, much of the findings are based on the input gathered from consultations, focus groups and survey responses; thus, many of the themes presented are based on the perceptions gathered from various stakeholders and may not exemplify fact. In any case, perceptions gathered as part of an organization assessment are an indication of effectiveness and/or the effective deployment/ use of structures, roles, processes and tools by the organization.
- In some areas, the maturity level of functions is assessed on a scale (developing, managed, leading). It is expected that an organization of this size, would not have instilled leading practices; however, it should strive to deploy managed practices across its functions. The maturity levels assessments provide indication of the areas in which there is opportunity to improve functions to more effectively support the organization.
- The current state findings are based on a point in time review. It is understood and should be considered that Lakeshore is ever-evolving given environmental changes in the municipal sector as well as the implementation of multiple ongoing initiatives.



Key Strengths of the Organization

The assessment of Lakeshore's organization identified the following key strengths that it can build on:

Collegial, hard working staff that are dedicated to the community and willing to do what it takes to get the job done with what they have

Senior management demonstrates a strong commitment to move the organization forward

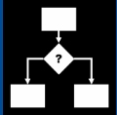
Blend of long-standing staff that are knowledge resources along with newer staff that bring new perspectives and ideas

Starting to make investments in improving capacity and capabilities



Overview of Gaps and Opportunities

The organizational assessment identified perceptions on the organization's following gaps to identify opportunities for the organization to improve:



Unclear
accountabilities,
roles and
responsibilities

- Roles and responsibilities are not always clearly defined or tailored for job functions
- Customer service focus is not consistently embedded in the organization to serve residents and internal departments
- Organization does not consistently nor effectively embody a performance driven culture that enforces accountability
- Council members are committed and passionate about their positions, sometimes leading to unclear roles around governance and operational leadership activities



Operations-
focused support
functions

- In some areas, managers are heavily involved in service delivery that takes time away from managing people
- HR is utilized to provide a high-degree of operational support for the organization, limiting strategic HR planning for the municipality
- IT is focused on operational maintenance of current systems versus pre-emptively determining how IT can be leveraged to optimize the functions of the organization



Corporate service
functional gaps

- Lack of strategic oversight and proactive planning functions that take a holistic, long-term view of the municipality's path
- Limited strategic communications disseminated by the municipality to create awareness, understanding and buy-in of organizational priorities and directions
- Limited protocols on policy and by-law development that challenge capabilities to set, monitor and enforce compliance to organizational standards
- Lack of project management functions in the organization to execute on plans that provide integrated, cross-functional oversight
- Limited staff resource planning to align workloads with strategic objectives and expectations



Overview of Gaps and Opportunities

The organizational assessment identified perceptions on the organization's following gaps to identify opportunities for the organization to improve:



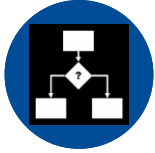
Misaligned functions

- Many functions are operating in silos, limiting service integration management
- Functional and support needs of the divisions are not always gathered and assessed to inform investments
- Fire Services is not functionally aligned to its current division, creating confusion on reporting and accountability
- Legal counsel and corporate support areas are not fully optimized to support the organization
- Infrastructure maintenance and inspections sometimes lack coordination, challenging planning in the community



Limited trust

- Divided perspectives on role of Council for decision making and direction setting
- Management and technical staff do not always feel empowered and/or trusted by senior leadership
- Some field service areas operate separately from the broader organization
- Cultural issues and dysfunctions in certain areas are creating segregation between management and staff, without a sense of trust between groups



Unclear accountabilities, roles and responsibilities

Key Findings and Observations

Roles and responsibilities are not always clearly defined or tailored for job functions

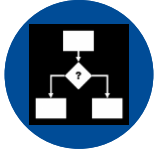
- Rationale for promotion is not well understood, and was stated as being not clearly defined. It is perceived that individuals are often promoted into roles based on tenure and not necessarily due to their skills, aptitude, and fit for the role.
- Administrative assistants in the organization have the same job description despite carrying out different functions and utilizing different skillsets.
- Accounting clerks also have identical job descriptions but they each perform different roles in servicing their respective areas.

Customer service is not consistently embedded in the organization to serve residents and internal departments

- Standards to triage and respond to inquiries do not exist in the organization. This applies to inquiries received from the public, citizens, partners and broader stakeholders. As a result, there are no performance measures or targets to assess customer service for the Municipality.
- No defined accountability for customer service. There is no role within the organization that provides oversight on instilling customer service throughout the organization. Customer service expectations are not integrated into job descriptions.
- No systems or tools are supporting the execution, management, monitoring and evaluation of customer services practices in the organization.

Implications

- Performance management is hindered by not having clear roles and responsibilities articulated to assess performance against expectations
- Positions may not be filled by individuals that possess the appropriate knowledge and skills
- Staff morale negatively impacted due to perceived inappropriate promotions
- Reactive mode to respond to and manage requests from the community
- Inconsistency in responding to customer requests creating varying expectations in the community



Unclear accountabilities, roles and responsibilities

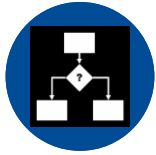
Key Findings and Observations

Organization does not consistently nor effectively embody a performance driven culture that enforces accountability

- Performance measures and KPIs are not developed for the organization to assess its performance against its strategic directions and operational plans. As a result, activities and initiatives are not measured against the organization's strategy.
- Limited systems and tools that monitor performance organization-wide. Select areas have their own data collection, analysis and reporting processes that are maintained within their division (e.g. Fire Services). The purpose and application of these measures are not well understood by the broader organization. Many tracking and reporting tools are housed with one individual (e.g. spreadsheets on desktops), with no one else in the organization that can manage and interpret their inputs, analytics and outputs.
- Lack of standardized, effective performance management/feedback processes on divisional, departmental and individual performance. Managers provide ad-hoc feedback in an unstructured manner that has limited basis in plans and targets.
- HR is challenged with creating systematic tools on performance management due to a lack of organizational measures and targets. The introduction of the new ERP system can provide tools support performance management but will require inputs of the overall organizational KPIs and targets as well as a shift in culture.

Implications

- Data quality and reliance is compromised
- Lack of insight on performance of the organization as a whole as well as by priority, division and role
- Lack of evidence-based decision making to steer the organization on optimal paths



Unclear accountabilities, roles and responsibilities

Key Findings and Observations

Council members are committed and passionate about their positions, sometimes leading to unclear roles around governance and operational leadership activities

- Some Council members perceive that they are not provided with objective, verifiable information for their requests; often they feel it necessary to investigate for themselves to determine valid information sources
- Some Council members prioritize direct community service delivery and responsiveness above all other organizational functions, which can debilitate corporate support areas to provide support in an effective manner (e.g. limited pre-emptive investment in IT).
- Administration does not always effectively assess the priority of Council requests (ex. distinguishing between informational requests vs. urgent operational requests) which limits its understanding of purpose and goals and alignment with broader priorities. Some areas spend significant time and resources to address requests which are often informational in nature and not utilized in decision making or direction setting for the Council.
- Varying perspectives across Council members on their accountabilities, roles and responsibilities to support the organization in serving the community. There is a clear divide in perception of Council responsibilities whereby some expect the organization to respond to any/ all of their requests, while others are driven to provide strategic support and guidance to the organization. As a result, it is described that there is dysfunction and disrespect among Council members, and managing this divide often falls on the organization to manage.
- Council procedures and protocols are often not adhered to resulting in a lack of structure at meetings. There is also a lack of structured processes for Council to make requests of the organization which contributes to frequent re-prioritization of efforts as new requests come in.

Implications

- Significant amount of time spent by Senior Leadership Team (SLT) on various Council requests, preventing ability to focus priorities and organizational management
- Limited strategic decision-making, focus and unity at the governance and SLT levels
- Potentially ineffective use of Council members' time delving into more operational issues and questioning data
- Management and staff consistently reprioritize workload to address Council requests, preventing a clear focus on strategic priorities



Operations-focused support functions

Key Findings and Observations

In some areas, managers are heavily involved in service delivery that takes time away from managing people

- Many managers have strong technical backgrounds but require further development in soft skills and people management. This often puts pressure on Directors to manage staff within their departments. Also, sometimes, HR will get directly involved in people management needs.
- Micromanagement is often described as the style taken on by managers and directors in the organization causing employees to have less autonomy and feel unempowered.
- Managers often do not receive assessments and specific training to develop in the areas of managing people and resources in the department to meet targets.

HR is utilized to provide a high-degree of operational support for the organization, limiting strategic HR planning for the municipality

- Roles and responsibilities between HR and operational functions are unclear. Perception that HR resources are stretched thin with recruitment activities (e.g. being involved with every hiring interview). HR is often overextended into people management, that should be taken on by managers if empowered to do so. Managers often do not take these responsibilities on because they are brought into technical tasks that occupy more of their time.
- HR is not utilized as a strategic function by senior management (e.g. to be incorporated in decision-making). HR has limited involvement in strategic decisions related to resourcing and human capital planning.

Implications

- Staff morale is low because they do not feel valued and empowered
- Organization perceived to be a very authoritative culture that breeds employee dissatisfaction
- Limited ability for HR to provide strategic advice and guidance to the organization
- Lack of HR resources (e.g., labour relations support) that could be augmented by an administrative role or HR generalist role.



Operations-focused support functions

Key Findings and Observations

IT is focused on operational maintenance of current systems versus pre-emptively determining how IT can be leveraged to optimize the functions of the organization

- Overall IT infrastructure, system, tools and applications require modernization. There is a lack of investment in this area. IT does not seamlessly integrate into the operations and is instead applied on top of existing processes.
- No long-term vision and roadmap to leverage IT to support the organization's plans. IT resources largely spend their time maintaining and providing troubleshooting support for existing systems, limiting capabilities to provide insights to strategically plan for current/ future IT needs
- IT projects seem to go on for very long periods with management supporting detailed implementation with limited project management execution to coordinate team and resources. New systems are being rolled out but scheduling and resource allocation does not consider availability in the business areas. Optimizing business process from these solutions also had not been examined.
- IT systems and resources lack back-up and redundancy. System updates may experience downtime impacting users.
- IT Manager is supported by staff who are still developing their skillsets in municipal IT and do not currently have the ability to independently execute on select tasks (e.g. IT network issues).

Implications

- Organization is lagging in industry standards for technology use, creating risk
- Organization is not optimizing resources to realize efficiencies through technology
- Limited ability to determine the strategic IT needs for the organization



Corporate service functional gaps

Key Findings and Observations

Lack of strategic oversight and proactive planning functions that take a holistic, long-term view of the municipality's path

- Limited resource and time allocation for strategic oversight and alignment across the organization causing leadership to operate in a misaligned manner, often in silos.
- SLT has limited processes to field and address Council matters, causing them to be more reactive to their request, which takes time from strategic management.
- Composition of leadership team is relatively new so currently in the process of establishing new norms of collaboration. No designated role to disseminate the leadership team's strategic directions and priorities and integrate them across the various functions to effectively.
- No enterprise risk management function, limited monitoring and assessment of risk and controls.

Limited strategic communications disseminated by the municipality to create awareness, understanding and buy-in of organizational priorities and directions

- There is a skill gap to effectively execute on communications within the organization and for external relations.
- Internal communications to support corporate functions in disseminating information is lacking creating disconnect throughout the organization.
- There is a disconnect among staff on how their jobs align with the strategic plan. Overall, the strategic direction of the organization is described as being unknown, unclear and/or confusing by staff members.

Implications

- Significant amount of time spent by Senior Leadership Team (SLT) on various Council requests, preventing ability to focus priorities and organizational management
- Limited strategic decision-making, focus and unity at the governance and SLT levels
- Different levels of understanding the organization's focus and processes, sometimes limiting various people from feeling connected to the organization



Corporate service functional gaps

Key Findings and Observations

Limited protocols on policy and by-law development that challenge capabilities to set, monitor and enforce compliance to organizational standards

- No oversight, accountability and ownership for policy development across the organization with no schedules or standards for development.
- Many policies and procedures are out-of-date and some are thought to be no longer relevant. In some cases, the organization may be exposed to risk due to lack of regulatory policy compliance such as training records for the Ministry of Labour.
- There is inconsistency across divisions on the process to update policies and procedures with no centralized support to monitor and assess progress.

Lack of project management functions in the organization to execute on plans that provide integrated, cross-functional oversight

- The organization does not have an embedded project management function. As a result, many projects are not planned and managed in a coordinated fashion to address implications to the Municipality as a whole.
- Capital projects has introduced an interim role with loosely defined responsibilities; nonetheless, it is providing integrated and coordinated project management support across various functions for capital project and new development/builds. Non-capital projects are managed by individual departments.
- IT lacks resource capacity to integrate project management rigor for systems design and implementation, leading to IT projects being executed in a start/stop manner without sufficient coordination and cross-functional involvement.

Implications

- Processes may not adhere to meeting policies and/or by-laws
- Limited tracking of compliance that may expose the organization to risk
- Likelihood of project success is compromised without proper oversight and processes to manage resource, timelines and budget
- Challenges in streamlining focus and resources to align with strategic priorities



Corporate service functional gaps

Key Findings and Observations

Limited staff resource planning to align workloads with strategic objectives and expectations

- Broad perception across the Municipality is workloads are high, particularly at the operational staff level; the Municipality does not have the data to validate these claims
- Staff perceive hiring of management positions to not address the needs of the Municipality
- In the absence of data to confirm (or not) whether the perception of staff is factual, limited action is taken

Implications

- Staff feel overworked and stressed
- Some staff perceive a Manager vs. Staff culture exists
- No insight into actual workloads of staff to discern if additional resources are needed



Misalignment of functions

Key Findings and Observations

Many functions are operating in silos, limiting service integration management

- Many departments are unaware of the functions performed by others or their priorities.
- Cross-collaboration is limited on projects and issues management. Given a holistic view is not taken, implications on other areas are not considered which often creates unforeseen bottlenecks in workflows or other issues that need to be dealt with reactively.
- The physical layout and location of the staff and departments is perceived to further exacerbate the lack of coordination as well as create a perception of outdated and not reflective of a modern organization
- The divide of union and non-union is often considered a challenge to manage, with collective agreements said to be not well understood by the organization. Management has also been described as not having a good understanding of dealing with union matters.

Functional and support needs of the divisions are not always gathered and assessed to inform investments

- The purpose and mandate of the economic development function is not clear and the need is not consistently understood across the organization.
- Technology devices purchased for Fire Services did not involve their consultation and do not meet their full set of needs (e.g. tablets were purchased with no flash; thus, they cannot be used to take pictures of sites).

