

TOWNSHIP OF BROCK

2020 ORGANIZATIONAL REVIEW: Council Update

July 27, 2020



The COVID-19 New Abnormal: Crushing Senior Government DEBT Loads

- **The Province forecast a 2020-21 deficit of \$21 BILLION in March**
- **The Fraser Institute predicted the deficit will be \$29 BILLION**
- **The Province's independent Financial Accountability Officer has predicted a \$41 BILLION deficit**

- **The Province is looking at the Municipal Modernization Program to source significant \$ savings.**
- **Is the Township of Brock ready to embrace significant change to buffer upcoming fiscal turbulence?**

An Additional Pressure: Reg 588 ASSET MANAGEMENT

- **By 2023 the Province has mandated ALL municipalities as follows:**
 1. **Establish asset inventories + condition ratings**
 2. **A life cycle/service level assessment needs to be completed for each facility/asset class**
 3. **Municipalities will have to budget for replacement of assets according to their life cycles**

- **Brock's status quo inventory of assets may not be affordable**
 - **E.g. 3 arenas (at end of lifecycle) for 12,000 people**
- **Brock cannot rely on existing reserves to fund its capital program indefinitely**
- **Decisions over asset/facility service levels can no longer be deferred**
- **Decisions are imminent (by 2023)**

Provincial Funding Sources the Township Relies On

Provincial contributions to the Township:

<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019*</u>
\$1,305K	\$1,204K	\$2,189K	\$2,928K

*725K modernization one-time grant

From the current 2020 Budget:

• Ontario Community Infrastructure Fund	\$ 877K
• Ontario Municipal Partnership Fund	\$ 412K
• Miscellaneous Grants	\$ 50K
	<hr/>
	\$1,339K



Project Overview

Basic Principles for Municipal Service Delivery

Doing the Right Things



- Re-align “Who Does What” in 2-Tier Municipalities
- Shed Non-Core / Low Value Services
- Re-prioritize Service Levels

Doing Things Right



- Process Mapping and LEAN Streamlining
- Adopt Peer Municipality Best Practices
- Form Follows Function: Align Municipal Organizational Design/Decision Making with Efficient/Effective Service Delivery

Municipal Modernization Grant Program

What is a Municipal Modernization Review?

- Impartial/non-biased review by 3rd party experts
- Recommendations to improve/modernize Municipal service delivery/org design
- Province's primary goal is measurable evidence-based efficiencies through:
 - Cost savings
 - Cost avoidance
 - Process Improvements/Productivity Increases
- Recommendations are presented in a final report that must be submitted to the Province & made available to the public on the Brock website



Organizational Review

Organization Review Context/Messaging

WHAT IT IS:

- 3rd party expert assessment
- Diagnosis of "As Is" Org Design + Service Delivery Model (Form + Function)
- "As Should Be" Findings + Recommendations...A Roadmap for Change
- Measurable Efficiencies documented through \$ + Productivity "lenses"

WHAT IT IS NOT:

- A cut and burn headcount reduction exercise
- A panacea to "band-aid" sub-optimal organizational performance
- An imposed 3rd party solution for Council/Staff relationship issues (but it might be...)



First Steps...

Project Execution So Far:

Met with Project Sponsor(s) – Ralph and Becky to discuss the logistics involved with moving the project ahead quickly

Hosted On-Line Kick-Off meeting with the Brock staff Senior Leadership Team to identify key/common issues and undertook a simplified SWOT analysis while measuring the “Need & Appetite for Change” within the Leadership Team

Undertook one-on-one Department head interviews/conversations to provide further insights into the operations, strengths and weaknesses as well as resourcing issues and adequacy of staffing.

Hosted a series of confidential interviews/conversations with each Council member to identify service delivery challenges, better understand perceived organization performance problems, and gauge the temperature of Staff/Council relations.



Next steps...

Next Steps Moving Forward:

On-Line Survey for all Brock staff

On-Line Survey for Brock Residents to have their say

Explore Service Sharing Opportunities (Scugog + Uxbridge)

Scan of Organizational Structures for Comparable Peer Municipalities

“As Should Be” Report (Recommendations & Change Roadmap Stress Tested with Brock Council/Staff)



COUNCIL'S PERSPECTIVE

Important!

What does a successful project look like?

COUNCIL'S PERSPECTIVE



Critical Ingredient for Positive Change: Council Strategic Priorities

- Council currently has no publicly visible set of Strategic Priorities:
 - Therefore impossible for staff to align operational priorities to support Council
 - If 7 Council members have 3 top priorities each, the resulting 21 “priorities” pull an already limited staff in too many directions (ineffective overload)
- The Good News: Our interviews have identified some commonality across Council members that could be adopted by Council as a whole:
 - Other “priorities” are going to be foisted upon Council by external fiscal realities (whether they are welcome or not)

WHAT DID WE HEAR FROM EACH MEMBER OF COUNCIL:

Clr A

I want a
“Modern
organization”

We need
“Succession
Planning”

