



**Date:** Wednesday, July 19, 2023

**From: Niall Lobley, Acting CAO/Director Community & Environmental Services**

**Subject: Organizational Structure**

**Report CAO-2023-12**

This document and its attachments are public and available in an accessible format upon request.

## **Recommendation**

That Council receive the report CAO2023-06 in respect to Organizational Structure for information

## **Background**

As a result of organizational changes over past months a realignment of the structure of the staffing team at the Township has been undertaken.

## **Analysis**

The Township continues to evolve in response to community and resident needs, adjusting to the direction of Council and aligning the resources of the municipality to deliver on the priorities of community, as directed by members of Council. The staff team, headed by the Chief Administrative Officer (currently vacant and being filled in an Acting capacity), is responsible for the delivery of core services of the municipality and implementing the directions of Council through policy, process, budget, and other directions as provided by Council.

Staff at the municipality provide a range of functions and services to ensure the smooth and appropriate running of a public accountable local government team, and to deliver a wide range of services to residents and community members across the Township. The Organizational Structure helps to provide clarity around the roles, responsibilities, and accountabilities of individual staff members, teams, and departments at the Township to help ensure efficient and effective service delivery.

In addition to helping provide clarity to staff and teams with respect to accountability and direction, the Organizational Structure provides clarity and support to Council in understanding how the staff team implements the direction of Council. The structure also provides transparency to community members when seeking to understand which



teams and staff are available to help address and respond to resident concerns and enquiries when they connect with the Township.

In support of these objectives, a revised alignment of the organizational structure has been developed, with the intention of being shared publicly to help community, Council, and the staff team understand how the Township functions.

The Township staff team is made up of an approved headcount of 44 full time staff, supported by two additional temporary contract positions, dedicated to specific projects as approved and directed by Council through budget. No seasonal or other contract staff are engaged by the Township. 50% of the approved staffing is wholly dedicated to the operational work of the Township; maintaining roads, cutting grass and vegetation and facilities management. There are currently several vacancies across the organization, with 37 roles filled and with several staff filling more than one position at the Township currently.

This headcount reflects a very lean operation, with the lowest staff ratio to community members of any Grey County municipality, and significantly lower than many municipalities beyond Grey. Currently, the Township engages 0.004 staff per 1000 residents with the highest staff to resident ratio in Grey County being four times this level at 0.016 staff per 1,000 residents.

The attached organizational realignment sees the staff team deliver services across four broad departments, each with a number of teams. Ultimately, the role of Council is reflected at the head of the structure.

### **Office of the CAO**

The CAO leads on Corporate and Strategic Initiatives, has direct oversight of the Fire Department and of Human Resources.

### **Corporate Services**

Corporate Services consists of a number of teams essential to supporting the operation of a municipality.

- Financial Services holds responsibility for managing, developing, monitoring, and implementing a budget for the Township, oversee the collection of taxes and other bills for municipal services and manages the issuance and payment for invoices. This team also oversee payroll management.
- Customer Services provides the day to day 'face' of the corporation being the first port of call for phone enquiries, generic email enquiries, and walk ins.



- Communications provides support for staff and Council ensuring outward facing promotions and communications from media releases to social media to directing enquiries. The team also leads on communications related projects and special events.
- Legislative Services has a key role in ensuring the legal compliance of the organization from records retention and management to ensuring compliance with accessibility legislation. The team manages and portfolio of cemeteries and all records associated to that and provide an administrative and advisory function ensuring the smooth running of Council and Committee business.

### **Community and Environmental Services**

This team is responsible for delivery of services to community and residents; each and every day, residents will engage with, often without knowing, the services provided by this team.

- Bylaw Enforcement ensure compliance with Township bylaws, from Property Standards to Nuisance bylaws. The team works with other departments and teams and with residents to address concerns and complaints, investigates and provides follow up where needed.
- The Facilities Team looks after community facilities and the buildings that the Township uses for its operations. The team look after the buildings that support operations (3), the administrative building (1) and three community facilities. The team also leads the management of trails across the Township and of a network of 12 open spaces, three play areas and more than 20 additional community facilities. From daily management through to capital renewal and replacement, the Facilities team leads delivery of these community facilities.
- Operations, Fleet and Waste look after the year-round maintenance and management of 400km of roads, more than 30 bridges and culverts, many kilometers of stormwater infrastructure and roadside ditches and several thousand signs. The team provides seasonal snow and ice clearing, an emergency response to road issues, and manages vegetation along Township roads.

### **Development and Infrastructure Services**

This team is responsible for working with residents, business and developers in shaping and leading the long-term growth of the Township.

- Planning provides long term planning in collaboration with provincial and County planners, working with agencies such as the Conservation Authority to shape, guide and approve development in the Township. From long range, strategic



planning shaping communities of tomorrow, to helping residents develop garages, new additions or changing their properties, the Planning team helps to shape the Townships future.

- The Building team provides the oversight to ensure that where new buildings and changes to properties are undertaken, that the appropriate standards under the Building Code or other policies such as Property Standards are met or exceeded. The team makes sure that the Township being planned for is being developed in a safe and sustainable way.
- Engineering and Infrastructure look after helping guide the public infrastructure that the Township already has (such as roads, bridges, drinking water and stormwater) and oversees the adoption of new infrastructure such as sewers, drinking water and new roads systems. They work to ensure that assets are renewed and replaced and oversee major capital projects for the Township.

An Executive Team of two Directors and the Strategic Initiatives Officer will regularly meet to align the staff resourcing to meet the strategic priorities of Council.

None of these teams, or departments can or does function in isolation. While an organizational chart is, by its merit hierarchical in layout, the operation of a small Township demands that a matrix model to staff resources is required. All team members are responsible for the delivery of front-line customer services and a close partnership between staff, teams and departments is necessary to ensure the delivery of efficient and effective public services.

## **Financial Impact**

None.

## **Strategic Priorities**

### **1. Improve Communication, Collaboration and Transparency**

The Township of Georgian Bluffs wishes to become more transparent and improve communication with all ratepayers, stakeholders, and neighbouring municipalities. Communication is key in all aspects of Township governance and service.

### **5. Deliver Effective and Cost-Efficient Services**

The Township will strive to be a leader in municipal and customer service excellence. We will continue to offer remarkable service to those we serve. We will promote operational excellence by focusing on fiscal responsibility. The corporation will be fiscally prudent and we will invest in our staff to attract the best employees



5.4 Ensure proper distribution of workload and retention of staff

## **Conclusion**

A revised organizational chart has been prepared to help clarify the staff structure of the Township to staff, Council and community. The structure focusses service delivery through departments and teams, reporting ultimately to Mayor and Council.

Respectfully Submitted: Niall Loble, Acting CAO/Director Community and Environmental Services.