Implications

- Cultural divides persist across the organization that limits collegiality and cohesiveness
- Collaboration is hindered in the organization limiting effectiveness
- Confusion on the drivers for decision-making persists in the organization
- Investments sometimes do not meet the needs of the organization



Misalignment of functions

Key Findings and Observations

Fire Services is not functionally aligned to its current division, creating confusion on reporting and accountability

- The rationale to move Fire Services from Community Development Services to Legal and Legislative services is not well understood and is described to be a misalignment i.e. misalignment between current Legislative Services and functional responsibility of Fire. There seems to be lack of understanding of Fire operations and reporting requirements under this division.
- Perception that volunteer firefighting services model may no longer be appropriate to adequately serve the size and anticipated growth of Lakeshore's community.

Legal counsel and corporate support areas are not fully optimized to support the organization

- Despite an in-house lawyer leading the department, there is minimal capacity to provide legal support to the various divisions. Given capacity constraints, many areas still rely on external legal counsel.
- It is not clear if this department is to provide legal counsel to the organization. Some assume that since it is headed by a lawyer, in-house legal support should be available for the organization. However, given constraints mentioned, these requests often do not get fulfilled which creates confusion about what staff should expect.
- It is not clear where claims management processes need to fall in the organization; currently it is under Legal services largely due to association.

Implications

- Fire Services not integrally involved with the broader organization
- Resourcing for legal counsel is not optimized
- Confusion on whether to consult in-house lawyer on legal matters persists



Misalignment of functions

Key Findings and Observations

Infrastructure maintenance and inspections sometimes lack coordination, challenging planning in the community

- Engineering & Infrastructure, Recreation, Building Services, Public Works and Fire Services all have a role in the building maintenance and inspections that can be better coordinated to facilitate resource optimization and compliance.
- Fire Services are not able to inspect code on certain building/facilities if foundational codes are not met (e.g. commercial zoning by-laws). It is perceived that some buildings in the community do not meet some foundational codes; thus, they are unable to be inspected by Fire Services which exposes risk to the community and organization.
- Oversight, coordination and cross-functional training is limited, which hinders the ability to understand the end-to-end requirements for each area involved in building maintenance.

Implications

- Some buildings and facilities in the community may not meet codes
- Efficiency and timeliness for building maintenance may be hampered by lack of coordination



Limited trust

Key Findings and Observations

Divided perspectives on role of Council for decision making and direction setting

- The relationship between Council and the municipality, has a profound influence on the municipality's focus areas, decisions and mode of operations. Misalignment on the governance role of Council persist that is resulting in confusion in the organization.
- Different members of Council have varying viewpoints on their role and the role of administration. Some members perceive that SLT should be more empowered to provide guidance and demonstrate due diligence to Council. Other Council members perceive that their role is to direct priorities to SLT based on the perceived needs of the community. These differences in perspectives are creating tensions within Council, creating a divide governance structure. As a result, SLT and the organization are catering to these differing perspectives.

Management and technical staff do not always feel empowered and/or trusted by senior leadership

- Some managers feel like SLT does not trust them in their abilities and do not let them operate autonomously; staff feel they are micro-managed.
- SLT is perceived to have limited technical knowledge of operational areas which limits their ability to contribute effectively to their management.
- There is a perception that staff are not always consulted in decision making. Also, there is a sense that the rationale of decisions made by leadership and management are not communicated effectively.

Implications

- Significant amount of time spent by the organization on various Council requests, limiting its ability to focus
- Organization perceived to be an authoritative culture that breeds employee dissatisfaction



Limited trust

Key Findings and Observations

Some field service areas operate separately from the broader organization

- Managers from different divisions indicated that staff operating in the field can be disjointed from Administration. Some of the most prevalent areas in which this was mentioned was for staff in Fire Services and Public Works. As a result, these areas feel a sense of segregation from the broader organization and a culture gap is perceived within the organization
- Communications, staff programs and events are described to not resonate with these staff that operate outside of Town Hall. Many feel that they are an after-thought in the organizational planning.

Cultural issues and dysfunctions in certain areas are creating segregation between management and staff, without a sense of trust between groups

- Comments from managers and review of staff feedback indicate toxicity persists in some areas of the organization. This toxicity is described as unfair practices, disrespectful communication and lack of collaboration with the union.
- The organization has experienced considerable turnover; it is difficult to effectively meet high workload demands when managers/staff feel insufficient recognition and empowerment, and inequity in pay compared to other jurisdictions. These collectively are creating challenges with recruitment and retention.
- Organizational policies (e.g. work from home) are applied inconsistently creating a perception of unfairness/ favouritism. Hiring and promotion decision are also perceived to be unfair in some areas.

Implications

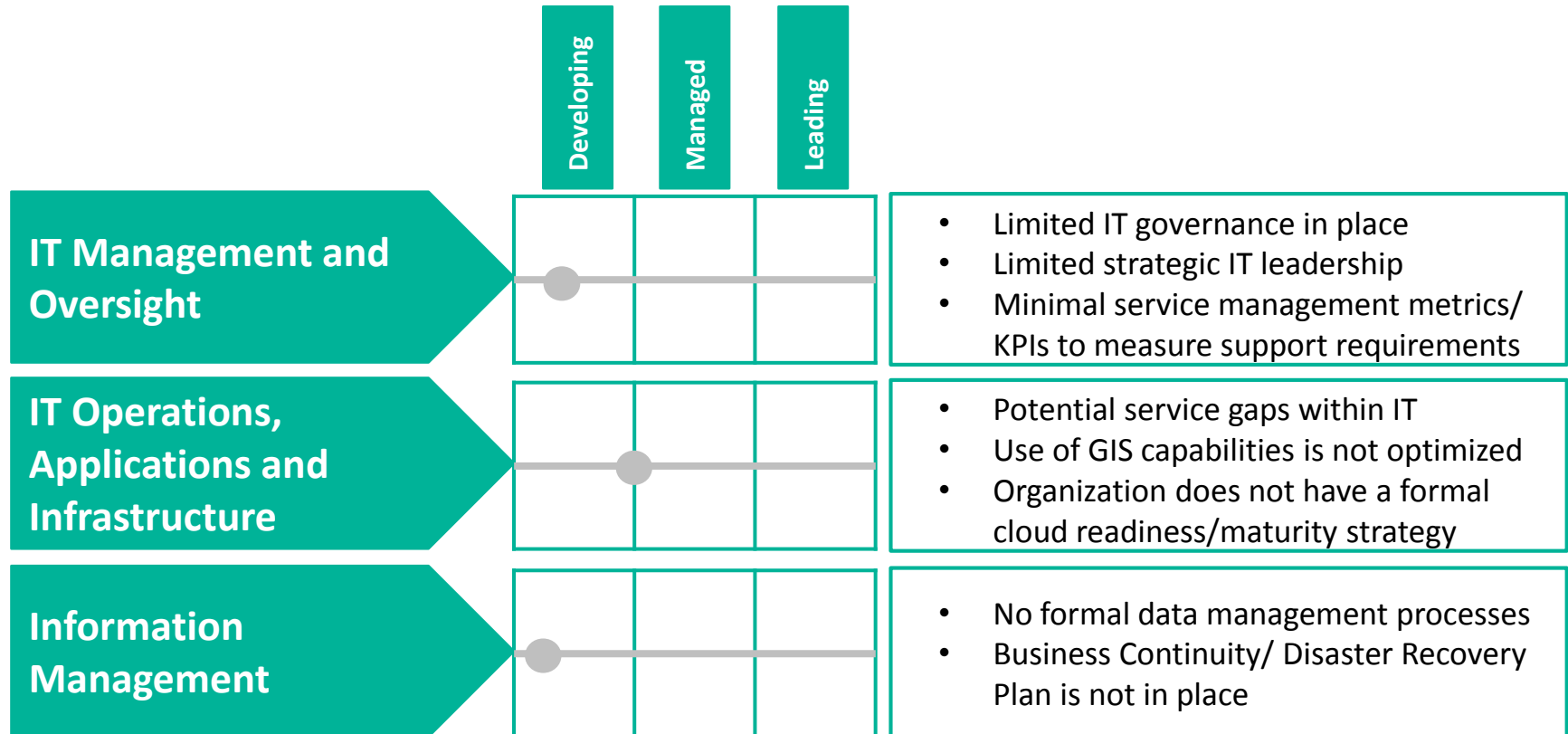
- Compromised sense of belonging to the organization, hindering unity and alignment
- Organization perceived to have a toxic and unfair culture that breeds employee dissatisfaction

Current State Findings: IT Assessment



Overview of IT Assessment Findings

The assessment of core IT functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance to them to meet the growing needs of the municipality (managed).





IT Assessment - Management and Oversight

Key Findings and Observations

Limited IT governance in place

- There are some knowledge management practices in place (e.g. Wiki) but there is no formal documentation of processes.
- Manager is highly involved in deep technical work, limiting time allocation for strategic oversight of the department.
- There are limited IT service management practices (e.g. ITIL) such as scheduled maintenance practices, patch management practices, prioritization of tickets, change management and incident/ issues management. Work is conducted on a “best effort” basis that uses a basic ticketing system.

Limited strategic IT leadership

- IT resources are consumed with maintaining IT operations, including the manager; delegation of work is not perceived to be optimized by the department.
- Strategy development and planning that is aligned with business needs is limited.
- Team meetings are few, limiting the department to cohesively operate as a service to support the municipality’s needs.

Minimal service management metrics/ KPIs to measure support requirements

- It is estimated that 20% of helpdesk requests are not tracked. There is limited ticket trend analysis reporting, so no metrics are tracked and there are no historical reference points for tickets. This also constrains the department’s ability to proactively meet IT needs with no trending analysis of tickets.

Implications

- Organization is lagging in industry standards for technology use
- Limited ability to determine the strategic IT needs for the organization; limited ability to use evidence to drive IT decision-making and investment
- Organization is not optimizing resources to realize efficiencies through technology
- Other areas of the organization have a limited understanding of leveraging IT effectively
- Many IT requests may not be served in a timely and effective manner



IT Assessment - Operations, Applications and Infrastructure

Key Findings and Observations

Potential service gaps within IT

- The currently capacity of network and security skills is limited within the department and largely depends on the management capabilities in these areas. Staff do not receive training to acquire these skills to provide support. Also, knowledge of the core IT infrastructure, Citrix Zen, is also limited in the department with the manager primarily having knowledge of the system.
- IT assessments are not conducted on an ongoing basis; thus, there is limited insight into what IT requires to support the business and potential inefficiencies may persist in the organization.

Use of GIS capabilities is not optimized

- The data capabilities and tools within the current GIS are not being fully utilized due to limited investigation of applying these functions in the organization.
- A GIS Master Plan was developed over 10 years ago but the implementation was limited. Currently, the department has 2 GIS resources that are not being fully leveraged for their area of expertise and capabilities to support planning and operations of the municipality.

Organization does not have a formal cloud readiness/maturity strategy

- A cloud strategy would feed into the IT governance framework that underpins and defines relevant processes.
- The municipality currently has internet bandwidth to upload more applications into the cloud. This could enable the IT department to have applications be managed as a service (i.e. SaaS) and would free up internal resources to be more strategic in managing the needs of the business.

Implications

- High reliance on limited resources to address network issues
- Other areas of the organization have a limited understanding of leveraging IT effectively
- Organization is not optimizing resources to realize efficiencies through technology
- IT strategies to increase capacity are not being utilized by the organization



IT Assessment - Information Management

Key Findings and Observations

No formal data management processes

- There is no existing data classification policy that identifies sensitive data and associated protocols to manage.
- A formal document management system is not in place and there is limited visibility into unstructured data (e.g. active vs. stale).
- The organization has storage issues to manage data effectively.

Business Continuity/ Disaster Recovery Plan is not in place

- Business impact analysis and IT risk assessments are not conducted to determine recovery time objectives. As a result, threats and vulnerabilities of IT infrastructure are not being identified and the proper IT controls and security tools are not in place.
- Budget has been allocated for the development of BCP/DR but requires a lead resource and engagement with the business to effectively execute.

Implications

- Data quality and reliance is compromised
- Data exposed to risk of loss and privacy breaches

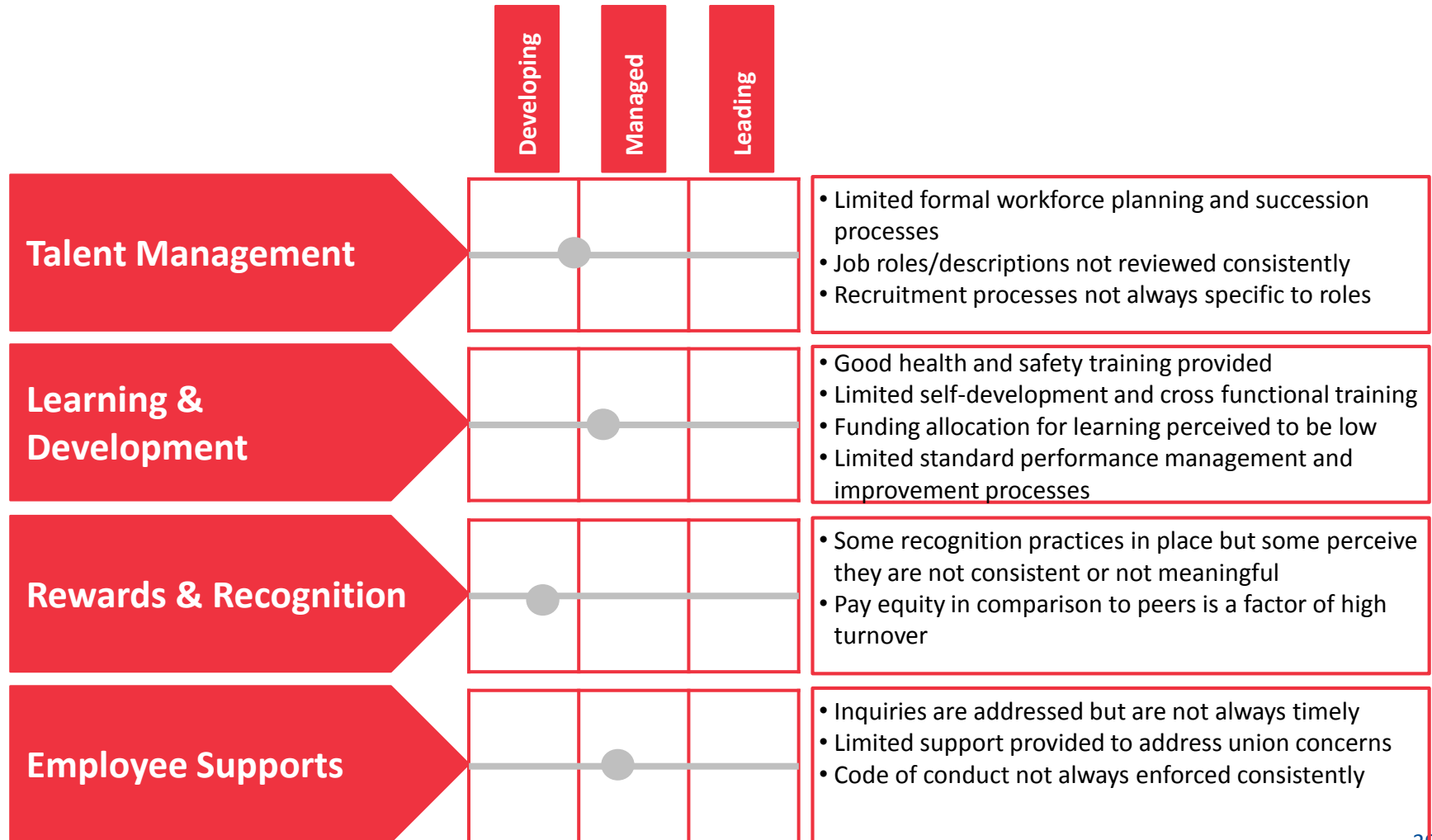
Current State Findings:

HR Review



Overview of HR Function Review Findings

The assessment of core HR functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance them (managed) to meet the growing needs of the municipality.