I need follow
up for my
constituents
“issues

Clr B

Value for Taxes

Asset
Management

Reports from
Staff in a
“timely”
manner

“invest in
Public Works
projects”

Clr C

“We need
Human
Resource help”

“Citizen
complaint
follow up”

“Transparent
Decision
Making”

“Reports faster
from staff”

Clr D

“Human
resources are
an issue”

“The
organization
needs to be
Modernized”

“Realistic Fiscal
Management”

“Value for
Money”

“Asset
Management
Plan”

Clr E

“Downtown
revitalization”

“Master Plans”

“By-Law
Enforcement”

“Community
Improvement
Plans”

Clr F

“Value for
Taxes”

Green
Initiatives

Asset
Management

Timely Reports

“Economic
Development”

HR Issues

Downtown
Revitalization

Clr G

Arenas

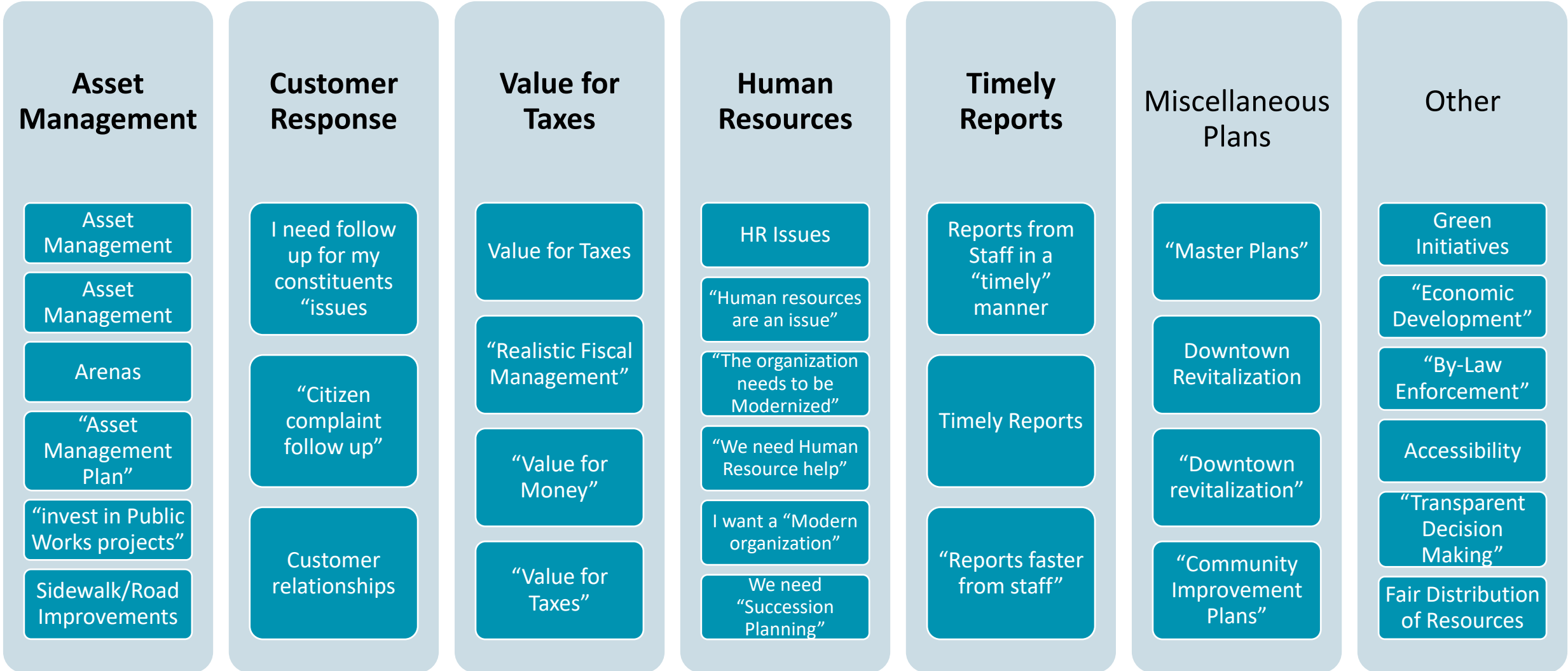
Accessibility

Sidewalk/Road
Improvements

Fair
Distribution of
Resources

Customer
relationships

What We Have Heard So Far: Council Comments Organized by Themes



TOP COUNCIL PRIORITIES



Council Strategic Priorities?

Potential (Overlapping) Council & Staff Strategic Priorities/Objectives

- Generate Improved Value for Money (Taxes)
- Sustainable Human Resources (Staffing) model
- Timely & Accountable Customer Service Response (Public & Council)
- Rationalized Asset Management + Facilities Model
- Timely Project/Results Reporting to Council & Public

If Council can coalesce around 3-5 Strategic Priorities AT MOST... our Review can re-design the Organization Structure to promote service delivery model Alignment

- **Council can then function as a Board of Directors and relinquish operations to the aligned staff team headed by a new CAO with a clear and measurable “results mandate”**



Dialogue & Questions