



BLACKLINE
CONSULTING

A Higher Standard

Organizational Review

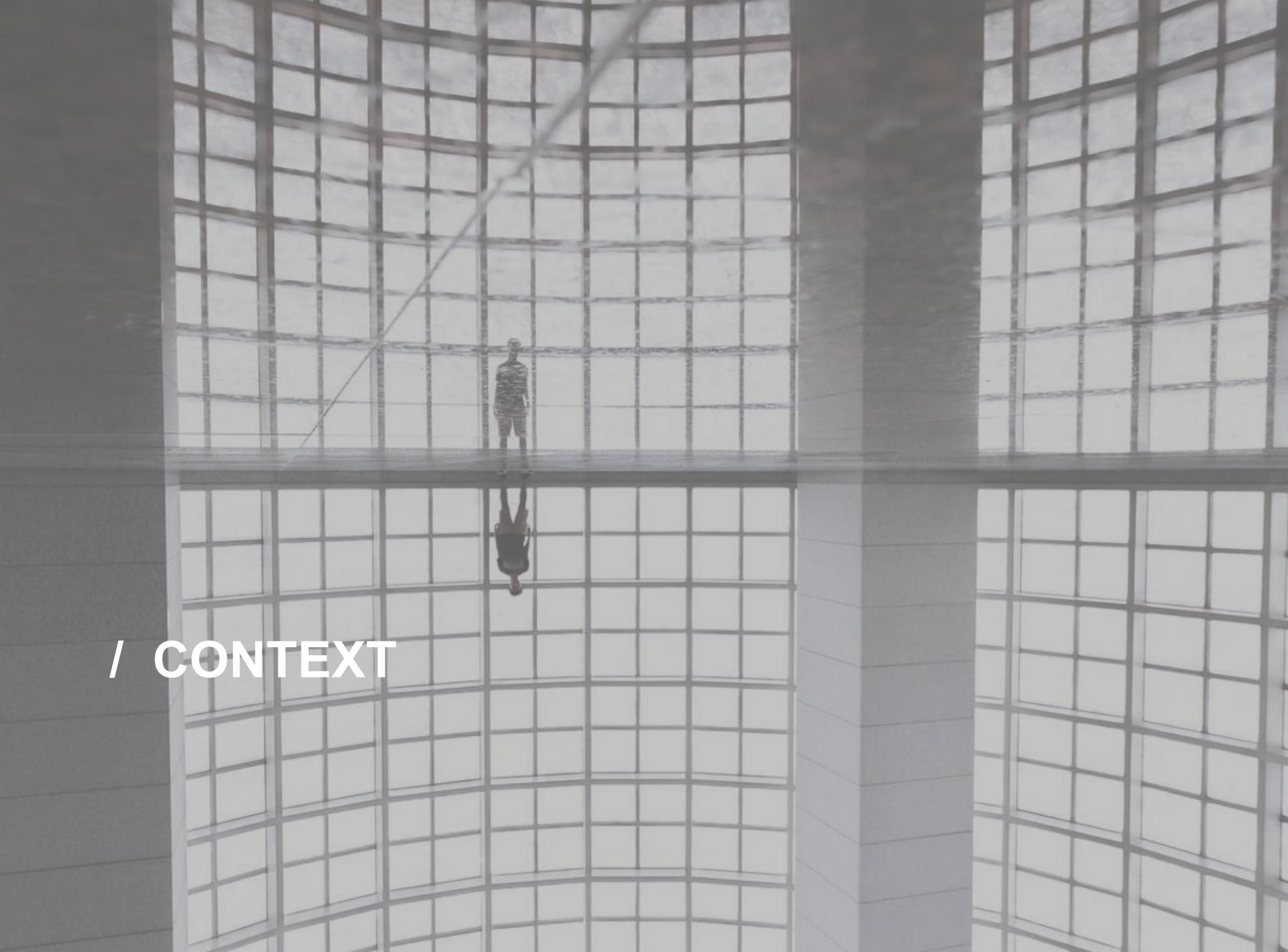
The Municipality of Middlesex Centre

Final Report

February 2023

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/ CONTEXT

Context (1/2)

Background

In response to the Government of Ontario’s Provincial Modernization Grant, the Corporation of the Municipality of Middlesex Centre (“MXC”, “Municipality” or “you”), Municipality of Thames Centre and Municipality of Strathroy-Caradoc received funding to perform an organizational review. Blackline Consulting (“Blackline” or “we”) were contracted to complete the work.

The intent of the review is to understand the future staffing, vehicle, facilities and service requirements. This report focuses on the Municipality of Middlesex Centre (“MXC” or “Municipality”).

It is also important context that the Municipality has in recent years undergone other relevant reviews including an IT Master Plan (2022) and a Customer Service Review (2022). This reports considers the recommendations from those reports.

Scope



Service Profiles



Organization Structural Analysis



Growth Projections



Peer / Staff Consultation

This Report

This document includes a summary of the interim report analysis (service profiles, organizational analysis and peer / staff consultation). The primary focus of this document is to provide growth forecast for the Municipality over the next 20 years.

Context (2/2)

The Municipality will see significant change over the next 20 years

- ▶ Between 2016 and 2021, the Municipality increased in population by 10%. The number of private dwellings likewise increased from 6,139 in 2016 to 6,845 in 2021, a 12% increase. These changes are expected to continue: a study by Watson & Associates in 2021 for Middlesex County estimates that the Municipality will see population growth of between 41% to 87% over the next 25 years. The growth rate for the standard reference scenario would result in a population of 29,784 by 2041, an increase of 57%.
- ▶ These changes will add pressure to all departments (however unequally). To understand and assess likely impact on municipal work volume and staffing, Blackline created growth projections for four distinct variables: population, households, roads, and outdoor recreation space.
- ▶ Note that growth projections are based on current conditions and past trends. Policy decisions made in response to environmental, economic, political and social needs may also affect the actual growth.