HR Review – Talent Management

Key Findings and Observations

Limited formal workforce planning and succession processes

- Staff currently perceived themselves to be spread thin and are overworked with high demands. Ongoing assessment of resourcing requirements for workforce management is not consistently conducted across the organization. The needs for resources are not always preemptively identified and addressed.
- As individuals move on from positions, often they are not able to be filled by internal resources. Sometimes the internal resources that take on the position possess skill gaps but more often they are currently being filled by external talent. As turnover trends have increased, this is being exasperated. HR has noted that it is developing the framework for a succession planning program to address these challenges.
- Limited process documents and SOPs exists; don't know the “Lakeshore” way to operate

Job roles/descriptions not reviewed consistently

- Many job descriptions have not been reviewed and updated for years. In that time, the roles and responsibilities performed by a particular role have been augmented to adapt to changes in the organization. For many roles with the same title who work in different areas, their job descriptions are the same even though the roles and responsibilities are different, requiring different skills for their respective area.
- A number of people in organization persist to continue to do the same job and do the same tasks in the same way – without change. Often this is reflected in the lack of updates for job descriptions and more broadly a lack of a continuous improvement mindset. Some staff are not open to change which is likely attributed to limited communication of the benefits and/or rationale for change.

Recruitment processes not always specific to roles

- Recruitment processes generally involve HR and are perceived to take a standardized approach to interview structure. Many of the general questions are said to not be relevant for most roles or the link to the role is not understood.

Implications

- Staff may be experiencing burnout due to excessive workloads
- Development and promotion opportunities perceived to be limited by staff that hinders motivation
- Knowledge retention is compromised for some areas of the organization
- Inconsistent understanding of roles and responsibilities with actual job functions performed
- Positions may not be filled by individuals that possess the appropriate knowledge and skills



HR Review – Learning & Development

Key Findings and Observations

Limited self-development and cross functional training

- Training programs offered are perceived to be standardized and not tailored to the specific developmental needs of individuals. There are limited opportunities for individuals to identify their own training opportunities.
- Roles are often confined to their specific areas with few opportunities to work in other divisions to gain knowledge and the skills to perform certain functions. This limits the ability to identify opportunities for collaboration with other areas but also limits staff coverage options across the organization.

Funding allocation for learning perceived to be low

- The health and safety training programs are noted to be good programs, but some managers perceive that there are limited training supports that the municipality invests in for their own development as well as for their staff. A training gap consistently noted, was for soft skills development for managers.

Limited standard performance management and improvement processes

- A performance management system is perceived to not be consistently utilized by the organization. The existing process is perceived to be completed as part of compliance with expectations rather than being structured around the learning and development of the personnel in the organization. Some staff feel the onus is on them to ensure these are completed by their managers.
- Overall, there is limited feedback provided to individuals that is constructive for them to identify their learning and development needs. The introduction of the HRIS is expected to examine the requirements for the organization and integrate processes in the system related to performance management.

Implications

- Employees may not be getting the right developmental opportunities to perform effectively in their roles
- Development opportunities are perceived to be limited that breeds employee dissatisfaction
- Managers and staff are not able to identify appropriate learning and development opportunities



HR Review – Rewards & Recognition

Key Findings and Observations

Some recognition practices in place but some perceive they are not consistent or not meaningful

- There have been inconsistent turnout to social and recognition events as some staff do not feel they are genuine and they do not consider the offsite, part-time, volunteer and seasonal workers in planning.
- Managers and staff have noted that rewards and recognition programs do not have to be monetary (ex. praise from immediate manager, attention from leadership, and opportunities to lead projects), recognizing that in public service there needs to be more creative ways to demonstrate appreciation that resonates with staff.
- Some managers and staff are not clear of the compensation and benefits policies, resulting in not understanding decision making in this area.

Pay equity in comparison to peers is a factor of high turnover

- One of the most noted reasons for high turnover by management was higher pay in neighbouring municipalities. Many felt that people are leaving Lakeshore because there is more workload for less pay in comparison to its peers.
- A pay equity study resulted in meeting compensation levels to be at the 55-60th percentile but the rationale of this level was not explained to the staff.

Implications

- Recognition programs are perceived to be limited that breeds employee dissatisfaction
- Confusion on decision related to compensation and benefits may persist
- Staff morale is low because they do not feel valued and empowered



HR Review – Employee Supports

Key Findings and Observations

Inquiries are addressed but are not always timely

- Managers and staff state that HR is available to address inquiries, but they often take a long time to get back to them. It is perceived that their workload is too high to address all the inquiries they receive in a timely manner.
- Some union staff do not understand the role of HR in providing them with supports so they are hesitant to reach out to them.

Limited support provided to address union concerns

- Managers do not feel well-equipped to deal with concerns that are raised by the union and often need to consult with HR.
- There is a sense of separation between management and union groups across the organization. Many union staff perceive that there is an autocratic type relationship from their managers.
- Proactive management with the union is limited so there is minimal opportunity in which the organization is collaborating with the union for solutions to introduce changes and/or address issues.

Code of conduct not always enforced consistently

- Some management feel that a toxic environment persists in the organization because corrective action is not taken with individuals that demonstrate behaviours that are not within the code of conduct. Some of the behaviours noted include micromanagement, intimidation and inappropriate/ belligerent language. It is perceived that incidents may go unreported because staff do not feel that anything will change.

Implications

- Confusion on HR policies persists leading to inconsistent understandings of practices
- Cultural divide between union and non-union employees that may result in friction, hindering a collegial working environment
- Unfair, inequitable practices perceived within the organization that breeds cultural divide and employee dissatisfaction

Current State Findings:

Jurisdictional Scan



Key Takeaways of Other Municipalities

The scan of the functional structure and management practices from municipalities similar in population size, urban/rural proximity and growth trajectory included: Innisfil, Woodstock and Caledon. The scan revealed the following trends:

1

Senior management roles oversee a portfolio of interrelated functions and provide strategic leadership for the organization.

2

Trusting relationships with the Council have been established through relationship management with leadership and providing reliable and objective information for decision making.

3

Setting an example to promote innovation in the municipality by modernizing the organization's technology infrastructure and encouraging team empowerment for idea generation.

4

Creating a working environment conducive to attracting and retaining good talent such as technology, performance-based culture, learning and growth, and openness to change.

5

Working with their peers to increase IM/IT capabilities and safeguards on technology infrastructure (e.g. sharing resources, preventing cyber attacks, etc.)

6

High engagement with staff for major change initiatives to gather their input and establish buy-in that will inform the change management plan and support implementation success.



Key Takeaways - Innisfil

The following table summarizes the key findings regarding structure and management practices for municipality administration in Innisfil.

	Innisfil
Population	Approx. 40,743 (2016)
Growth	~2.64% annually
Density	155.1/km ²
Key Findings	<ul style="list-style-type: none">• Innisfil underwent an organizational restructuring process to enable the municipality to advance its capabilities to respond to growth and adopt innovation.• The first phase of organizational redesign eliminated directorship with management reporting directly to CAO to reduce duplication across divisions; given unsustainability of this structure due to the high number of direct reports to the CAO, the director level was reintroduced but to be more focused on strategic leadership.• Conducted a productivity analysis to uncover all functions performed, which identified resourcing gaps and informed prioritization• Municipality focused on delivering value and innovation to residents and engaged with community for input• Council has evolved to be more progressive with community and organizational development initiatives through pilot projects; they are more open to test ideas through pilots and expand on those that demonstrate positive results• Innisfil introduced service-based budgets and category teams to facilitate integrated service planning• It provides development training and coaching to promote self-managed, high-performing teams that adopt agile practices in a bureaucratic environment; this helps Innisfil to foster empowerment and innovation• IT was heavily invested in by the organization since it is positioning itself as an innovative municipality and established partnerships with neighbouring municipality to modernize
Top Lessons/Advice	<ul style="list-style-type: none">• Encourage empowerment within teams to promote collaboration and innovation• Do not underestimate change management and staff engagement for change initiatives• HR transformation can be long journey to get it to the appropriate level of maturity



Key Takeaways – Woodstock

The following table summarizes the key findings regarding structure and management practices for municipality administration in Woodstock.

	Woodstock
Population	Approx. 45,052 (2016)
Growth	~2.52% annually
Density	<ul style="list-style-type: none">• 927.9/km²
Key Findings	<ul style="list-style-type: none">• The organizational structure of Woodstock has a wide-span of control for CAO with division leads having a high-degree of autonomy; they in turn facilitate empowerment within their own divisions• CAO with experience in engineering department understands the operations of the municipality• Relationship with Council is strong and trusting; it took time to build this relationship but its was primarily established by presenting objective information with options for decision-making• Growing needs of the community have increased workloads, creating additional portfolios for engineering and recreation, particularly culture• The municipality employs a simple annual performance review process to facilitate its completion and promote developmental feedback• IT infrastructure was a major priority for the municipality as a result of a cybersecurity attack that also transformed the organization to respond and implement business continuity planning• The municipality has a strong reputation in terms or working environment and progress, which facilitates attracting talent
Top Lessons/ Advice	<ul style="list-style-type: none">• Invest in IT infrastructure and security to protect the municipality against cyber attacks• Create organization alignment through common operating principles and processes• Align departmental leads to strategic priorities to facilitate leadership and implementation of them



Key Takeaways – Caledon

The following table summarizes the key findings regarding structure and management practices for municipality administration in Caledon.

	Caledon
Population	Approx. 66,502 (2016)
Growth	~3.56%
Density	<ul style="list-style-type: none">• 96.6/km²
Key Findings	<ul style="list-style-type: none">• Caledon recently underwent an organization review with the appointment of a new CAO• The administration is currently working on establishing a productive relationship with Council through an Integrity Working Committee to instill trust and deploying change management processes• The municipality is conducting interim re-organizations to work with the talent in place; it will assess the impacts to determine future changes for the organization• It centralized its corporate support services for cohesiveness across economic development, customer service and communication, strategy and innovation; these fall under the CAO office to elevate the importance of the municipality's priorities• The organization is embracing technology and accessed the provincial modernization fund to support changes; it also has a workforce planning group to examine the future of working at Caledon that also considers diversity and inclusion• The organization is preparing itself for changes in resident expectations as a result of COVID
Top Lessons/Advice	<ul style="list-style-type: none">• Structural organizational changes is dependent on senior leadership composition in terms of strategic capabilities, people management aptitude and cultural fit• Invest in a well-designed change management and communications plan to roll out changes to the organization; include interactive communications with leadership to more effectively engage with staff



Organizational Review of the Municipality of Lakeshore

Future State Recommendations



Overview of Recommendations

The future state recommendations have been organized based on the following four key themes that align with the findings of the current state assessment. They should be considered as a package as opposed to independent implementation.

Build a performance-driven and customer service culture

1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service

Clearly define and embed strategic priorities

4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks

Create empowering working relationships

6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council

Organize portfolio with aligned functions

8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

HR Transformation

Information Management/ Information Technology Transformation

Future State Recommendations:

Organization-wide



Performance-driven and customer service culture

1. Strengthen accountability throughout the organization

Objective	Develop a clear accountability structure throughout the organization depicting scope of responsibilities, interdependencies and collaboration points between functions and roles
Enablers	<ul style="list-style-type: none"> • Successful implementation of a refined organizational structure with clarity on functional accountability • Measures and processes to assess fulfillment of accountabilities and effectiveness to support the organization that identifies corrective action as required • Coaching, training and development initiatives for Council, Senior Leadership, management and staff, including one-on-one coaching to drive a culture of accountability amongst teams and staff

Actions		Success Indicators
1.	Ensure clear communication of accountabilities connected to respective roles with directives, legislation requirements, commitments and strategic priorities	<ul style="list-style-type: none"> • Increased understanding of roles and responsibilities • Better awareness of interrelationships across the organization • Knowledge of accountability measures and understanding of own responsibilities to fulfill targets • Increased staff empowerment around their span of control
2.	As part of the organizational redesign (see recommendation 8), identify roles with interdependent and shared accountabilities and explicitly delineate responsibilities and points of collaboration, ensuring expectations are clearly understood and people are supported to deliver	
3.	Design and deliver coaching and training programs to build skills where needed (technical and/or 'soft skills'), to ensure people have the ability to be accountable	
4.	Develop monitoring and evaluation measures and processes to track accountability fulfillment and assess effectiveness	

Change Considerations	
<ul style="list-style-type: none"> • This will be a shift for many staff to feel "more accountable" – some will embrace it and others will resist. A balance will be needed to both define expectations for people to maintain a general standard, and to allow them to self-define what accountability means to them • Effective coaching, training and development programs should be designed to accommodate varying needs in the organization 	



Performance-driven and customer service culture

2. Enhance analytical capabilities to derive and apply organizational insights

Objective	Build analytics capacity to establish transparency on organizational performance and incorporate into regular decision-making and reporting, with the goal of making real-time improvements in areas that are not tracking to achieve goals.
Enablers	<ul style="list-style-type: none"> • Scorecards that align KPIs to corporate strategic priorities and term of Council priorities and provincial directives • Regular reporting processes of strategic and operational performance indicators that are consistently communicated to inform decisions • Investment in analytics expertise

Actions		Success Indicators
1.	Identify and prioritize the indicators that assess operational performance and progress on implementation and outcomes of strategic priorities, as well as their associated data collection, analysis and reporting processes	<ul style="list-style-type: none"> • Increased understanding of analytics and its importance • Collaboration across areas on measuring performance • Increased reliability of data & analysis • Ability to do evidence-based decision making • Utilization and reliance of scorecard report by Council and Senior Leadership for direction setting and priorities
2.	Define roles and responsibilities to fulfill analytical processes across the organization, including centralized positions to ensure required analytics is embedded across teams; consider opportunities to upskill existing staff or recruit new expertise as needed	
3.	Conduct leadership team-wide training to communicate measures, respective roles in measurement and to purposefully embed/coordinate analytical functions	
4.	Develop processes and tools to execute analytics and insights functions and integrate them into daily activity at all levels	
5.	Evaluate meaningfulness of indicators over time	

