

# Municipality of Lakeshore – Report to Council

## Corporate Services

## Workforce Development



**To:** Mayor and Members of Council  
**From:** Lisa Granger, Chief Workforce Development Officer  
**Date:** January 23, 2025  
**Subject:** 2024 Corporate Training Summary

---

### Recommendation

This report is presented for information only at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not relate to a strategic objective, however the information is presented as requested under Council resolution #9-01-2025:

Direct Administration to bring a report on the training courses provided relating to budget item 2008, p.77, within the next 30 days.

### Background

During the 2025 budget deliberations on January 23, 2025, Council requested Administration to present a report on the breakdown of the corporate training budget for 2024 to understand the types of training being funded from the Corporate Training budget under Workforce Development.

For the past number of years, Council and Administration has made leadership development a priority because of the turnover in management and the number of new leaders who are newer to leadership roles. This funding is critical to develop staff to become successful in their roles and effective in managing the delivery of municipal services.

### Comments

Training at the Municipality of Lakeshore is funded through different budget centres:

## 1. **Divisional Budgets:**

- Fund division-specific training and are managed by respective division leaders.
- This training is focused on maintaining certifications and job-specific skills.
- Example: Water Operators' license training funded by the Water division budget.

## 2. **Corporate Training Budget:**

- Funds corporate wide type training including leadership development training, coaching, health and safety training, and HRdownloads and is managed by Workforce Development.
- Training requirements are Identified through skill gaps, development plans, performance reviews, or employment agreements.
- This budget centre may also supplement divisional budgets for emergent training needs that were not included in the division budget.

### i. **Leadership Development:**

- Includes certified programs (e.g., strategic thinking, budget management).
- Group leadership sessions based on workplace needs.
- Programs from institutions like AMCTO, City of Windsor, University of Windsor, St. Clair College, Western University, and York University.

### ii. **Leadership Development Coaching:**

- One-on-one coaching for specific employee management challenges.
- Assists leaders in navigating conflict and improving interpersonal skills.

### iii. **Health and Safety Training:**

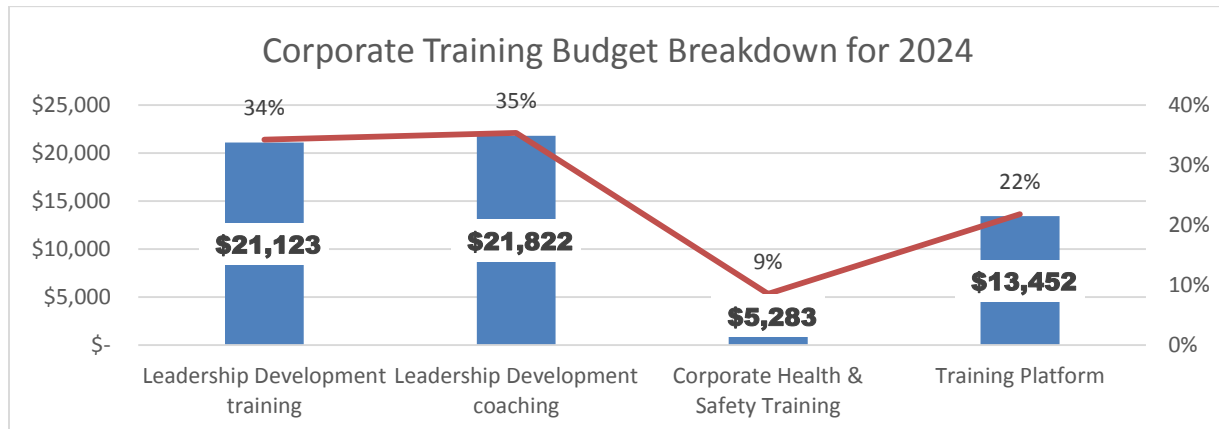
- Training that is not covered by HRdownloads or divisional programs.
- Includes Joint Health and Safety Committee certification, first aid training, etc.
- Division-specific health and safety training is managed by the respective division leaders.

### iv. **HRdownloads:**

- Provides generic/basic training (e.g., WHMIS, Occupational Health and Safety Act, onboarding, accessibility, communication).
- Accessible to all employees upon request from leaders.

This structured approach ensures that both specific and broad training needs are met, fostering a well-rounded and capable workforce.

In 2024, the Corporate Training Budget centre can be broken down into the following Chart A: Corporate Training Budget Breakdown for 2024.



In 2024, a summary breakdown of the costs is as follows:

- Total spent in the Corporate Training budget for 2024 was approximately \$60,000.
- Approximately 69% of the \$60,000 (\$43,000) was dedicated to leadership development.
- Average spending for leadership development per nonunion full-time employee is approximately \$935.
- Average range of cost for development programs is \$2,500 and \$7,500 per participant.
- 9% for health and safety training is in addition to the generic or basic health and safety training that is provided by HRdownloads. This training is not covered by other sources.
- The leadership development training and leadership development coaching are costs that are not included in divisional budget centres. This training is essential for new leaders and those transitioning from the private to public sector.
- Current funding addresses immediate training needs only.

A long-term approach to leadership development is currently in the planning stages.

### Financial Impacts

There are no financial impacts as a result of this report.

## Report Approval Details

Document Title:	2024 Corporate Training Summary.docx
Attachments:	
Final Approval Date:	Mar 26, 2025

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

Prepared by Lisa Granger

Submitted by Justin Rousseau

Approved by the Corporate Leadership Team