Variable	Change by 2041	Examples of Services Affected*
Population 	 57%	<ul style="list-style-type: none"> ▶ Customer service ▶ Municipal elections ▶ Parking and bylaw enforcement ▶ Vital statistics ▶ Recreation programming ▶ Planning
Households 	 70%	<ul style="list-style-type: none"> ▶ Tax and utilities ▶ Water and wastewater ▶ Fire services ▶ Building and planning
Roads 	 10%	<ul style="list-style-type: none"> ▶ Snow clearing ▶ Roads maintenance ▶ Design and construction ▶ Traffic operations ▶ Procurement
Outdoor Recreation Space 	 22%	<ul style="list-style-type: none"> ▶ Horticulture ▶ Recreation facilities ▶ Operations and maintenance ▶ Trail planning

*Not an exhaustive list of services



/ EXECUTIVE SUMMARY



Trading Graph

Learn how to use your resources on the greatest opportunities to increase sales and achieve the advantage over other competitors.

Issue 764
Monday, Jun 14, 2016
#Citydailynews

of the n Union

Are you innovative or are you the experienced? Or do you offer a high-cost, high-quality product or service? If so, you should also consider on thinking what your competitors need you to be. Your brand should be the most visible of your top-10 the promotional with your brand. All the promotional with your brand should be connected with your brand. All the promotional with your brand should be connected with your brand. All the promotional with your brand should be connected with your brand.

It includes short term and long term activities of marketing that has to do with the analysis of a company's situation and contribute to its objectives. The objectives will be based on how you gain sales by acquiring and keeping customers. A marketing strategy helps convey effective messages with the right kind of marketing approaches that will maximize your income and marketing activities.

45,556	12,357	20,779	24,166	45,556
534	3,541	254	1,876	
13	764	133	190	
346	346	346	134	
44,539	47,756			



Executive Summary (1/9)

The Municipality will see a 57% increase in population over 20 years

- ▶ Our forecast model indicates that this will require a steady growth in the number of positions at the Municipality over that period. We also assume that during this period the Municipality will continue to adopt new technologies or enhancements that will help it achieve efficiencies (see the model results to the right).
- ▶ While not a substantial increase year over year, this forecast is predicated on maintaining current services and service levels, including for shared services.* Should there be desire to change this (either by the Municipality or residents), then this will have an impact on the Municipality's workforce expense above our forecast.
- ▶ It is evident (from this review and MXC's IT Master Plan) that MXC has over the next two years several technology advancements that will require focused effort (potential short-term increase of project resources that is not included in our forecast) but will help improve the Municipality's ability to scale efficiently.
- ▶ A common risk for smaller organizations is higher reliance on individuals (key person dependency) in comparison to larger organizations. Therefore, succession planning, attraction / retention strategies and cross-training are helpful ways to mitigate these issues. Alternatively, shared service arrangements can help give scale.

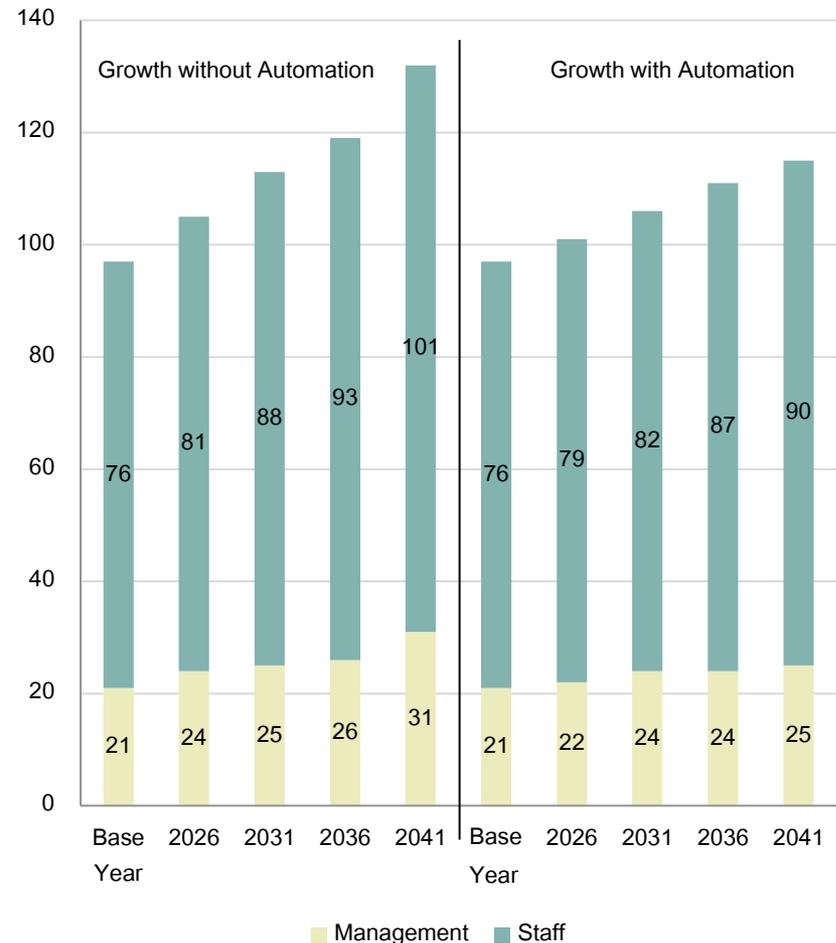
Note: Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

We use positions rather than Full-time Equivalents (FTEs) as to provide flexibility, specifically the capacity and capability needs.