Change Considerations

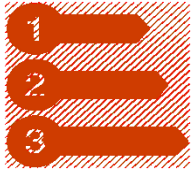
- Overall Information Management strategy will enable this function to be embedded across the organization
- As information technology systems, such as the ERP, are upgraded and implemented, data collection and reporting can be facilitated into organizational processes



Performance-driven and customer service culture

3. Establish processes to effectively respond to community that instill customer service

Objective	Build towards a culture that is centred around an excellent customer experience	
Enablers	<ul style="list-style-type: none"> • Documented customer service standards for the municipality • Awareness and education on the requirements for a customer service culture • Investment in expertise on customer excellence planning and implementation 	
Actions		Success Indicators
<ol style="list-style-type: none"> 1. Conduct consultative activities to understand customer expectations and define principles and approach for customer service with community and internally 2. Develop customer service strategy for Lakeshore and disseminate to stakeholders 3. Define roles and responsibilities to fulfill goals and determine distribution of functions across the organization, including a centralized lead and coordinator function 4. Establish operational processes and response path workflows to triage and address various customer scenarios with assigned accountabilities 5. Develop processes to prioritize, track and communicate customer requests and use data to inform operational improvements 6. Clearly communicate these processes to all municipal staff and Council members for alignment and ensure accountability for delivery 		<ul style="list-style-type: none"> • Adoption of customer service culture and standards • Common understanding of community expectations • Customer service expectations are met, increasing stakeholder satisfaction • Deeper understanding and action related to organizational improvements, driven by customer need
Change Considerations		
<ul style="list-style-type: none"> • Mechanisms to uphold customer expectations and monitor adherence to standards should be embedded in the accountability of all customer serving (internal and external) roles • Criteria to deviate from the set standards on an exception-only basis need to be clearly defined and understood by the organization 		



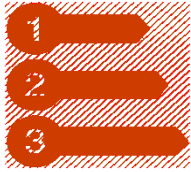
Clearly define and embed strategic priorities

4. Implement processes to clearly define, communicate and coordinate strategic priorities

Objective	Ensure that all work activity is aligned to delivery on strategic priorities, and that staff understand how their role contributes to achieving the vision.
Enablers	<ul style="list-style-type: none"> • Annual refreshes of the strategic plan to define annual priorities and respective accountabilities • Communication between Senior Leadership, Council and staff on annual priorities, progress and their connection to the organization's vision • Integration of consistent language into policy throughout the organization, to guide decision-making

Actions		Success Indicators
1.	Conduct Senior Leadership alignment session to discern annual strategic priorities based on the most recent strategic plan, Service Delivery Review and Organizational Review including identifying and acquiring resources, skills and tools to execute on plan	<ul style="list-style-type: none"> • Clarity on decision-making • Stakeholders receive information in a timely basis that resonates with them • Staff within each department clearly understand the key priority areas they should be focusing on and how their roles contribute to the overall organization's success
2.	Communicate and align annual strategic priorities with Council, refine as needed, and incorporate into decision-making processes	
3.	Develop communication plan to effectively and consistently communicate the organization's priorities to the broader organization and build accountability to ensure alignment to all aspects of the strategic framework	
4.	Monitor and evaluate effectiveness of communications mechanisms	

Change Considerations
<ul style="list-style-type: none"> • Should other priorities arise during the year, assess the relative importance against the previously aligned annual strategic priorities and refine accordingly; consider developing a formal decision-making framework. Communicate any revised strategic priorities with the understanding that one or more previously aligned annual strategic priorities may need to be displaced to accommodate. • Note, changes to strategic priorities should be done with an awareness of the negative impacts frequent changes in direction can have on the organization's ability to achieve any one objective.



Clearly define and embed strategic priorities

5. Build capacity to prioritize and manage risks

Objective	Ensure municipal risks are identified, tracked and appropriately mitigated
Enablers	<ul style="list-style-type: none"> Integration of a rigorous risk management methodology into the organization to establish a common understanding of priority risks Regular opportunities to report on and discuss risks at appropriate levels; engage everyone throughout the organization in risk-related discussions

Actions		Success Indicators
1.	Build risk management processes and tools to monitor, track and mitigate risk at the enterprise-level, by integrating a formal risk register/tool into practice with a central owner and clear reporting process; duties would include providing strategic advice, guidance and support to Senior Leadership regarding community and corporate risks and prioritizing them in a collective, enterprise manner.	<ul style="list-style-type: none"> Up-to-date risk repository that identifies high-risk areas for prioritization Coordinated approach to monitor risk trends and identify controls gaps Distilled information on risks provided to senior leadership and Council for decision making Ability to identify and manage issues before they escalate, saving time, effort, and stress More people focusing on the big picture and identifying gaps
2.	Cascade the risk management tools and processes to each functional area of the organization, with a clear process for assessing risk, categorizing (can it be dealt with locally or does it pose larger enterprise risk?), and escalating to the central risk register as needed	
3.	Build awareness of risk by incorporating regular review of the risk register into updates with management, leadership and Council as appropriate and conducting analyses of trends to identify and proactively mitigate risks before they become issues	

Change Considerations

- Council will need to be involved in interpreting, assessing and controlling enterprise-level and strategic risks as part of governance
- A culture shift is likely required to help leaders understand that identifying and managing risk is a healthy and positive organizational activity, and it should be considered/implemented in a way that promotes openness, a culture of learning, and an opportunity to stop issues before they escalate



Create empowering working relationships

6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy

Objective	Staff empowered to implement the aligned strategy of the municipality as part of their day-to-day work while Senior Leadership/Council maintain a primary focus on strategic direction with high-level operational oversight
Enablers	<ul style="list-style-type: none"> • Documented strategic priorities for the municipality • Defined roles/responsibilities at all levels that are aligned with leading practices in municipal governance

Actions		Success Indicators
1.	Conduct a formal annual strategic planning refresh process to ensure alignment between Senior Leadership and Council on the year-ahead organizational priorities	<ul style="list-style-type: none"> • Council and Senior Leadership collaboratively focus on the priorities for the municipality with clear delineation of roles • Council and Senior Leadership time is spent efficiently on pertinent matters • All staff can envision how they as individuals connect to the priorities • Trusting relationships established and continually demonstrated between Senior Leadership, Council and staff • Rigour in reporting to support decision-making
2.	Clarify and define roles/responsibilities of: Council (e.g. support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained), Senior Leadership (e.g. provide leadership/guidance in implementing Council decisions), Supervisors/Managers (e.g. establish practices and procedures to carry out Council's decisions) and staff (e.g. carry out duties assigned by the Municipal Act or municipality) and create mechanisms to enforce them	
3.	Define and agree upon a regular schedule and format for reporting progress on strategic priorities with Council (see next recommendation)	
4.	Develop a communication plan to effectively and consistently communicate the organization's priorities and roles/responsibilities to the broader organization, leveraging formal systems of measurement and KPIs.	

Change Considerations

- Consider conducting a refresh process on governance leading practices and to collaboratively design the cadence for planning and reporting and align on role expectations.
- Reporting metrics at the operational levels will facilitate increased autonomy for management and staff; thus, creating more trusting relationships, which also closely ties to strengthening accountability in the organization. Investment in an analytics function will play a vital role in assuring the that indicators are reported accurately and timely



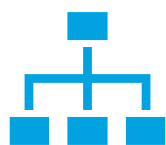
Create empowering working relationships

7. Establish well-defined, evidence-based reporting and decision-making processes for Council

Objective	Support and empower Council as the municipality's primary policy-making body, leveraging effective and timely information flows to help inform governance-level decisions
Enablers	<ul style="list-style-type: none"> • Defined role and scope of decision-making for Council • Processes and procedures to present, classify, and create decision-making items within the scope of Council's role • Business intelligence on effectiveness of operations, community trends, and enterprise risk

Actions		Success Indicators
1.	Develop standardized processes and procedures for reporting to Council. Examples of processes to standardize may include, but are not limited to: <ul style="list-style-type: none"> • Developing and presenting information in standard, easy to understand formats • Providing sufficient, timely data and analysis to support Council's decision-making • Providing advice on policy (including options and recommended actions) • Notifying Council of any unintended or unexpected impacts of policy decisions • Providing implementation status updates on policies approved by Council • Providing updates on funds being spent and returns on investment, as possible • Providing updates on progress on implementation of strategic priorities 	<ul style="list-style-type: none"> • Timely and evidence-based reporting mechanisms provide objective information that Council and Senior Leadership rely on • Council time freed up to deal with exceptional situations, ensure that policies are current and listen to issues raised by the public to represent the broader community
2.	Provide relationship building and coaching modules with Senior Leadership and Council to focus on enhancing effectiveness of governance and the use of evidence in decision-making. These can be in the form of formal training programs or as informal education and team building sessions.	<ul style="list-style-type: none"> • Greater autonomy is built with Senior Leadership that cascades into the organization
3.	Build internal rigour in reporting to inform decisions	<ul style="list-style-type: none"> • Senior Leadership feel empowered by Council to address their requests/expectations

Change Considerations	
<ul style="list-style-type: none"> • Appropriate training, education and coaching should be provided on an ongoing and developmental basis. Management and staff education should also be provided as previously described for accountability 	



Organize portfolio with aligned functions (Overview)

8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

Objective	Organize municipal functions to better serve the community and align with strategic priorities (current and future)	
Enablers	<ul style="list-style-type: none"> • Effective coordination across the municipality as well as with external partners • Clearly defined mandate of divisions and awareness across the organization of the mandate of all divisions • Resources aligned with scope of mandate of each division • Leadership structure that supports integrated executive-level decision-making, support and accountability 	
Actions		Success Indicators
<p>i. Refer to the next section for a detailed description of the proposed organizational structure, its sub-components, and rationale.</p> <p>ii. In summary, the proposed structure includes the following high level features:</p> <ul style="list-style-type: none"> i. Establishment of an executive leadership team to oversee corporate services, public services, sustainability, operations, legal/general counsel functions, and strategic change functions ii. Alignment of Senior Leadership roles and functions within each portfolio to functions that are interdependent iii. Introduction of new roles that align with key strategic priorities, such as public service/resident experience, project management, business data and analysis 		<ul style="list-style-type: none"> • Effective and efficient delivery of services • Improved capacity to meet community needs; increased resident satisfaction • Clear alignment of work activity to strategic directions • Improved morale and productivity • Increased skill and expertise to support evolving needs
Change Considerations		
<ul style="list-style-type: none"> • The model is recommended to be implemented over time, considering risk and cost tolerance, ability to place people appropriately in the new structure, and the urgency for change desired. • Any shifts require a careful and thoughtful change management approach, with openness to shift structure considerations as needs continue to evolve. 		

Future State Recommendations:

HR and IT



Context

The following provides additional background when reviewing the subsequent IT and HR recommendations:

- Optimus was engaged to conduct a broad review of Lakeshore as an organization along with a specific review on the key support areas of IT and HR given their importance in enabling an effective organization
- Summary findings from the assessment on the area of HR and IT is as follows:
 - The review of core IT functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance to them to meet the growing needs of the municipality (managed).
 - The review of core HR functions and capabilities across the organization revealed that while some fundamental structures and processes are in place (developing), there is opportunity to advance them (managed) to meet the growing needs of the municipality.



Information Management/ Information Technology Transformation

IT1. Clarify management and oversight roles within the IT/IM function

Objective	Define who makes technology decisions, how they are evaluated and how these decisions are made	
Enablers	<ul style="list-style-type: none"> Senior Leadership informed and incorporate IT strategic priorities as part of overall strategic planning 	
Actions		Success Indicators
<ol style="list-style-type: none"> Develop an IM/IT Governance Framework that clearly identifies the groups and individuals involved in IT decision making. The Framework should allocate responsibilities for setting and approving the IT strategy in alignment with the broader municipal strategy including: <ul style="list-style-type: none"> Setting technology related policies and standards Determining prioritization of technology-enabled investment programs in line with the Municipality's strategy and priorities Monitoring the status of the IT portfolios and projects and resolving resource conflicts Establishing and following the Municipality's technology architecture and standards High level monitoring of the status of IT assets (e.g. hardware, software, resources) High level monitoring of service levels and service improvements Initiate a Project Portfolio Management Strategy to determine which projects are proposed, evaluated, selected and executed Perform an IM/IT Skills Assessment to identify the skills required to support the business and any gaps that may exist within IT and any supporting third-parties 		<ul style="list-style-type: none"> Clearly established IT governance Ideas are appropriately assessed with all of the key stakeholder inputs before the projects are funded Mitigate the risk of implementing technology without a clear understanding of the potential requirements and benefits a solution might provide to multiple departments/divisions and/or the training required to properly leverage solution capabilities Clear service management metrics/ KPIs to measure support requirements
Change Considerations		
<ul style="list-style-type: none"> Specific skill gaps in IT were identified (e.g., network skills) that should be further assessed and addressed through supplementary training 		



Information Management/ Information Technology Transformation

IT2. Strategically plan for improvements to operations, applications and infrastructure

Objective	Optimize Lakeshore's IT resources in delivering services to the organization
Enablers	<ul style="list-style-type: none"> Ongoing communication between IT and Senior Leadership to ensure awareness of opportunities exists

Actions		Success Indicators
1.	Develop an IT Service Management (ITSM) Strategy <ul style="list-style-type: none"> Develop a cloud strategy framework to identify important considerations when evaluating a cloud solution for the municipality, and the steps required to fully evaluate benefits, and mitigate risks. 	<ul style="list-style-type: none"> Validated IT requirements to enhance business performance and increase efficiency Staff are being fully leveraged for their expertise and capabilities to support planning and operations of the municipality Realizing resource efficiencies through technology <ul style="list-style-type: none"> IT strategies to increase capacity are being utilized by the organization
2.	Evaluate cost-benefit to migrate from in-house Exchange to Microsoft O365 <ul style="list-style-type: none"> Investigate whether there is a case for the organization to move from on-premise Exchange to O365. The analysis should analyze requirements for support/expertise, licensing, functionality, scalability, and reliability 	
3.	Develop a GIS Strategic Plan <ul style="list-style-type: none"> Assess the maturity of the current GIS strategy and identify any gaps to define a formal roadmap. Select a framework/tool to assist the GIS team with developing a comprehensive strategy (e.g. TerraFlow Geomatics) 	

Change Considerations
<ul style="list-style-type: none"> IT department should evaluate the potential for applications to be managed as a service (i.e. SaaS) for the benefit of freeing up internal resources to be more strategic in managing the needs of the business Ensure resourcing and skillsets are assessed on an ongoing basis to align staff and staffing levels to desired levels of service



Information Management/ Information Technology Transformation

IT3. Plan for safe and effective information management

Objective	Effective, efficient and safe collection, distribution and storage of information across the organization
Enablers	<ul style="list-style-type: none"> Resources allocated for the development of the Business Continuity/Disaster Recovery Plan

Actions		Success Indicators
1.	Develop a formal Business Continuity/Disaster Recovery Plan <ul style="list-style-type: none"> Including strategies and protocols that enable the municipality to operate during and immediately after a significant disruption in core services. 	<ul style="list-style-type: none"> Information is easily accessible across the organization Data quality and reliance is improved Risk of data being exposed or lost is mitigated
2.	Develop a Data Management Strategy. The strategy should include the following: <ul style="list-style-type: none"> A plan to modernize processes through IT, i.e. move paper-based processes to electronic formats An Information Classification Policy that should be applicable to all information in the possession or under the control of the municipality (e.g. confidential information entrusted to the municipality by employees, business partners, suppliers, and other third parties should be protected with this policy) A scan to identify “stale” unstructured data residing on production storage – the municipality needs to identify inactive data that could be moved to lower-cost “archival” storage. This process will remove inactive data from the scope of both daily backups and disaster recovery planning. 	

