Meeting Date:	Monday, January 09, 2023
To:	Mayor Mills and Members of Council
From:	Denyse Morrissey, Chief Administrative Officer
Report:	CAO 2023-01
Subject:	Operations Review Town of Shelburne – Report and Recommendations

Recommendation

Be it Resolved that Council:

1. Receives report CAO 2023-01 Operations Review Town of Shelburne – Report and Recommendations for information; and that

2. The additional three labourer positions recommended be included in the draft 2023 operating budget of the Development and Operations Department for the consideration of Council.

Background

On January 25, 2022, the Town was advised by Minister Clark, Ministry of Municipal Affairs and Housing that the project would receive $81,408 in funding for the Operations Review under Municipal Modernization Fund Third Intake. With the grant funding received the project was fully funded at 100%.

Like the funding requirements for the SDR under the second intake of the program, the Operations Review project had to be completed by an independent third-party organization, consultant or firm. The operations review was completed by Optimus SBR.

Final reports must be submitted to the Ministry by January 31, 2023.

The Operations Review grant submission included the general scope of work:

- To implement the recommendations of the Service Delivery Review

- Evaluate process' to create more standards in a range of service areas such as public works and parks.

- Identify opportunities to increase or augment revenue and reduce costs without sacrificing the quality of the services.

- Conduct a full operational review with a focus on key activities associated with public works, roads, utilities, and parks, trails and recreation activities.

- Further review of staffing levels, staffing practices, use of technology, roles and responsibilities across operational service areas and divisions (of the department of development and operations.

- Review fleet management and fleet management planning.

- Review the future operational needs for the Town to incorporate indoor recreation as a potential direct service of the Town.

- Bench marking with other municipalities would also be completed.

Past Service Delivery Review Reports

The links to past reports are provided:

February, 14, 2022 CAO 2022-01:
[Operations Review Town of Shelburne – Municipal Modernization Program Third Intake (escribemeetings.com)](escribemeetings.com)

November 22, 2021, SDR presentation to Council by Optimus SBR:

[Presentation to Council, November 22, 2021 (escribemeetings.com)](escribemeetings.com)

Full SDR report is

[SDR Future State Report November 2021 (escribemeetings.com)](escribemeetings.com)

The focus of the Operations Review was on the following areas:

- Structure and Staffing
- Processes and Service Delivery
- Service KPIs and Communications for the Department

Optimus SBR will be presenting the summary report to Council at this meeting. It is provided in Appendix 1 - Town of Shelburne – Development and Operations - Final Future State report, December 13, 2022: Summary Version.

Town of Shelburne – Development and Operations - Final Future State report, December 13, 2022: Full Report is provided in Appendix 2.

Opportunities for improvement related to the structure of the Department and the staffing, included that additional staff resources are needed and be considered to meet the growing needs of the Town.

The recommended positions, as of Q2 2022, and cost estimates*included:

New labourer/operator positions	3	$240,000 - $250,000
Operations Data Analyst	1	$85,000

*salary plus employer contributions costs of WSIB, EA, CPP, OMERs, health care benefits

It is recognized that not all recommendations may be implementable concurrently or as of Q2 2023 or in 2023.   A priority based multi-year phased in timeline will need to still be developed in 2023 and 2024 and where applicable, funded.

This report has recommended that three (3) labour/operator positions be considered in the 2023 draft budget based on hiring in Q2 or April 2023.   The position of Operations Data Analyst which is critical to the development of new operational standards, tracking and measurements and implementation of many of the recommendations from the Operations Review, would be deferred to 2024 and considered in that draft budget. The position could be reconsidered in 2023 if funding other opportunities became available.

Town of Shelburne – Development and Operations - Final Future State report, December 13, 2022: Summary Version is provided in Appendix 1.