*See [Appendix A](#) for details on the model assumptions.

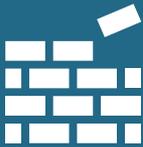
See [Appendix G](#) for a breakdown by department.

Middlesex Centre - # of Positions



The base year uses data from 2022 with adjustments for recent changes.

Executive Summary (2/9)



A growing population will increase demands on municipal facilities

- ▶ Office area, is driven by increases in municipal office staff
- ▶ Indoor recreation area is driven by increases in population
- ▶ Public works facilities is driven by increases in vehicles and field staff

The Municipality's office expansion will be sufficient to manage its future needs

- ▶ Currently, MXC is expanding its Municipal Office to provide more office space and service areas. The expansion plan provides the Municipality with a minimum of 50 offices, with additional space available, including meeting rooms, a boardroom and four spaces for reception and customer service representatives. Based on our modelling, this will be sufficient office space to meet Municipal needs up to 2041.

The Municipality may need to add more indoor recreational space over the next 20 years

- ▶ Current recreational facilities provide appropriate geographic coverage across the Municipality. However, the Municipality has higher than average indoor recreation space per resident, at 0.91m² compared to 0.81m² across Ontario municipalities between 10,000 and 50,000 residents. With projected population growth, the Municipality will require an additional 8,960m² (or 52%) indoor recreation space over the next 20 years, beyond the current area of 17,146m². This is roughly equivalent to building one additional facility of the same size as the Komoka Wellness Centre or two facilities about the size of the Ilderton Arena. As per our analysis, this new facility will likely need to come online before 2040. Consideration should also be given to private developments and their role in meeting this demand.

The increase in fleet size will likely be the main driver for the Municipality to consider expanding its public works facilities

- ▶ As detailed on the subsequent page, the Municipality is predicted to increase its fleet size by 11 vehicles from its current fleet of 138 over the next 20 years. Most of this increase will come in the next five years to reduce the utilization rate of some vehicles. Overall, a moderate increase is predicted, up 8% from current levels.
- ▶ With the increase in fleet over the next five years, the Municipality may need to increase its Public Works fleet storage capacity through the expansion of an existing facility or construction of a new facility in the near future (next five years) to meet demands for storage, maintenance and operations. After the initial increase in fleet size, future growth will be slower.
- ▶ The size of the Public Works workforce is also predicted to increase by five positions by 2041, or an increase of 12%. While this is a larger increase than many departments, as these positions will likely be largely field-based, additional facility areas may not be required to accommodate the additional workforce.

Executive Summary (3/9)

The Municipality will need to acquire additional vehicles to meet future growth and service demands

The table to the right shows each of the categories of vehicles along with the expected number of those vehicles every five years.

- ▶ The current infrastructure and current utilization is used to calculate how much infrastructure could be managed by each vehicle type.
- ▶ As the infrastructure increased, this capacity measure is used to determine when a vehicle needed to be added. Accepting that it is near impossible to utilize a vehicle 100%, capacity is set at 75%, accounting for seasonal uses.
- ▶ Since utilization is relatively low today for most vehicles, increased infrastructure did not lead to a large increase in more vehicles. Other vehicles include ice resurfacers, engines and tankers, rollers and trailers.

Strathroy-Caradoc and Thames Centre are in a similar position

This offers an opportunity for sharing vehicles to increase utilization. The table at right shows some candidates.

Vehicle	Utilization Factor	Base Year	2026	2031	2036	2041	Starting Utilization	Ending Utilization
Excavator & Backhoe	Population	3	3	3	3	3	37%	58%
Car	Ln km	6	6	6	6	6	53%	58%
Grader	Population	5	5	5	5	5	42%	66%
Loader	Population	3	4	4	4	5	85%	81%
Mower	Parks sq km	10	10	10	10	10	14%	17%
Pickup	Population	23	23	23	23	23	40%	63%
Sidewalk PLOW/Truck	Ln km	2	3	3	3	4	105%	68%
Tractor	Parks sq km	4	4	4	4	4	27%	33%
Truck	Ln km	25	25	25	25	25	31%	34%
Van	Ln km	1	2	2	2	2	100%	55%
Other	Varies	57	58	58	59	63	60%	61%
			Thames		Strathroy		Middlesex	
Backhoe	2	39%	3	35%	3	29%		
Mower	7	25%	7	22%	10	18%		
Packer	1	11%	1	11%				

Note: Green indicates an increase in the number of vehicles.

Executive Summary (4/9)

The following are a list of opportunities the Municipality should consider implementing over the course of the next 20 years