Change Considerations	
<ul style="list-style-type: none"> As part of Business Continuity/Disaster Recovery Planning, IT risk assessments should be prioritized as they are not formally conducted to identify threats and vulnerabilities of IT infrastructure and thus the proper IT controls and security tools are not established, creating potential risk for the organization 	



HR Transformation

HR1. Build internal capacity for talent management

Objective	People are recognized as the greatest asset of the organization and effectively supported and deployed to enable key priorities	
Enablers	<ul style="list-style-type: none"> • Coordination with ERP/HRIS solution implementation • Documentation of current responsibilities of each position and aligned to an accountability framework • Rubric established for promotion into advanced roles 	
Actions		Success Indicators
<ol style="list-style-type: none"> 1. Establish formal workforce planning and succession processes including an ongoing assessment of resourcing requirements across the organization. 2. Enhance capability in reviewing needs of open positions against current talent pool, aligning talent with roles suited to their knowledge and skills <ul style="list-style-type: none"> • Tailor recruitment processes to specific roles for current and future needs 3. HR and departmental leads work collaboratively to review job roles on an ongoing basis to ensure they reflect the current responsibilities of each position 4. Establish practice to develop documents that outline the Standard Operating Procedures of each role 		<ul style="list-style-type: none"> • Effectively managed workloads • Resource needs preemptively identified and addressed • Well established knowledge sharing practices • Clear understanding of roles and responsibilities • Lower turnover • Talent aligned with roles based on individual knowledge and skills
Change Considerations		
<ul style="list-style-type: none"> • The timing to conduct this process redesign work should intercept with the design of the ERP/HRIS solution being implemented. These redesigned business processes will inform the requirements for the solution. This also will include the data management and reporting requirements to enable decision support to monitor and evaluate HR functions. Further, a people management system will provide input into HR operations for resource management, workforce planning, HR administration, and performance management. • Any shifts or discussion related to job descriptions, changes in jobs, etc. should be supported by a change management plan. 		



HR Transformation

HR2. Enable staff and teams to incorporate learning and development opportunities for mutual benefit

Objective	All employees are aware of, and take action towards, tailored developmental opportunities with support from the municipality	
Enablers	<ul style="list-style-type: none"> • Communication to employees on available resources to support their development • Rubric established for promotion into advanced roles 	
Actions		Success Indicators
<ol style="list-style-type: none"> 1. Develop a plan to strategically determine and address the learning and development needs of the organization to meet current and anticipated future needs 2. Identify common development needs and establish a plan to fill the needs (i.e. self-driven learning strategies, team training opportunities, etc.); these should include assessment of both technical and “soft” skills to be successful 3. Evaluate appropriate funding allocation for learning and development (for either internal allocation, or for staff to access independently) 4. Communicate to staff the level of funding available to them, for what purposes, and how to access it 5. Identify opportunities to cross-functionally train staff 		<ul style="list-style-type: none"> • Development and promotion opportunities clearly understood • All employees are able to identify appropriate learning and development opportunities and receive adequate support for their development • Enhanced performance • Lower turnover
Change Considerations		
<ul style="list-style-type: none"> • A key skills gap for manager-level staff was identified in “soft” skills (e.g., Communication, Teamwork, People Management) which should be an area of focus for future training initiatives • The introduction of the HRIS is expected to examine the requirements for the organization and integrate processes in the system related to performance management 		



HR Transformation

HR3. Design and implement a rewards and recognition program that balances sustainability, acknowledgement of contribution, and creative opportunities to celebrate staff

Objective	Clear and consistent rewards and recognition practices in place across the municipality, aligned with objectives and culture goals	
Enablers	<ul style="list-style-type: none"> Funding made available to support identified opportunities Shift in culture to ensure consistent and appropriate recognition of staff in meaningful ways 	
Actions		Success Indicators
<ol style="list-style-type: none"> Evaluate merits of compensation levels at the 55-60th percentile of neighbouring municipalities against the impacts on morale, turnover, and desired objectives of the organization (i.e. “employer of choice in Ontario”) Communicate rationale behind compensation levels and benefits policies; consider opportunities for increased pay transparency Evaluate and implement non-monetary ways to meaningfully recognize staff (e.g., praise from immediate manager, attention from leadership, and opportunities to lead projects). Engage with staff on an individual level to identify how recognition can help support their experience at Lakeshore and implement Conduct ongoing review of rewards and recognition to ensure staff feel valued in their work at the municipality Integrate rewards and recognition practices into the formal performance management process to ensure a strengths-based process 		<ul style="list-style-type: none"> Increased staff morale and engagement; valued and empowered staff Clearly understood compensation and benefits policies Understanding of career progression opportunities
Change Considerations		
<ul style="list-style-type: none"> People in supervisory roles should engage with staff on an individual level to identify how recognition can help support their experience at Lakeshore as one-size-fits-all approaches were identified as an area of resistance from staff; training and support to do this effectively is likely required 		



HR Transformation

HR4. Clarify and build awareness about the employee supports available through the HR function

Objective	Employees understand and have easy access to the supporting HR resources available	
Enablers	<ul style="list-style-type: none"> • Defined role of HR in supporting employees, with clear distinction between role of HR and people managers • Enhanced communication between managers and staff on HR-related issues • Alignment on functional interdependencies as a result of the organizational redesign, to support role clarity 	
Actions		Success Indicators
<ol style="list-style-type: none"> 1. Leverage the organizational design process to clarify and communicate role of HR in providing support to staff, in particular the responsibilities of HR versus Managers on managing particular scenarios 2. Develop and communicate processes for more timely responses to inquiries (e.g. self-service tools) 3. Support Managers with training to feel well-equipped to deal with staff concerns, including when and how to engage HR 4. Establish and continually reinforce a Code of Conduct including taking corrective action as required with individuals that demonstrate behaviours which deviate from the Code; integrated with the performance management process 		<ul style="list-style-type: none"> • Clear HR policies and consistent understandings of practices • Collegial working environment between all staff • Fair and equitable practices that support cultural unity and employee satisfaction • Closer alignment of staff role and day-to-day work
Change Considerations		
<ul style="list-style-type: none"> • Proactive management and collaboration with the union to introduce changes and/or address issues early and earnestly will be beneficial to support relationship building with this key employee group • This may be implemented through a transition, whereby HR staff will shift their practices over time while supporting people managers to build their confidence and skill in taking on more accountability; eventually, will need to be consistent in how they support the organization, ensuring adherence to the role clarity decisions 		

Future State Recommendations:

Recommendation Prioritization and High-Level Implementation Plan



Prioritization of Recommendations

The table below prioritizes the recommendations based on ease of implementation and impact to the organization.

	Low Implementation Effort and/or Implementation in the Short-Term	High Implementation Effort and/or Implementation in the Medium to Long-Term
High Business Impact	<p><i>Quick Win Initiatives</i></p>	<p><i>Higher Return Initiatives</i></p>
Low Business Impact	<p><i>Minor Initiatives</i></p>	<p><i>Lower Return Initiatives</i></p>

1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service

4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks

6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council

8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

Legend:

Build a performance-driven and customer service culture

Clearly define and embed strategic priorities

Organize portfolio with aligned functions

Create empowering working relationships

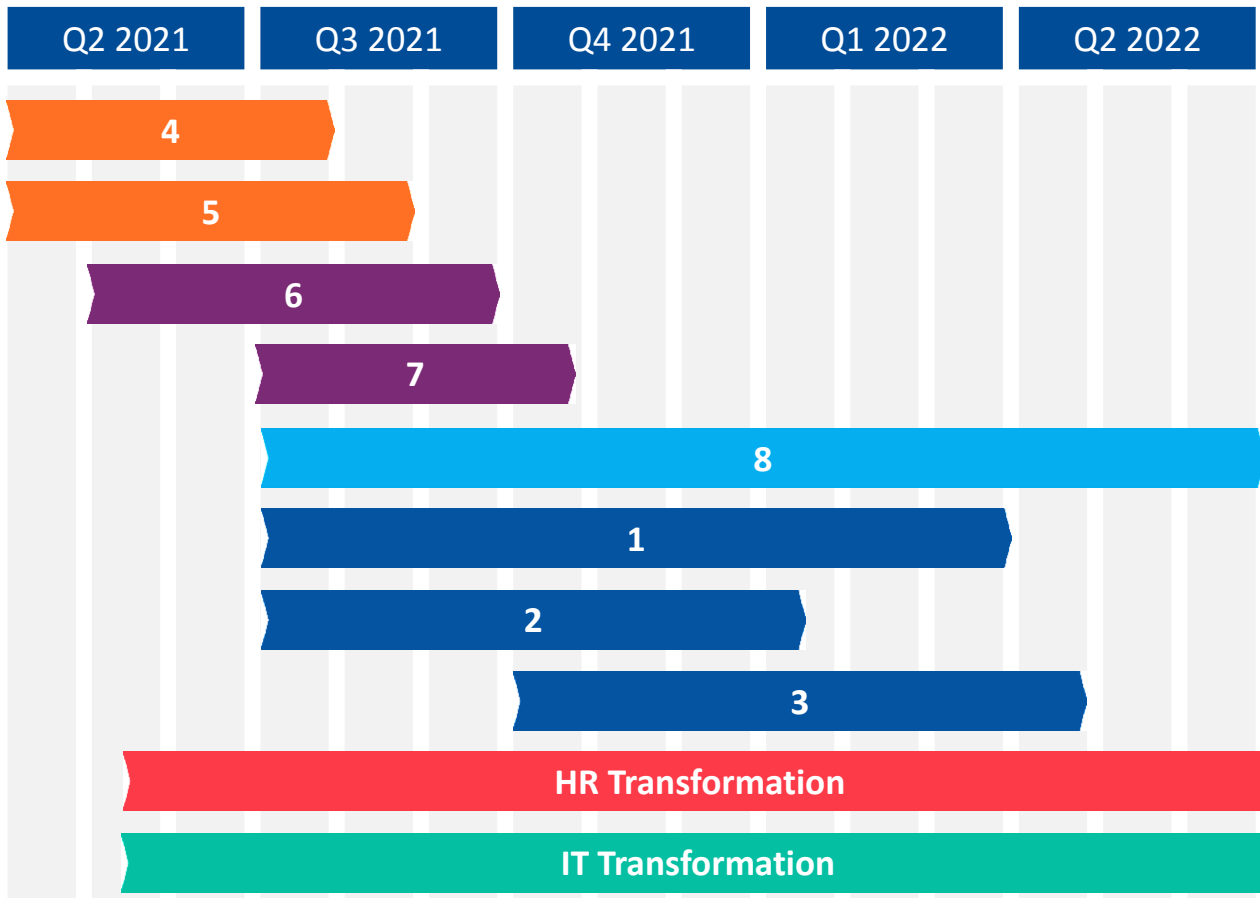
IT Transformation

HR Transformation



Implementation of Recommendations

The following plan outlines the high-level timelines for implementing the recommendations based on prioritization over the next year.



1. Strengthen accountability throughout the organization
2. Enhance analytical capabilities to derive and apply organizational insights
3. Establish processes to effectively respond to community that instill customer service
4. Implement processes to clearly define, communicate and coordinate strategic priorities
5. Build capacity to prioritize and manage risks
6. Elevate strategic focus of senior leadership team and Council to encourage operational autonomy
7. Establish well-defined, evidence-based reporting and decision-making processes for Council
8. Realign the organization to enable improved functional integration and focus on work directly related to strategic priorities

Legend:

- Performance-driven and customer service culture
- Clearly define and embed strategic priorities
- Organize portfolio of services with aligned synergies
- Create trusting working relationships
- HR Transformation
- IT Transformation

Note: Many of the recommendations involve ongoing activities that occur beyond the next year. Timelines are reflective of 2021-2022 activities and their relative prioritization.



Additional Considerations

The following are additional considerations regarding the prioritization and high-level implementation plan of the recommendations.

- With the province in a second wave of the COVID-19 pandemic, implementation of the recommendations will likely be impacted, delayed and/or temporarily paused due to resources being further constrained or not available. The suggested high-level timelines outlined in the previous slide are extended and take into consideration some delays in implementation of recommendations due to more urgent pandemic-related initiatives and responses.
- Given the current economic landscape and the existing financial constraints, particularly with the COVID-19 pandemic, the municipality may not be able to implement all the recommended changes at once. As such, it will be important to prioritize implementation of those recommendations that have **high impact** to the organization, particularly those that require relatively low to moderate effort to implement.
- As outlined, Lakeshore will need to build capacity and expertise in a few key areas. It will be important to leverage existing positions, vacancies and expected staff attrition to hire new individuals with the required skills and capabilities.
- Decisions will need to be made to balance cost/benefit and to understand implications if select recommendations are deprioritized/not implemented



Change Management Practices

The Change Management Framework below provides guidance on implementing and sustainable change for the organization with strategies to facilitate change.

Vision for Change

Compelling case to be an employer of choice that articulate the desired target state for Lakeshore

- Demonstrate alignment with goals
- Communicating vision and roadmap to stakeholders with support rationale

Leadership for the Future

Visible sponsorship and leadership to generate momentum that inspires

- Reflect desired change in leadership and governance behaviours and communications

Meaningful Engagement

Consistent and meaningful communication and interaction with employees that incorporates their input in the process

- Roll out communications tailored to the different stakeholders group
- Create vehicles to receive input

Empowered Teams

Promotion of change champions that integrate with teams to mobilize change in a way that resonate with their perspectives

- Identify individuals that are influential to inspire change in others
- Provide autonomy to create change

Innovative Delivery

Encouraging ways of doing things differently so that they create impacts aimed to improve delivery

- Seek out creative ideas from employees and external sources to potential create out of-the-box solutions

Sustaining Success

Ongoing management of changes that continuously assesses impacts, identifies improvement and celebrates successes

- Report on success indicators to assess impacts with input to improve
- Share and recognize success stories



Organizational Review of the Municipality of Lakeshore



Appendix

Appendix:

Lakeshore Overview



Current Strategic Plan (2019-2022)



This Evaluation and Reporting Process includes:

STEP 01

Identifying Strategic Links

Every element of a division business plan should align with the strategic direction(s). When creating business clients, managers will identify which strategic directions their business plans and budget requests aligned with.