Key Opportunities from the Operations Review are listed in the summary report, as prepared by Optimus under each area of analysis on the charts that follow:

Opportunity	Resource Requirements and Costs	Estimated Timelines (calendar year)
SS1a: *Restructure Development and Operations Team to have teams assigned to the following service areas based on need: Utilities, Roads and Operations, and Parks and Recreation. Accordingly determine the staffing complement.*	Addition of three (3) full-time staff beginning 2023. Estimated cost of $200,000-$250,000 per year, ongoing.	Q1 2023
SS1b*: Establish Supervisor backup for the Roads and Operations Team. This does not require hiring a 'new-new' individual but rather could consider placing additional responsibilities upon one more existing staff members*.	No additional resources required.	Q1 2023
SS1c: *Establish new position for a Data Analyst to support collection, validation, and analysis of Labourer data related to scheduling, work activities and cost allocations.*	Addition of one (1) full-time staff beginning 2023. Estimated cost of $85,000.	Q1 2023

Opportunity	Resource Requirements and Costs	Estimated Timelines (calendar year)
SS2: *Establish internal guidelines / commitments for team communications, updates*	No additional resources required.	Q2 2023 – Q4 2023
PSD1: *Clearly document the next phase of Citywide implementation and Ensure accompanying staff training*	No additional resources required for next phase plan.	Q1 2023 – Q3 2023
PSD2: *Revise time tracking requirements to collect information in greater detail on specific tasks and activities in all Development and Operations areas.*	Costs associated would be included in SS1c recommendation above.	Dependent on Data Analyst new hire (Rec SS1c).
PSD3: *Develop policies and procedures (process documentation) for Development and Operations Activities*	No additional resources required.	Q1- 2023 – Q1 2024
PSD4: *Develop a formal training and onboarding process for new hires in the Development and Operations Department*	No additional resources required.	Q1- 2023 – Q1 2024

Opportunity	Resource Requirements and Costs	Estimated Timelines (calendar year)
PSD5: *Investigate requirements regarding backflow prevention equipment to ensure good practice is followed*	No additional resources required.	Q1 2023
PSD6: *Explore opportunities to reduce staff time allocated to Water Meter kit assembly*	No additional resources required. Some Cost Savings anticipated.	Q1 2023
PSD7: *Identify and assess options to support the pre-deployment of winter control surface and common road repair materials to central location(s) in Town; use existing Town facilities for staff break time.*	Small costs associated with pre-deployment of materials (less than $10,000). Some Cost Savings anticipated from reduced travel times (fuel costs, staff time)	Q4 2022 – Q1 2023
PSD8: *Align Grass Cutting Operations to Service Level expectations for grass cutting across the Town.*	Costs associated would be included in SS1c recommendation above.	Dependent on Data Analyst new hire (Rec SS1c) and KIPs (SCK2).

Opportunity	Resource Requirements and Costs	Estimated Timelines (calendar year)
PSD9: *Review and revise contractor model for grass cutting across all needs of the Town following Service Level review (PSD8) above.*	Cost savings anticipated in year one (less than $10,000). Long-term costs/savings to be determined in cost-benefit analysis.	Q2 2023 – Q1 2024
PSD10: *Develop and implement volunteer program for Parks and Recreation support*	No additional resources required.	Q3 2023
PSD11: *Review existing field rates, booking process, and corresponding contracts*	No additional resources required.	Q2 2023
PSD12: *Develop and implement a non-monetary donations policy*	No additional resources required.	Q4 2023
SKC1: *Enhance a Council Orientation Package and Process*	No additional resources required.	Q2 2023
SKC2: *Develop KPIs for Development and Operations Activities*	Costs associated would be included in SS1c recommendation above.	Dependent on Data Analyst (Rec SS1c)

Financial

The recommended positions as of Q2 2023 and cost estimates*:

New labourer/operator positions   3 $240,000 - $250,000

*salary plus employer contributions costs of WSIB, EA, CPP, OMERs, health care benefits

Policies & Implications

Not applicable

Consultation and Communications

Not applicable

Council Strategic Priorities

Council's Strategic Priorities 2019-2022 has three Goals - Sustainable, Engaged and livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T2   Municipal Services Review and Evaluation

Supporting Documentation

Appendix 1: Town of Shelburne – Development and Operations - Final Future State report, December 13, 2022: Summary Version

Appendix 2: Town of Shelburne – Development and Operations - Final Future State report, December 13, 2022: Full Report

Respectfully submitted:

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Denyse Morrissey, CAO