Observation	Opportunity
<p>Through peer analysis we found municipalities above 20,000 residents tend to have at least one Full-time Equivalent (FTE) of effort towards economic development. Currently, the CAO provides a portion of their time for this work.</p>	<p>Consider expanding the Municipality's economic development capability through a contracted service or through a shared service with neighbouring municipalities.</p>
<p>Middlesex Centre, with approximately 7,000 households, would be expected to have about 3.5 FTEs dedicated to planning based on Ontario municipality workforce data.</p>	<p>Continue with plans to onboard a Manager of Planning and Development. Consider reporting lines to move planning out of the Office of CAO (OCAO). Common areas would be Building or Public Works & Engineering.</p> <p>Continue with implementation of online platform (e.g. Cloudpermit) to see the status of applications, reducing communication burden.</p>
<p>Overall, the Municipality operates in-line with its peers in terms of services and service standard reporting.</p>	<p>As the Municipality adopts new systems it should move to track more of its service standards.</p>
<p>By-law processes (e.g., processing a complaint) are manual intensive and do not have a robust system to support their activities.</p>	<p>Continue with implementation of workflow automation system to track complaints, map them using GIS and access this information in the field via a tablet and sim card.</p>
<p>Currently the CBO is more involved in work required to process planning applications than is optimal.</p>	<p>Train Building Inspectors to manage Building Services' involvement in planning reviews for their assigned municipality.</p>
<p>By-law responds to calls during office hours. After hours calls go to voicemail.</p>	<p>As the Municipality grows this service level may need greater coverage. However, this is dependent on resident needs, our analysis does not indicate a particular trigger point for which this may occur.</p> <p>Alternatively, some municipalities contract out after-hours services.</p>
<p>The department responds to many similar questions regarding building permits. Staff have created brochures for common inquiries.</p>	<p>Expand the use of FAQs and brochures to reduce repeat inquiries.</p> <p>Promote the use of these resources to reduce staff burden.</p>

Executive Summary (5/9)

Observation	Opportunity
<p>Our workforce expense analysis indicates that Corporate Services is below the bottom quartile of all municipalities in Ontario. This, in addition to overtime hours indicates an immediate need for staff increases.</p>	<p>To bring Corporate Services in-line with the bottom quartile of workforce expense it should hire two positions, likely one for finance and a second for HR / payroll to manage increasing recruitment and retention activities.</p>
<p>Certain roles in Corporate Services devote significant effort to managing strategic initiatives. As the Municipality grows, it may find this work requires additional effort beyond the capacity of these individuals.</p>	<p>Hire a resource to focus on strategic initiatives by 2041. This can be a project manager position charged with driving initiatives forward. This role is discretionary (not required and not all municipalities have one). This role tends to come in two levels – someone more senior with expertise across the organization, including project and change management. The second is a more junior role that can assist the Director of Corporate Services or the CAO to drive initiatives forward.</p> <p>Alternatively, the Municipality may continue to rely on consultants or contractors to fulfill those role on an “as needed” basis.</p>
<p>The recent customer service review indicates a greater focus on data collection, tracking and monitoring. This responsibility would fall under Corporate Services and increase their work volume.</p>	<p>Hire a CS Coordinator with a focus on customer service across the organization. The trigger event for this would follow implementation of the tracking and monitoring processes to gauge the increase in work volume.</p>
<p>With automation, our workforce model projects the Municipality will need to hire an additional 18 positions over the twenty-year period. Growth in other departments will drive growth in Corporate Services the meet the organization’s needs.</p>	<p>The Municipality may need additional capacity to manage HR related activities for two reasons: 1) staff growth, 2) expansion of HR services (diversity, equity and inclusion), training & development, etc.</p>
<p>The recent IT master plan indicates a number of projects the Municipality should undertake over the next five years. Particularly, replacing the Municipality’s finance system.</p>	<p>This may require additional effort to project manage the selection, implementation and training. This may require backfilling resources or an increase in capacity to ensure this project has adequate resources.</p>
<p>With a tightening labour market, reliance on key individuals and eligible retirement may put a strain on the organization should individuals leave.</p>	<p>Create an organization-wide Succession Plan and Retention Plan.</p> <p>Develop a cross-training program for roles that represent key person dependencies.</p>

Executive Summary (6/9)

Observation	Opportunity
<p>Customers access services in a manner that frequently requires more manual intervention by staff than is necessary (e.g., with facility bookings).</p>	<p>As per the Customer Service Review, continue piloting the use of a resident web portal. This may be part of replacing the Municipality's finance system.</p>
<p>Middlesex Centre spans a large geographical area. For many transactional services, customers must go into the Municipal Office in Coldstream.</p>	<p>Train Community Services' customer service representatives to handle high-volume customer transactions typically managed by Corporate Services (e.g., collecting utility and property tax payments).</p>
<p>Community Services maintains facilities with the exception of water and wastewater facilities. However, there is no central position responsible for facility management. This can lead to variation in management and capability gaps to appropriately maintain facilities.</p>	<p>Consider creating a position that is responsible for centralized facility management under either Community Services or PW&E.</p>
<p>Currently, most customer interactions are managed by staff manually.</p>	<p>Fire Services should consider taking advantage of a self-service tool for common customer interactions (e.g., firework permits, inspection bookings). The trigger to pilot a tool should be a year over year increase in volume or a shift in expectations when residents / businesses expect to be able to do this online.</p>
<p>Fire and Emergency services uses paid on call fire fighters for delivery of specific services. In addition, they have recently added a Deputy Chief. Call volume is increasing at approximately 10 percent per year.</p>	<p>Over the next 5-10 years this model may need revision to switch to a hybrid (some on paid call, some full-time). The trigger should be volume of work and number of fire halls. This growth should be managed in accordance with the Fire Master Plan.</p>

Executive Summary (7/9)