STEP 02

Sort actions by Guiding Themes. Review status and provide feedback to the Senior Management Team (SMT).

With the cross reference to the strategic planning plates, the cumulative activities under each guiding theme can be evaluated to determine if adequate resourcing is available.

STEP 03

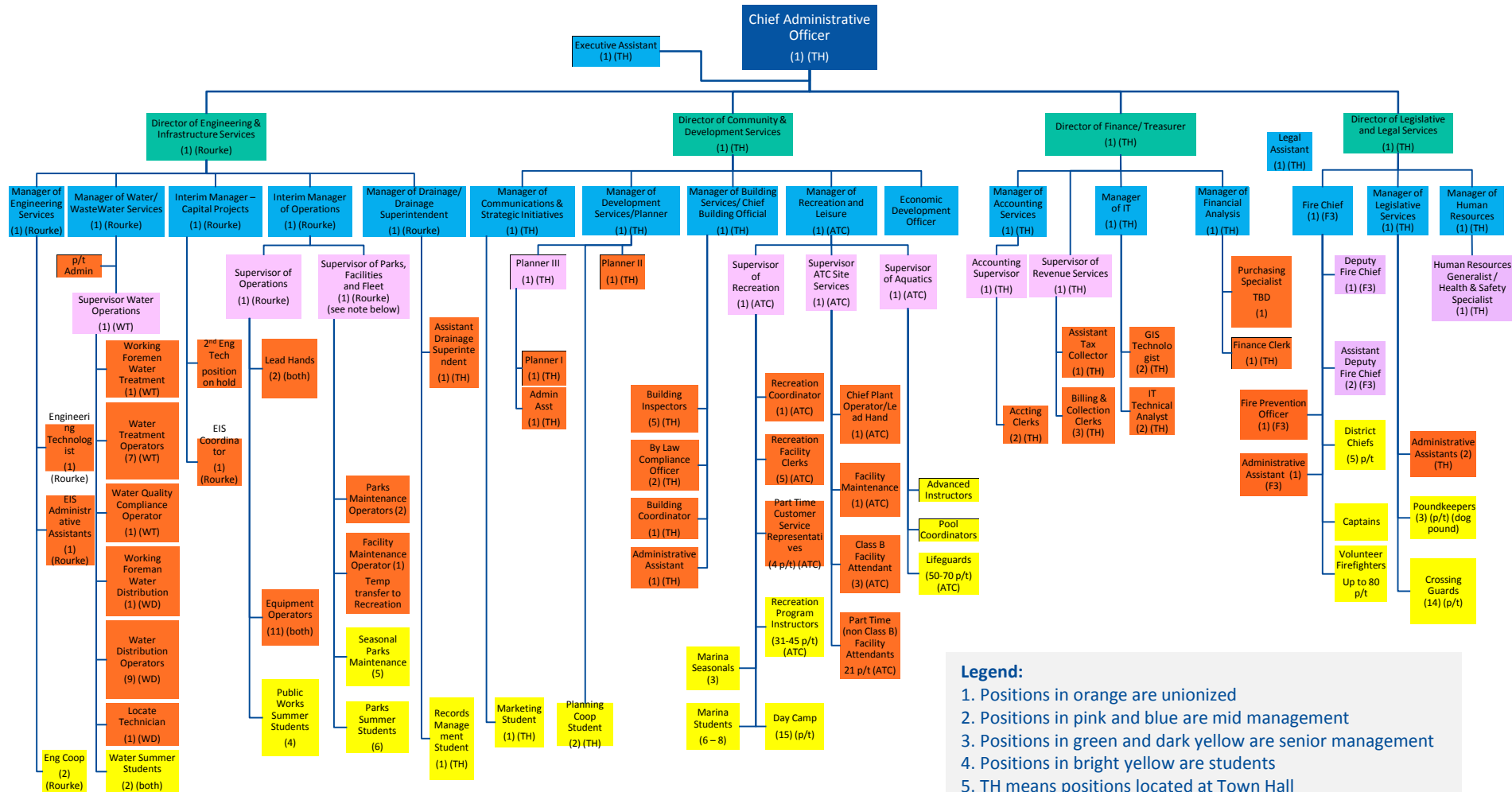
Senior Management Team (SMT) Evaluation.

After organizing action under each guiding theme, SMT will evaluate the organization's progress at the strategic level. Once the evaluation is completed by SMT, quarterly reports on progress are presented to Council and reported to the public.



Effective October 1, 2020

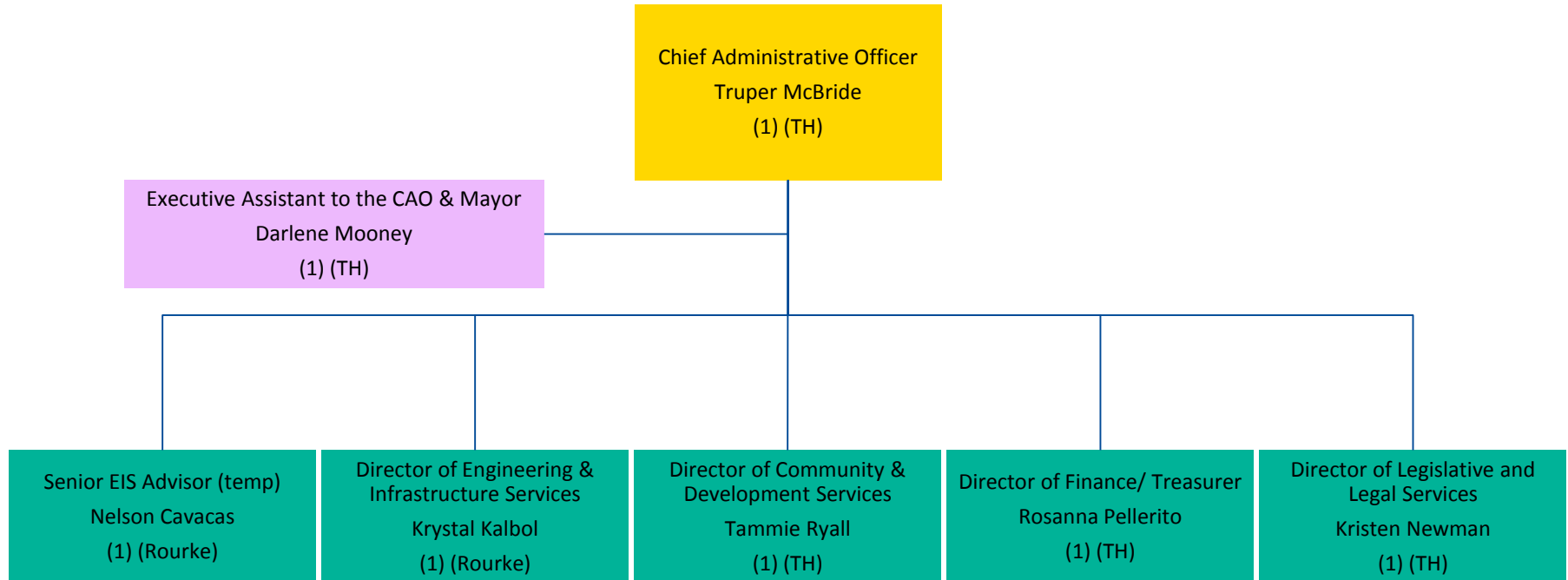
Interim Chart



Legend:

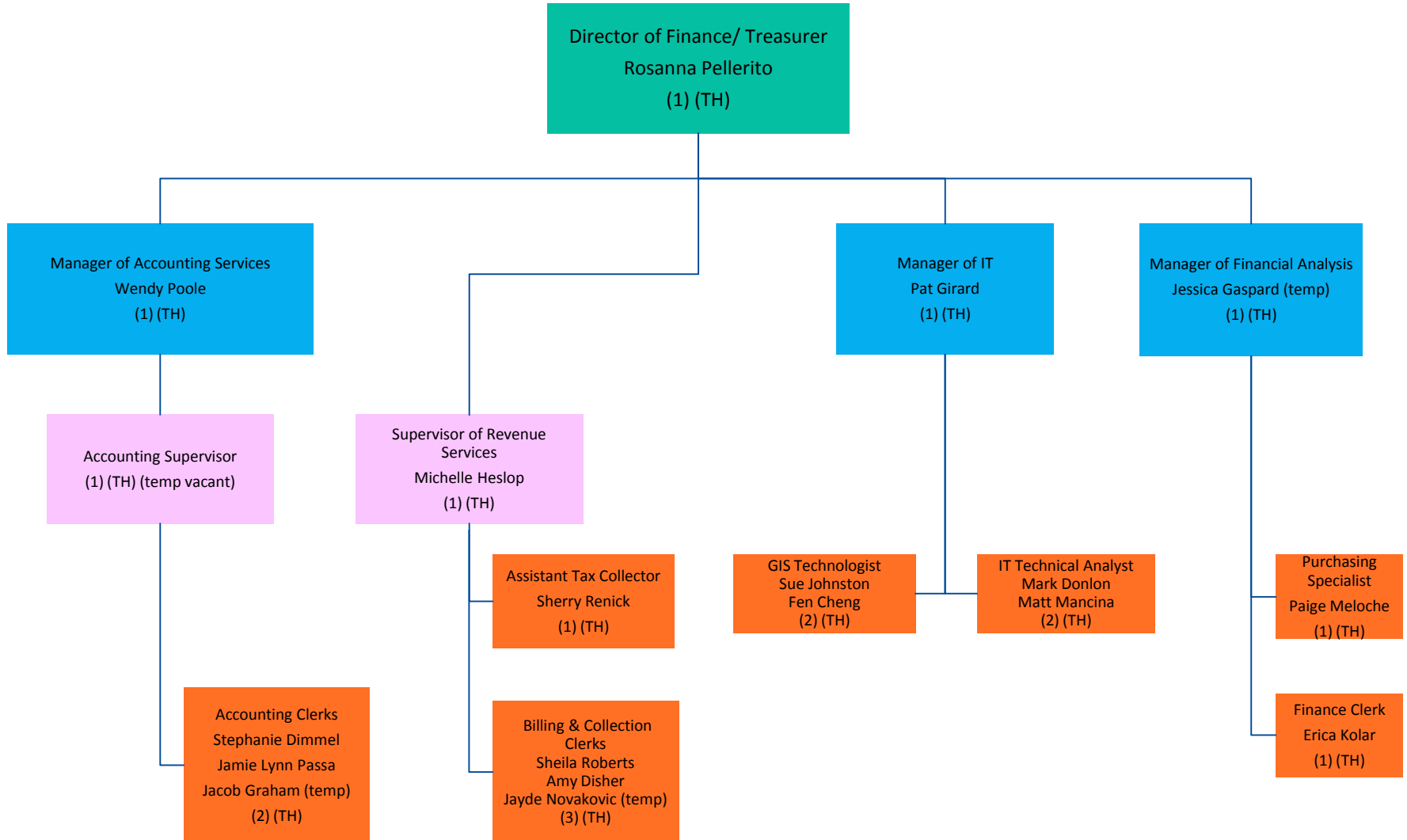
1. Positions in orange are unionized
2. Positions in pink and blue are mid management
3. Positions in green and dark yellow are senior management
4. Positions in bright yellow are students
5. TH means positions located at Town Hall
6. F3 means positions located at Fire Station 3
7. ATC means positions located at Atlas Tube Centre
8. WT means positions located in Water Treatment
9. WD means positions located in Water Distribution

