

Municipality of Lakeshore – Report to Council

Corporate Services

Workforce Development



To: Mayor & Members of Council

From: Lisa Granger, Chief Workforce Development Officer
Justin Rousseau, Deputy Chief Administrative Officer/Chief Financial Officer
Truper McBride, Chief Administrative Officer

Date: March 18, 2024

Subject: Outcomes of the 2023 Workspace Assessment

Recommendation

Direct Administration to implement options: 1 (optimizing current space), 2 (renovating Town Hall and Operations), 3 (workspace sharing and hybrid work program), 5 (optimizing technology), 6b (repurpose Libro) and 8 (planning for a new civic centre) as presented to Council by the Chief Workforce Development Officer during the regular Council meeting dated June 25, 2024.

Strategic Objectives

This does not relate to a Strategic Objective however it is a core service of the Municipality.

Background

As the Municipality of Lakeshore's size and service levels have grown significantly in the past 4 years, with growth of 11%, so have the staffing needs of the Municipality. As part of this growth, workspace in the Municipality's Town Hall is at a premium. The Municipality has begun the design and review of a new municipal facility, however this has been delayed due to the changing dynamic of the workforce since the COVID-19 pandemic. In the 2023 budget, Administration proposed a temporary office space solution. During budget deliberations on January 31, 2023, the following resolution was passed:

Resolution #31-01-2023

Remove \$325,000 for the Provision of Temporary Office Space (Line 52, p. 209) and support a hybrid work program for Administration where possible and include \$30,000 for consulting work for workplace assessment.

During the July 18, 2023 Council meeting, the Division Leader – Workforce Development presented Council with some options for the workspace assessment. Council directed the following:

Resolution 214-07-2023

Receive the report for information;

Direct Administration to complete the workplace assessment, undertake renovations to the existing building and bring in a portable if needed and that the cost associated be funded as outlined in the report; and

Do not support the hybrid work policy.

Through a Request for Proposal (RFP) process and Council approval for funding, KPMG was selected as the successful proponent to complete the workplace assessment.

Comments

Due to the growth rate of the Municipality, the staff have increased. The growth rate of the Municipality is expected to continue to grow especially with the Wallace Woods Development. Staffing increases will need to align with this growth rate in order to continue to provide the current level of service. In addition, the municipal facilities have not kept pace with such growth.

The workspace assessment was completed in 2023 by KPMG. The attached Appendix A, entitled “Municipality of Lakeshore Workspace Assessment”, outlines the outcomes of the workspace assessment. The assessment included consultations with:

- 1) Members of Council;
- 2) a focus group made up of some of the management positions;
- 3) a number of focus groups made up of some Lakeshore staff;
- 4) all staff by way of a survey; and
- 5) other municipalities by way of an environmental scan.

The key themes that arose during such consultations included:

- 1) Physical space available in municipal facilities.
- 2) Staffing levels as it relates to workspace requirements.
- 3) IT infrastructure.
- 4) Key performance indicators and performance measurement
- 5) Hybrid work program.

Recommendations from stakeholders provided to KPMG included:

- 1) Hybrid work program implementation

- 2) New buildings for Fire, Civic Centre, leasing off-site facilities
- 3) Renovations and revised layouts
- 4) Better equipment and furnishings.

The environmental scan indicated that:

- 1) The comparative analysis completed by KPMG in 2023, Lakeshore has a higher population than some other lower tier municipalities in the region, but Lakeshore has less staff as in Chart A: Comparative Analysis (taken from preliminary report from KPMG):

Municipality	Population ¹	Full-time Funded Positions ²
Municipality of Lakeshore	41,410	~125
Town of LaSalle	32,721	167
County of Frontenac	161,780	242
Town of Essex	21,216	78

¹- Statistics Canada Census Profiles (2021)

²- Schedule 80 – Municipal Financial Information Returns (2022)

- 2) Other municipalities have implemented hybrid work programs successfully. It is worth noting the following:
 - a. Most of the programs only include a very small percentage of participants to total number of employees due to eligibility of position and employee requests.
 - b. These hybrid work programs were tested before becoming permanent programs.
 - c. Only some positions and some employees were eligible to qualify for consideration to participate in these hybrid work programs.
 - d. Parameters are built into these hybrid work programs such that should the quality or productivity of the participant decrease, the participation in the program can be revoked.

KPMG issued the following findings and recommendations as a result of their assessment:

- 1) Implement a hybrid work program to allow for workspace optimization.
- 2) Space optimization includes:
 - a. The pre-pandemic space plan is least efficient with the lowest space optimization.
 - b. Should the Municipality reallocate the seating plan to include zoning by team or Division, the shared space by each team within the department or

group allows for the division to communicate regularly. However, it fails to optimize sharing throughout the entire department or the entire organization.

- c. Should the Municipality reallocate the seating plan to include zoning by services, the shared space by services offered by the Municipality will begin to move in a direction that optimizes space and efficiency. This will provide support for synergies between divisions.
 - d. The highest level of space optimization is zoning by co-working or sharing the same workspace locations through hybrid work locations.
- 3) Implement a productivity measurement to measure service effectiveness.
 - 4) Document storage moves to electronic means. This will allow efficient storage, free up space for more staff, and increases efficiency for working between municipal services and functions through greater accessibility.

Currently, the number of staff has outgrown the available municipal facilities. Administration is already working on renovations to Town Hall that will address some current workspace constraints. However, the Municipality will experience workspace constraints shortly after the Town Hall renovations are completed. In order to move forward to accommodate all staff with appropriate workspace allocation, based on the presentation from the KPMG, please see attached Appendix B: Options and Financial Implications to review the details and costs of each option.

The options above are not mutually exclusive. Some options will need to be implemented in phases due to the long-range planning and/or construction required for implementation of the option.

Administration recommends implementing a combination of options 1 (optimizing current space), 2 (renovating Town Hall and Operations), 3 (workspace sharing and hybrid work program), 5 (optimizing technology), 6b (repurpose Libro) and 8 (planning for a new civic centre) as outlined above.

Others Consulted

KPMG, consultant

Financial Impacts

The total estimated cost of recommendations including 1 (optimizing current space), 2 (renovating Town Hall and Operations), 3 (workspace sharing and hybrid work program), 5 (optimizing technology), 6b (repurpose Libro) which are short to intermediate-term solutions is equal to \$1,700,000.

The Long-Term solution Option 8 - the construction of a new civic centre is estimated at or exceed \$16,000,000-\$20,000,000 (depending on the cost of materials and labour for

the time of the new build) in the next 5-7 years. Timelines on the need for this can be subject to change with the implementation of an effective hybrid work model and office-sharing program.

Attachments

Appendix A: Municipality of Lakeshore Workspace Assessment.

Appendix B: Chart of Options and Financial Implications.

Report Approval Details

Document Title:	Outcomes of the 2023 Workspace Assessment and Recommendations.docx
Attachments:	- Appendix A KPMG Final Report Lakeshore June 25-24.pdf - Appendix B Options and Financial Implications.docx
Final Approval Date:	Jun 17, 2024

This report and all of its attachments were approved and signed as outlined below:

Prepared by Lisa Granger, Justin Rousseau and Truper McBride

Approved by the Corporate Leadership Team