Observation	Opportunity
<p>The Director of PW&E is directly involved in planning activities (e.g., review of planning applications).</p>	<p>Continue with plans to hire a Manager of Planning and Development to divert some of the Director's time to the manager.</p>
<p>Parks maintenance resides within Community Services, however many municipalities house this function within PW&E. This can be beneficial when both groups use similar equipment. Additionally, parks staff can aid PW&E with winter maintenance.</p>	<p>If the need to restructure arises, consider moving parks maintenance services to PW&E. It will be important to create a business case and confirm this change will benefit the Municipality's operations.</p>
<p>PW&E uses Asset Essentials for internal operations. The software may provide a way to generate work orders through online requests or by customer service representatives. While residents can submit general concerns through the website, the webforms are not integrated with other systems.</p>	<p>Continue with 2023 plans to use Asset Essentials to generate work orders based on customer service requests submitted online (e.g., via resident portal or webforms).</p>
<p>PW&E does not currently use project management software to manage municipal construction projects.</p>	<p>Asset Essentials has a project dashboard for bundling work orders. Explore the use of this feature as a project management tool.</p>
<p>The Municipality does not employ a resource devoted to environment and sustainability. Moving forward, there will likely be an increased focus on legislated environmental standards for municipalities. Likewise, as the municipality grows there will be a locally driven interest in sustainability.</p>	<p>Over the next 20 years, the Municipality should consider adding a position focused on sustainability, from planning development, use of infrastructure, facilities and energy. Responsibility for this work currently falls to the Asset Management Coordinator.</p>
<p>PW&E and Community Services both need additional capacity to manage capital projects.</p>	<p>Hire a resource dedicated to managing capital projects. This role should take on work for PW&E and Community Services where appropriate. Currently, some capital projects are supported through an external consultant. If external consultant cost is above a position and there is consistent year over year work volume, consider this the trigger event to hire.</p>
<p>Given the current structure, key person dependencies are a risk for this department (e.g., Drainage Superintendent).</p>	<p>Cross-train staff where appropriate. Ensure succession planning accounts for these dependencies (see opportunity in Office of the CAO section). Consider moving to a shared service model when appropriate.</p>

Executive Summary (8/9)

Our analysis indicates that there are three main categories of sharing that are applicable to the Municipality

Collaboration	Centre of Excellence	Create a Shared Service
Organizations working together to coordinate activities, share learning and expertise but not staff.	Creating a group that can provide service to others. Typically, this would result in a shared service contract or agreement regarding the service, service expectations and fees.	Creating a separate legal entity from the other organizations that will deliver specific services. Typically, the creators of the shared service corporation would be part owners.

Using a set of criteria, we have identified a number of priority opportunities the Municipality should investigate over the next five years

Service	Sharing Organizations			
	County	London	Thames	Strathroy
Collaboration Opportunities				
Business Attraction and Retention	x		x	x
Community Development	x	x	x	x
Government Relations	x	x	x	x
Communications	x		x	x
Forestry	x		x	x
Horticulture	x		x	x
Parks Operations			x	x
Facilities Management	x		x	x
Public Education	x	x	x	x
Transportation Management			x	x
Active Transportation	x	x	x	x

Service	Sharing Organizations			
	County	London	Thames	Strathroy
Create a Shared Services Opportunities				
Drainage Management	x		x	x
Centre of Excellence Opportunities				
Fleet Management	x		x	x
Training and Development	x	x	x	X

See [Appendix C](#) for details of the sub-services as well as the detail section of each department for rationale of the opportunity.

Executive Summary (9/9)

In conclusion, the Municipality's current organizational structure may need some refinement (e.g. Planning). However, from a spans and layer perspective it is well positioned to manage growth.

From a services and service standard perspective it is in-line with its peers. In addition, the Municipality spends near the average of its peers on workforce expenses per household, however some anomalies exist. Corporate services is well below the average and will need immediate investment.

For MXC to maintain current service standards it will need the following changes over the next 20 years:

Total Future Positions	Level	Base Year	2041
Overall Municipality	Management	21	25
	Staff	76	90
Total Positions		97	115

The Municipality's fleet will increase from 138 to 149 vehicles.

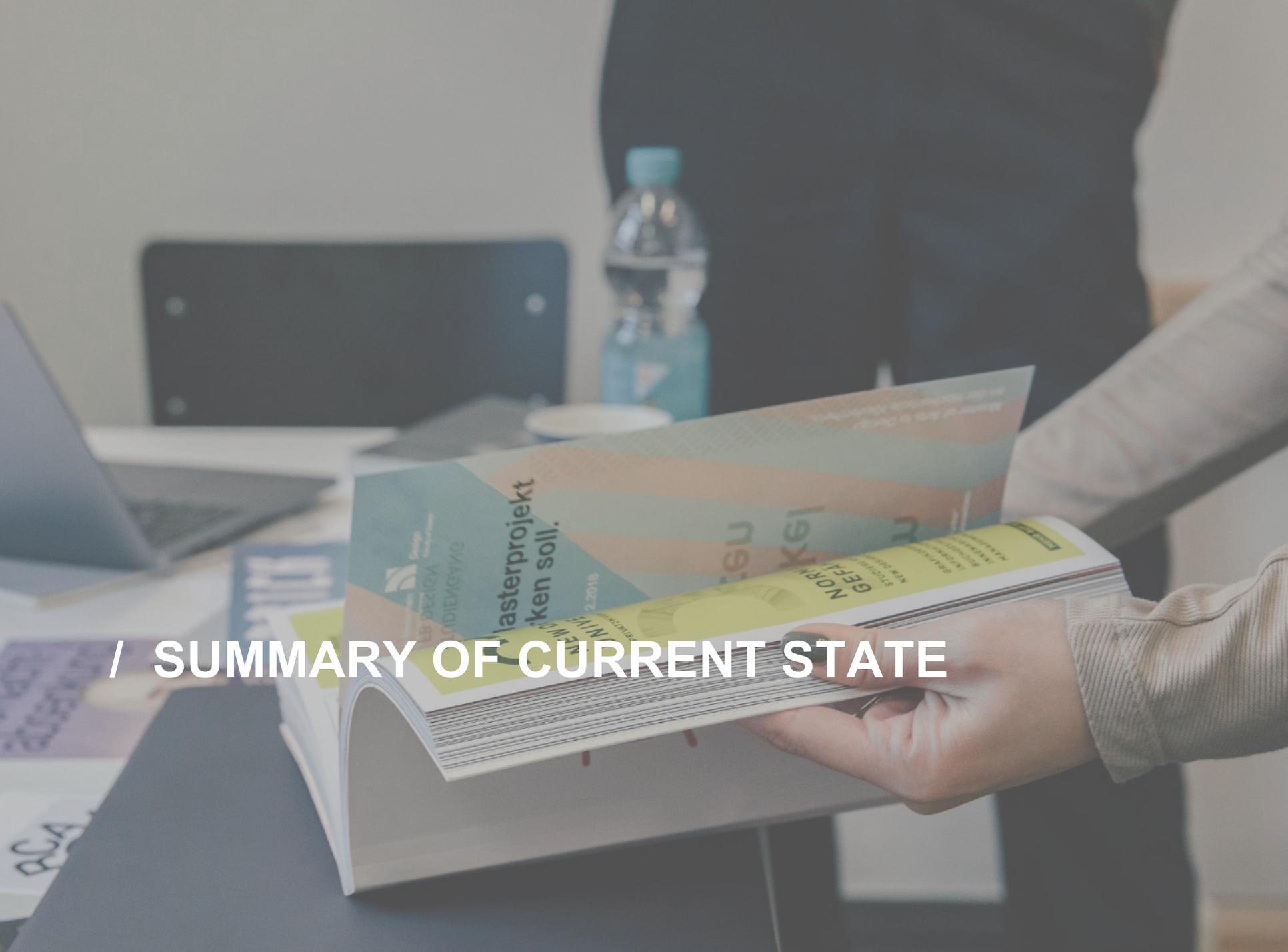
From a facilities perspective, the Municipality will not need new office space beyond the building renovation planned for 2023. However, it will need to immediately (next five years) expand its PW&E facilities to accommodate additional fleet vehicles. As for indoor recreation space, the Municipality should consider adding 8,960m² by 2036.