Office of the CAO Chart



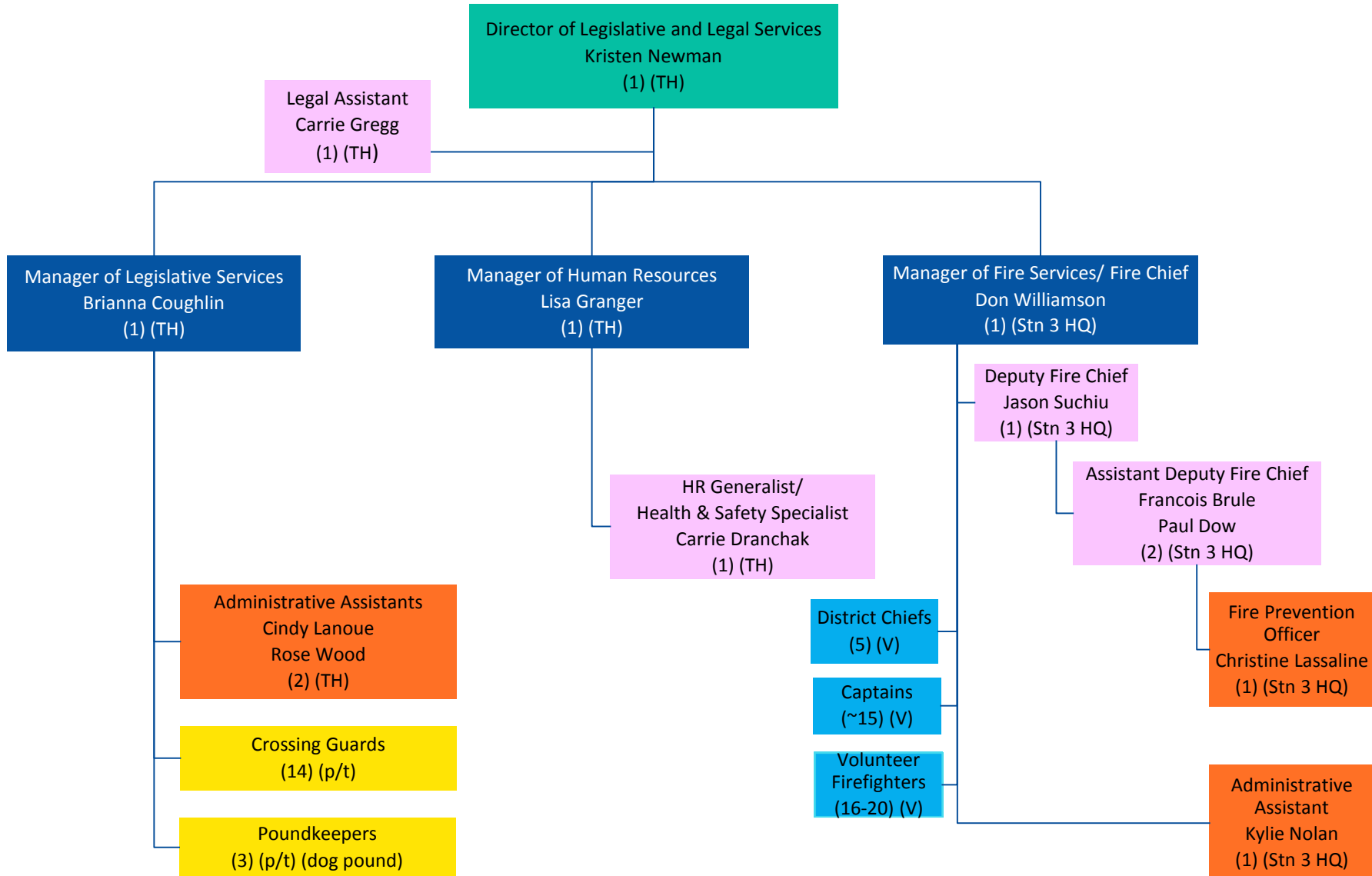


Interim Finance Chart





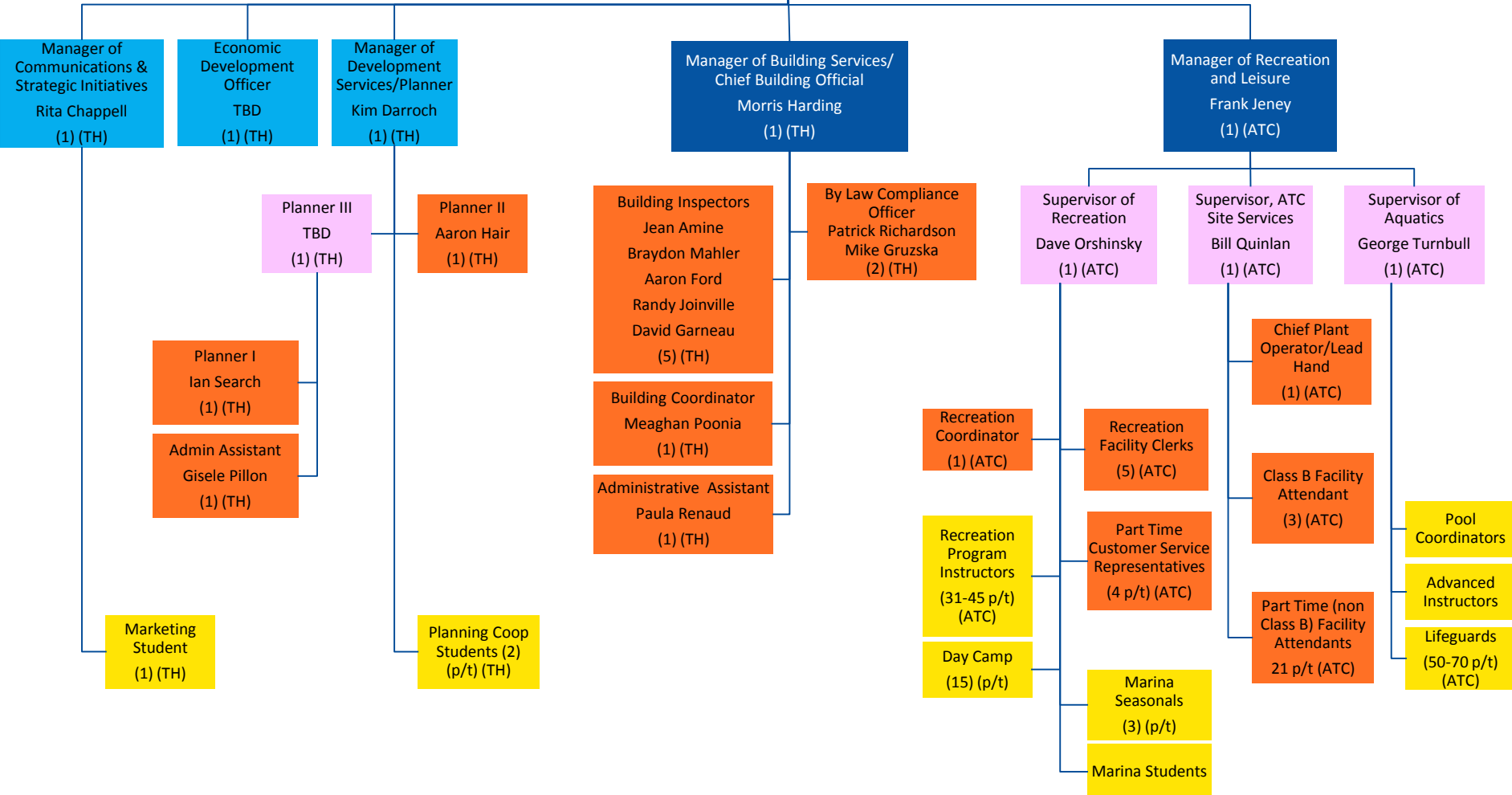
Legislative & Legal Service Chart





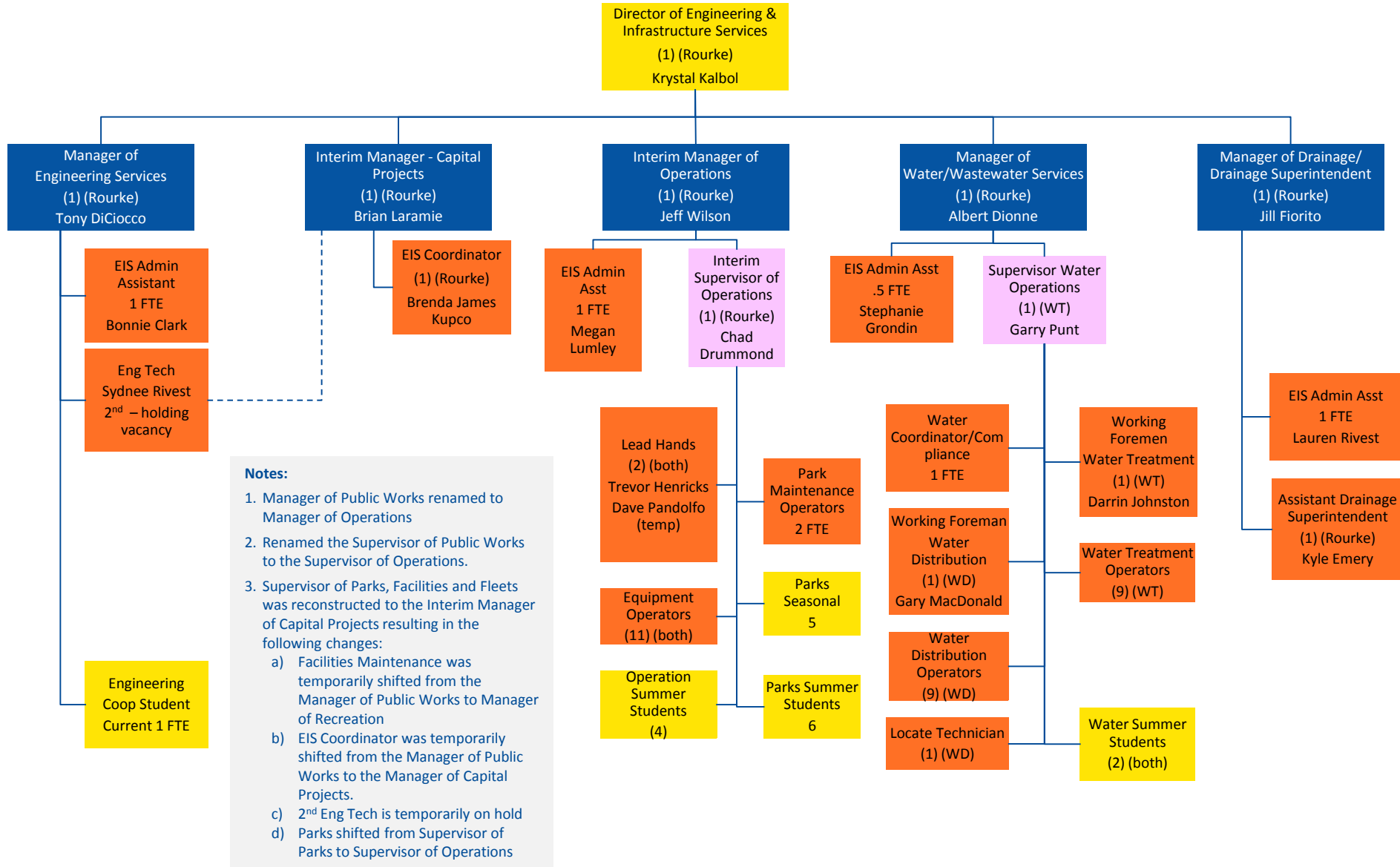
Community & Development Services

Director of Community & Development Services
Tammie Ryall
(1) (TH)





Interim EIS Model



Appendix:

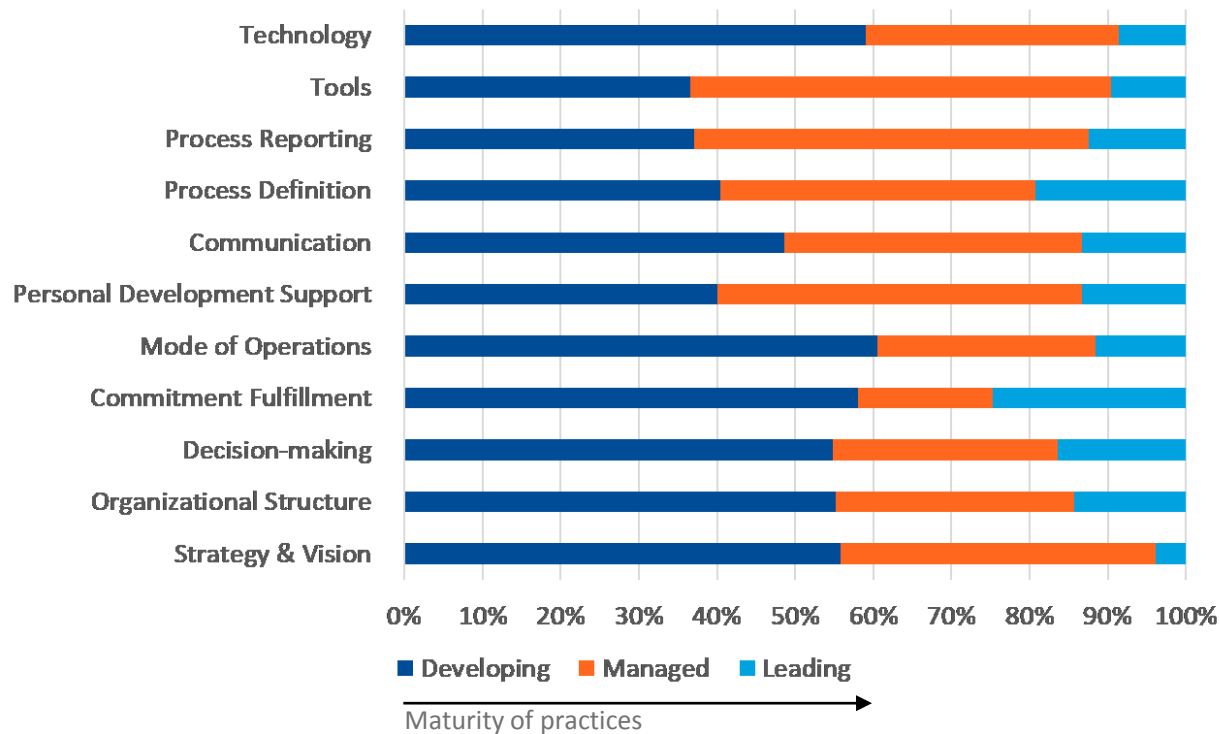
Survey Summary



Summary of Survey

A summary of the survey poll responses demonstrate that staff respondents perceive most of the organizational functions to be a developing or managed stage, indicating opportunities for improvement.

Percentage of Survey Respondents (n=105)



- Areas in which a higher proportion of respondents indicated leading functions:
 - Ability to fulfill commitments
 - Process Definition
- Areas in which a lower proportion of respondents indicated leading functions:
 - Use of technology
 - Deployment of tools
 - Strategy & Vision of the organization

Summary of Survey – Organization Culture

A summary of top 3 words gathered from survey respondents demonstrate that there are a mix of positives and negative perspectives of the organization by staff.

- Size of the word is reflective of its frequency provided by respondents, in which larger words were the more frequently stated.
- The less frequent words, although unique to a few respondents, still largely consistent with the more frequent words.
- Although there are mixed perspectives, some of the more widely shared perspectives present problematic areas that should be addressed by the organization.

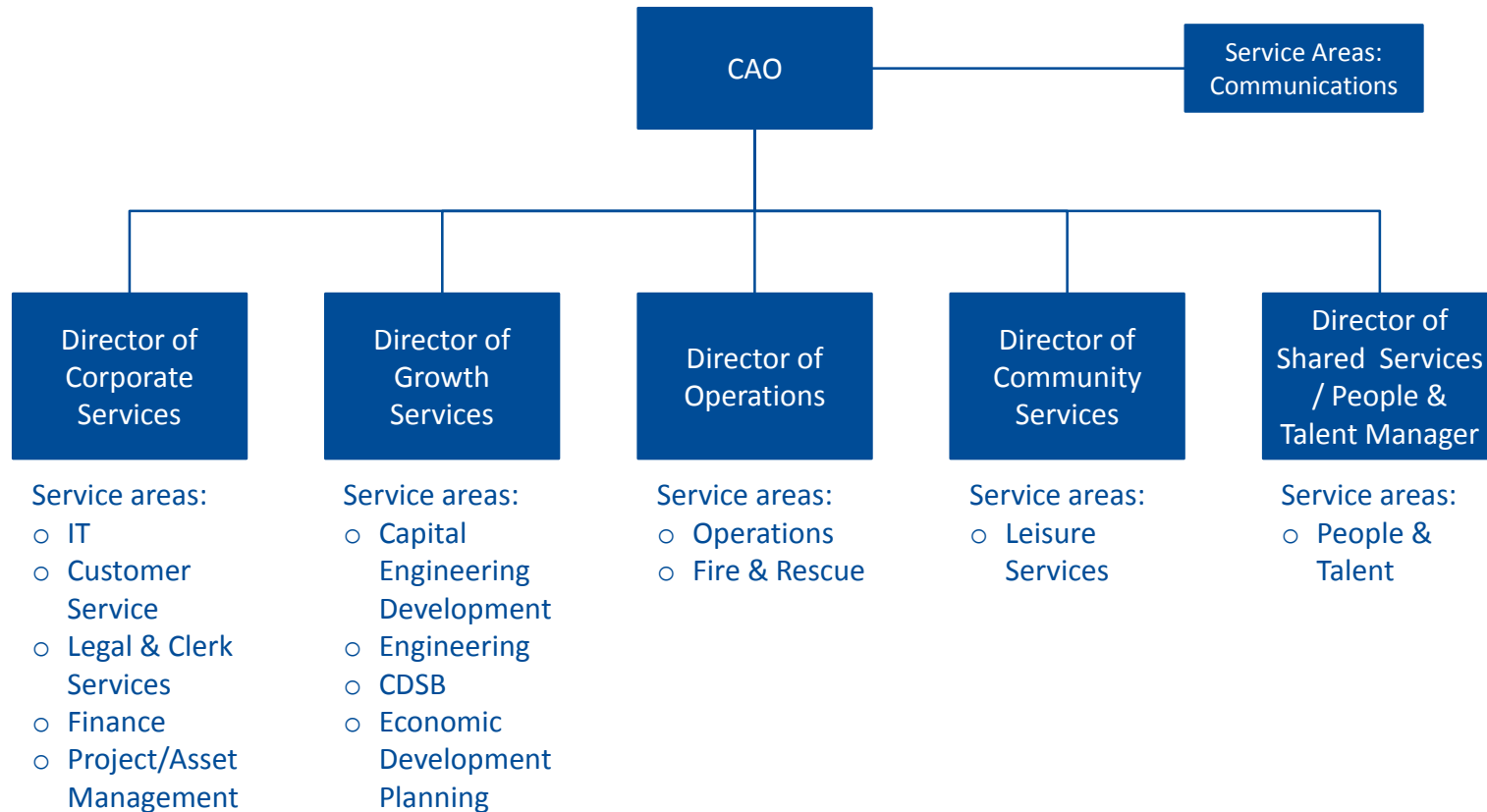


Appendix:

