



The Corporation of the Town of Tecumseh

Chief Administrative Officer

To: Mayor and Members of Council

From: Margaret Misek-Evans, Chief Administrative Officer

Date to Council: June 29, 2021

Report Number: CAO- 2021-12

Subject: Organizational Review

Recommendations

It is recommended:

That Report CAO-2021-12, Organizational Review, **be received.**

Background

As part of the 2020 and 2021 work plans for the CAO Office, an Organizational Review was conducted across the whole organization with the exception of the volunteer fire service (fire & rescue response). Early in 2021, KPMG was retained to assist the Senior Management Team (SMT) with the Organizational Review. The entire SMT provided project oversight for the review.

A fulsome consultation process was undertaken to ensure that the organization was reviewed from all angles. The consultants engaged with all members of Council and all members of the SMT as well as managers and supervisors and CUPE Union leadership. A staff survey was also conducted to engage with staff.

An executive summary of the full report resulting from the process is found in Attachment 1. The full version of the report was provided to Council in closed session for their consideration, components of which will be made public in due course, once Council has deliberated on the recommendations and provided direction to senior management.

Comments

KPMG led the SMT through their signature model for organizational review, first looking at a comparator analysis and the outcome of the consultations and background document review,

followed by a series of workshops to consider structural options, organizational design principles, a thorough review of all Town services and then development of detailed organizational design. The detailed organizational design was then tested against KPMG's observations, forming the basis for a series of recommendations for implementation.

The benchmarking exercise was conducted across a number of metrics (financial, staffing, municipal services), comparing the Town with other jurisdictions of our choosing. For comparison purposes, the municipalities of LaSalle, Woodstock, Innisfil and Halton Hills were chosen – all of which are in a two-tier local government structure and deliver a similar bundle of services to Tecumseh. We wanted one local comparator and selected LaSalle as our closest similar local municipal partner. For aspirational purposes, we selected larger municipalities of a similar socio-economic profile and good track records in local government service delivery. The results of the benchmarking comparison, highlights of which are contained in the attached Executive Summary, illustrates that Tecumseh performs well and is competitive across many of the metrics.

KPMG recommended that the overall span of control for the Chief Administrative Officer remain the same with seven distinct departments reporting to the position, under a functional model of organization. Some of the services and functions within the departments are recommended to be realigned in order to optimize the delivery of the services, improve customer service and achieve Council's strategic priorities.

KPMG also conducted a review of the Town's customer service methodology in order to ensure the Town is delivering its services in a manner that meets the needs of its citizens in response to concerns raised through the stakeholder interviews and focus groups that were conducted.

As outlined in Attachment 1, there are changes proposed in many of the line departments as a result of the Organizational Review, which also accounted for the recently completed Human Resources Services Review and the Information Technology Service Review, conducted concurrently.

Deliberations on implementation are underway with the Senior Management Team and Mayor and Council to determine a path forward based on the outcomes of these important and timely initiatives. Further information will be shared once decisions are made in that regard.

Consultations

All Departments
Union Leadership
KPMG

Financial Implications

The financial implications of the Organizational Review and the Information Technology Service Review are part of the aforementioned deliberations. Implementation will involve referral to the 2022 Town Budget process.

Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
1	KPMG Town of Tecumseh Organizational Review Final Report – Executive Summary, June 2021