In addition, there are several opportunities the Municipality should consider implementing to help ensure efficient growth:

Organizational Improvements	25
Priority Shared Services Opportunities	14

Consequently, this will result in potential cost avoidance of up to \$1.4 million/year (in 2041). We calculate the potential cost avoidance by comparing the difference between two scenarios (status quo and automation). Please note this does not account for CPI. See the appendix for further details on our calculation.

The details of the above are in the following sections of our report.



/ SUMMARY OF CURRENT STATE

Summary of Observations (1/5)

Below is a summary of key observations from our analysis of the Municipality's organization as it relates to managing growth

Blackline uses several sources of information to identify observations. They include: documentation review, stakeholder interviews, staff survey, and peer analysis.

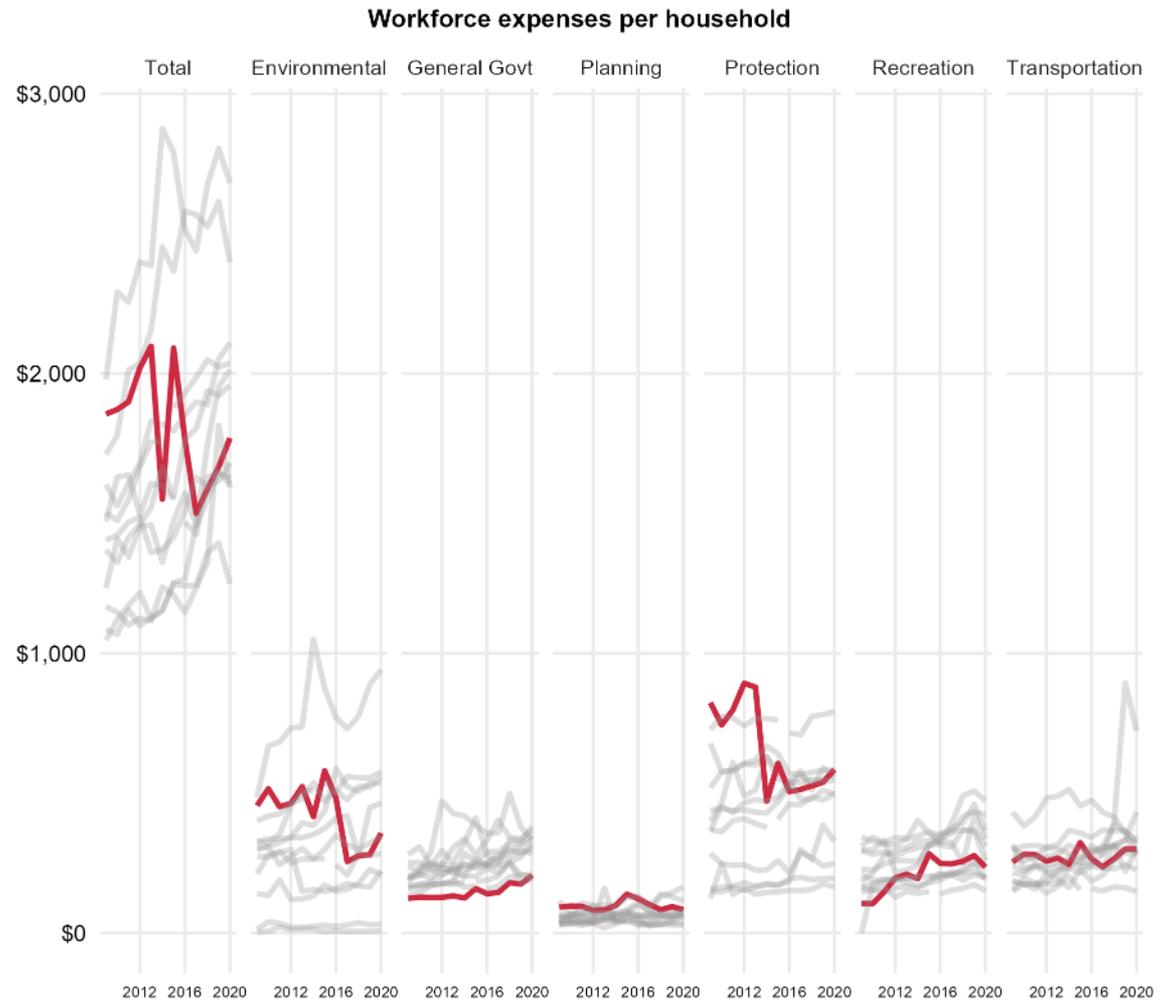
 <p>Organizational structure in-line with common practices</p>	 <p>The service delivery model is leveraging shared services</p>	 <p>Staff have mixed views over the Municipality's readiness for organizational change</p>	 <p>There is good use of technology and plans to expand its use</p>	 <p>The Municipality spends near the average of its peers on workforce expenses per household</p>
<p>Few cases of low spans and the Municipality has appropriate layers for growth.</p>	<p>There are more opportunities to share services – if structured appropriately this can assist with growth.</p>	<p>The Municipality will need to address this perception by demonstrating changes that will help staff manage their workload.</p>	<p>There are a few areas of low automation – addressing this will help improve staff efficiency and manage growth.</p>	<p>As the Municipality grows this can be a key measure to ensure it is managing growth efficiently.</p>