Jurisdiction Scan Organizational Structures

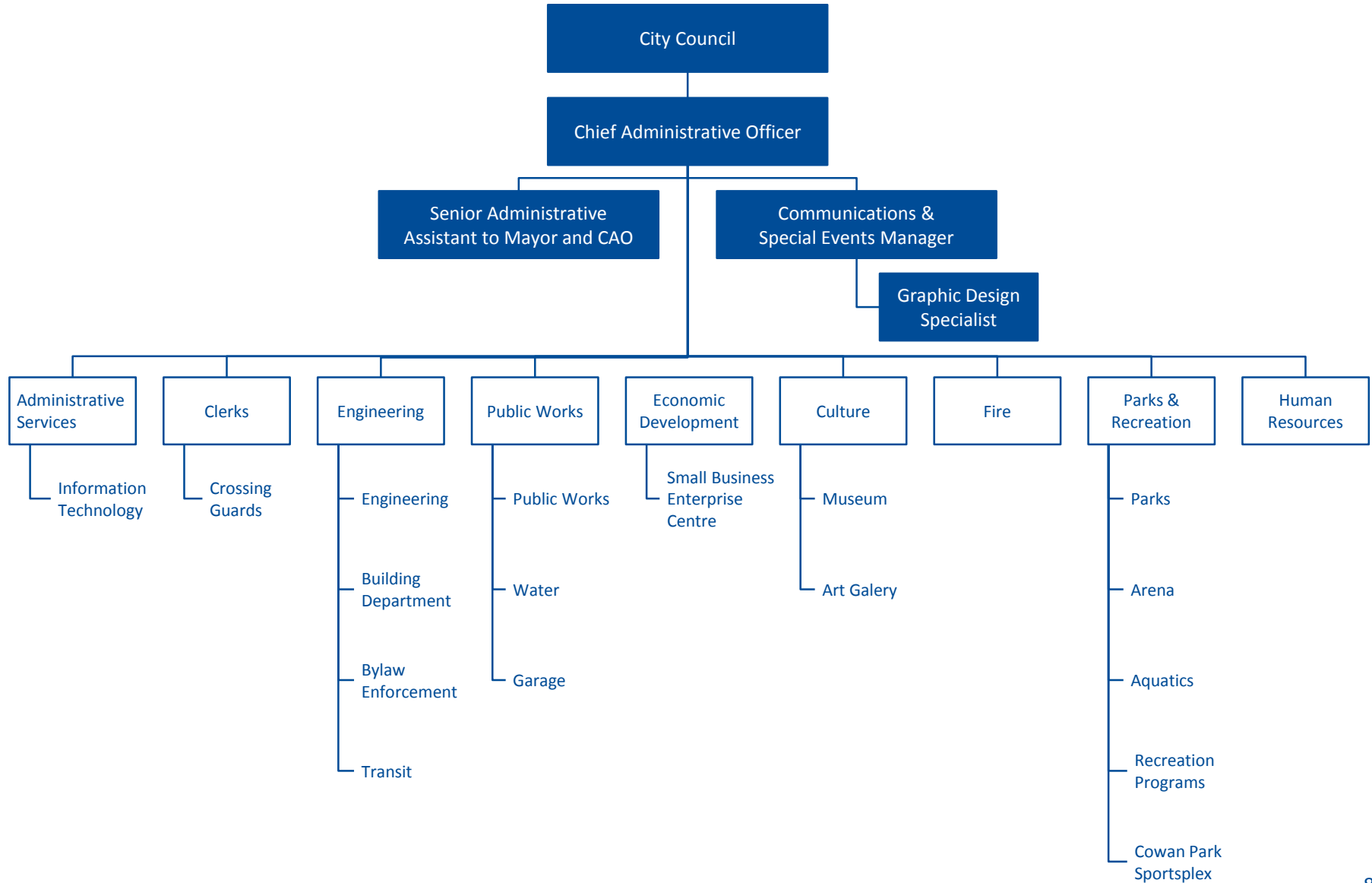


Innisfil Organizational Structure



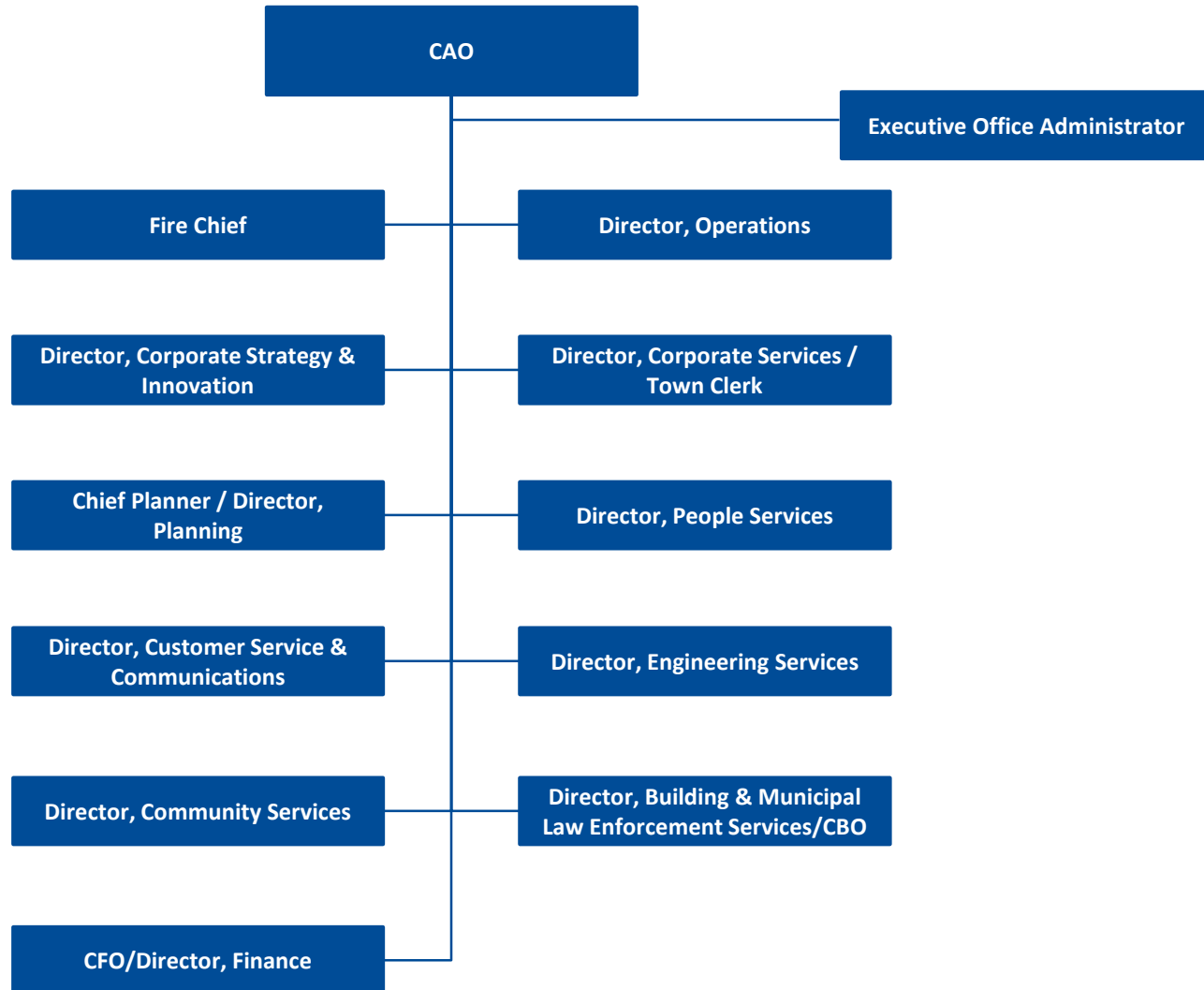


Woodstock Organizational Structure





Caledon Organizational Structure



Appendix:

Data and Documents Reviewed



List of Data and Documents Reviewed

- Supporting information for the most recent Strategic Plan
- Software inventory and list of current departments using them, for what purpose;
- IT governance/ IT service management, and any supporting IT Master Plans
- Financial statements, reports, and budgets;
- Past Service Delivery Reviews, 2020 Service Delivery Review;
- Organizational structures, staffing models, and full-time employee statistics;
- 2015 Organizational Review, including updates made in 2017/2018;
- Past capacity, efficiency, and effectiveness reviews;
- Past Performance Measurement Program results;
- Purchasing policies;
- Documentation of facilities/ workspace locations;
- Job descriptions, responsibilities, and past job evaluations;
- Demographic and economic statistics and profile of the Municipality;
- Collective bargaining agreement;
- Business continuity/ disaster recovery plan;
- Relevant HR policies and procedures;

Appendix:

Stakeholders Engaged



Stakeholders Engaged in Review

Stakeholder Engagement - Discovery Interviews (8)	
• Truper McBride	
• Kristen Newman	
• Rosanna Pellerito	
• Lisa Granger	
• Carrie Dranchak	
• Tammie Ryall	
• Pat Girard	
• Nelson Cavacas	

Stakeholder Engagement - Council Focus Groups (3 sessions, 8 attendees total)	
• Tom Bain	
• Tracey Bailey	
• Steven Wilder	
• Len Janisse	
• Kelsey Santarossa	
• John Kerr	
• Kirk Walstedt	
• Linda Mckinlay	



Stakeholders Engaged in Review

Stakeholder Engagement - HR Focus Group (15)	
• Sue Johnston	
• Brenda James-Kupko	
• Jessica Sabolick	
• Dave Pandolfo	
• Christine Lassaline	
• Jayde Novakovic	
• Jamie Lynn Passa	
• Darrin Johnston	
• Jason Suchiu	
• Frank Jeney	
• Albert Dionne	
• Jeff Wilson	
• Jill Fiorito	
• Morris Harding	
• Francois Brule	



Stakeholders Engaged in Review

Stakeholder Engagement - IT Focus Group (16)

- Don Williamson
- George Turnbull
- Rita Chappell
- Chad Drummond
- Ryan Donally
- Michelle Heslop
- Brianna Coughlin
- Brian Laramie
- Stephanie Grondin
- Beau Blais
- Patrick Richardson
- Jay Gignac
- Brian Prestyko
- Darrin Johnston
- Sheila Roberts
- Brady Mahler

Stakeholder Engagement - IT Interviews (4)

- Feng Chen
- Mark Donlon
- Sue Johnston
- Matthew Mancina



Stakeholders Engaged in Review

Stakeholder Engagement – Manager Interviews (28)	
• Lisa Granger	• Pat Girard
• Don Williamson	• Michelle Heslop
• Jason Suchiu	• Brianna Coughlin
• Francois Brule	• Frank Jeney
• Albert Dionne	• George Turnbull
• Garry Punt	• Dave Orshinsky
• Jeff Wilson	• Tammie Ryall
• Brian Laramie	• Aaron Hair
• Krystal Kalbol	• Rita Chappell
• Nelson Cavacas	• Ryan Donally
• Tony DiCiocco	• Darlene Mooney
• Darlene Mooney	• Jessica Gaspard
• Jill Fiorito	• Wendy Poole
• Morris Harding	• Kyle Emery



Stakeholders Engaged in Review

Stakeholder Engagement - Town Hall Session (78)			
• Gisele Pillon	• Cayl Blais	• Kylie Nolan	• Sue Johnston
• Paige Meloche	• Dave Orshinsky	• Beau Blais	• Morris Harding
• Jayde Novakovic	• Mary Lesperance	• Brian Sivell	• Darryl Dunsby
• Amy McMillan	• Tony Diciocco	• Riley Pekar	• Stephanie Grondin
• Jillian Shaw	• Megan Lumley	• Rose Wood	• George Turnbull
• Pat Girard	• Lauren Colenutt	• Francois Brule	• Feng Chen
• Erica Kolar	• Jeff Wilson	• Kathy Fisher	• Cindy Wickens
• Ryan Donally	• Ryan Tolton	• Darrin Johnston	• Mike Deneweth
• Albert Dionne	• Jessica Gaspard	• Anne Colling	• Brady Mahler
• Amy Disher	• Marilyn Pertan	• Michelle Heslop	• Terry Collins
• Jacob Graham	• Christine Lassaline	• Garry Punt	• Ross Schiller
• Chad Drummond	• John Merritt	• Mary Beth Bedard	• Brian Prestyko
• Jason Suchiu	• Matt Mancina	• Ross Panzica	
• Wendy Poole	• Stephanie Dimmel	• Patrick Richardson	
• Rita Chappell	• Kelly Laforest	• Kyle Emery	
• George Wardle	• Rob Armstrong	• Don Williamson	
• Denis Comartin	• Jamie Passa	• Sheila Roberts	
• Ken Crowley	• Mark Donlon	• Cindy Lanoue	
• Brian Laramie	• Scott Fick	• Sherry Renick	
• Sydnee Rivest	• Brad Pelletier	• William Quinlan	
• Frank Jeney	• Aaron Hair	• Brenda James-Kupko	
• Karen Matthew	• Nelson Cavacas	• Brianna Coughlin	



Stakeholders Engaged in Review

Stakeholder Engagement – Survey (105)	
By Division	Respondents
• LLS: Fire	28
• LLS: Legislative Services	11
• CDS: Management	9
• CDS: Facilities	8
• EIS: Public Works	8
• EIS: Water	7
• CDS: Building/ByLaw	6
• EIS: Management	6
• Finance: Revenue	4
• EIS: Engineering	4
• CDS: Recreation	3
• Finance: IT/GIS	3
• Finance: Management	2
• Finance: Accounting	2
• Finance: Financial Analysis	2
• CDS: Planning	1
• EIS: Drainage	1
• CAO	0



Stakeholders Engaged in Review

Stakeholder Engagement – Survey (105)	
By Position	Respondents
• Management	23
• Non-Union Crossing Guards	6
• Non-Union Dog Pound	2
• Union	51
• Volunteer Fire Fighters	23
By Status	Respondents
• Full Time	67
• Part Time	15
• Volunteer Fire Fighters	23