Based on our analysis, the Municipality is well positioned to manage growth, however, will need to make some changes. These changes will largely require continuing current strategies relating to investing in technology for automation, sharing services, facilities, and equipment. Additionally, implementing measurable service standards to measure performance will help manage expectations and workforce (See Customer Service Report).

Summary of Observations (2/5)

The Municipality spends near the average of its peers on workforce expenses per household

- ▶ Our research indicates that while each municipality can operate with a different staffing complexion (full-time, part-time, seasonal, shared services, or contracted) the best way to compare the data is to assess it as an expense / household.
- ▶ The Municipality has higher than average expenses for planning and protection services. Planning expenditure includes the Drainage Superintendent and portions of internal positions relating to planning.
- ▶ General Govt is the lowest, this may suggest that areas like Corporate Services are under resourced, and/or highly efficient in comparison to its peers or a combination of both.
- ▶ The chart at right shows workforce expenses per household over time for the Municipality, in red, and its peers, in gray. Workforce expenses are salaries, wages and benefits and contracted services.



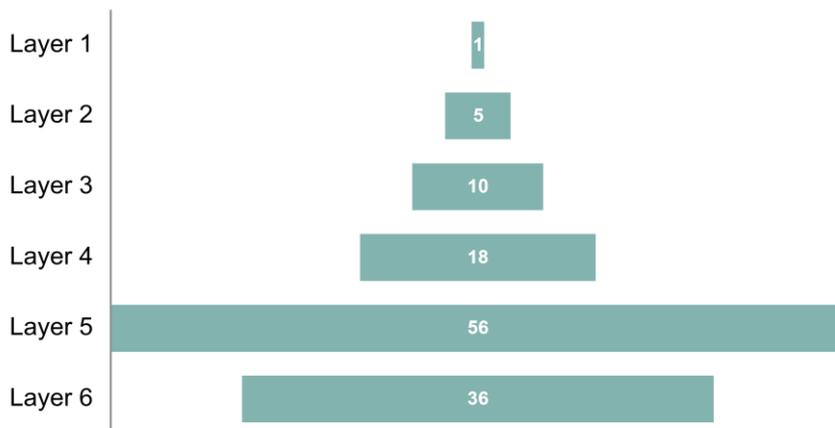
Summary of Observations (3/5)

The overall number of layers in the Municipality is higher than we expect for a smaller organization

Layers are the levels in the Municipality, with layer one being the highest ranking position – the CAO.

- ▶ Too many layers can create unnecessary bureaucracy and make communication more complex. In contrast a large municipality like Brampton has eight layers.
- ▶ The chart below shows the number of staff in each layer. In a hierarchical organization like the Municipality, usually, this diagram is pyramidal. However, the Municipality has a diamond structure through its lower layers.

Organizational Layers (Headcount)



Note: The above chart does not include paid on-call firefighters. It does include unstaffed positions.

Layers	Job Titles
Layer 1	CAO
Layer 2	Director of Building Services / CBO, Director of Emergency Services, Director of Public Works and Engineering, Director of Community Services, Director of Corporate Services.
Layer 3	Water & Wastewater Operations Manager, Municipal Clerk, Community Services Operations Manager, Manager of Finance, Deputy CBO, Transportation Manager, Drainage Superintendent, HR and Health & Safety Coord., Deputy Fire Chief, Manager of Planning and Development.
Layer 4	Building Inspector, Bylaw Enforcement Officer, Asset Management Coord., Water & Wastewater Operations Supervisor, Fire Prevention & Training Officer, Bylaw Enforcement Officer, Development Review Coord., Road Supervisor, Assist. Road Supervisor, Comms. Specialist, Financial Analyst, Transportation Engr. Technologist, Deputy Clerk.
Layer 5	Fire & Emergency Services Coordinator, Lead Hand, Property Tax & Rev. Coord, Mechanic, Water & Wastewater Maintenance Operator/Compliance Coord., Financial Assist., Equipment Operator, Facility Operator, Administrative Assist., Corporate Services Assist., Receptionist, CS/Rec. Program Assist., Community Services Customer Service Coord., Community Services Operations Coord.
Layer 6	Facility Caretaker, CSR Corporate Services, Enviro Depot Attendant, Event Attendant, Building Division Assistant, Engineering Assistant, Water/Wastewater Seasonal Maintenance Operator, Parks Attendant, Custodian, CSR Community Services, Records Management Assist., Facility Attendant, Concession Attendant, PT Facility Operator

Summary of Observations (4/5)

Most staff are satisfied with the organization's culture

- ▶ Results indicate that most staff is aligned with Municipality's priorities and values.
- ▶ Most respondents are satisfied overall with how the Municipality operates.
- ▶ A few are unsatisfied with how the management handles change and how they provide overall direction.

Values and Priorities

95% of respondents understand the Municipality's values and priorities

Management

81% of respondents believe that the Municipality manages organizational change effectively

84% of respondents feel that the management provides clear and consistent direction

88% of respondents feel empowered to make decisions and act on them

Direction

Empowerment

Summary of Observations (5/5)

Peer municipalities are having similar challenges and share concerns on managing growth efficiently

Growth-related challenges



- ▶ Most peer municipalities are facing staff shortages and retention challenges, especially in certain job types such as planners. Many peers mentioned that it was difficult to manage resident expectations and increased pressure on infrastructure and operations with limited funding sources.
- ▶ Most municipalities have adapted to challenges by changing their organizational structure, often relating to adding more staff to meet service demands and staff retirements.

Long-term planning



- ▶ Most peer municipalities have a long-term plan in place that considers impacts on areas such as your organization structure, capabilities and capacity, alternative service delivery models, and automation. However, most of these plans are outdated, and peers are working towards revising these plans. This differs from MXC which has up-to-date plans including a new IT Master Plan, Customer Service Policy and multi-year plan, Official Plan, etc.

Recent organizational challenges

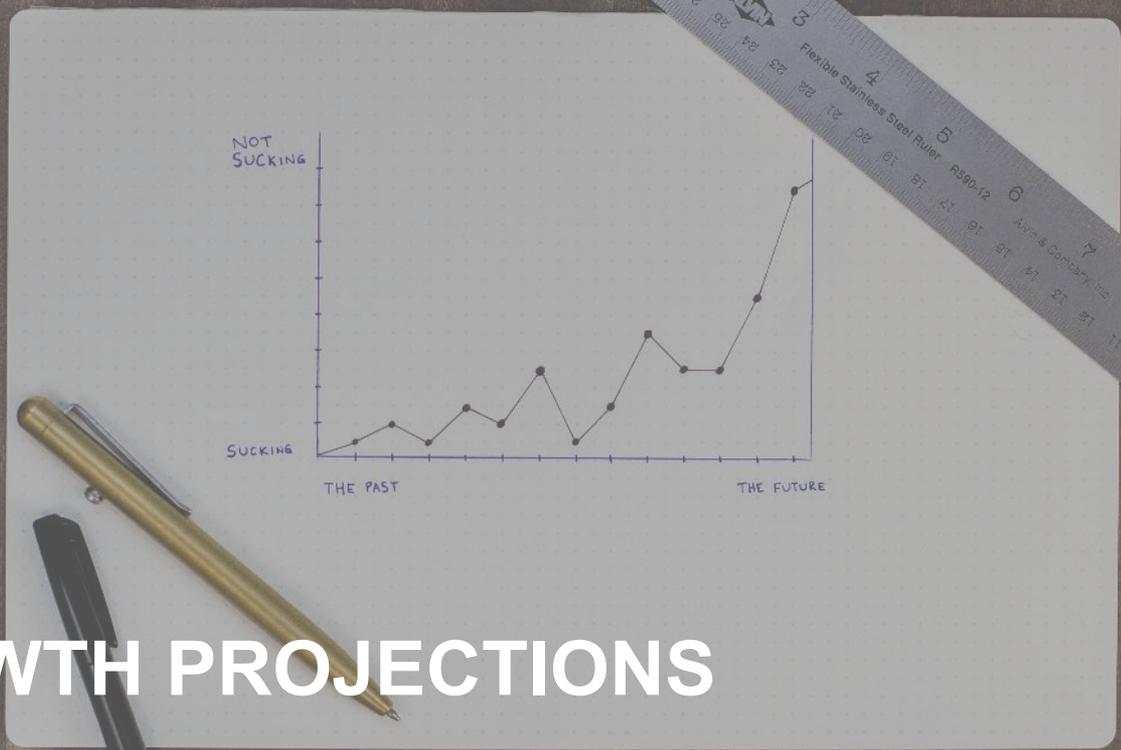


- ▶ Municipalities have undergone the organizational changes recently that include realigning departments and adding more FTEs, reorganizing the Public Works department, and implementing a customer service strategy. One municipality streamlined its departmental structure though setting-up an Infrastructure Division to oversee capital, development engineering and water/wastewater services.
- ▶ Other challenges peers raise include restructuring due to retirements and unionization of staff.
- ▶ Some municipalities have invested in technology and automation, including digitizing HR and finance functions and introducing a hybrid work policy.

Recommended software



- ▶ Peers stressed the importance of easily configurable technology solutions to modify as needed. One municipality is using Zendesk to track customer inquiries/complaints/work orders. Another recommends financial software that displays balances and invoices for residents.
- ▶ Other software recently implemented includes E-Solutions, Bambora, Cloudpermit, Adobe Sign, Virtual City Hall (for property taxes and utilities) and ActiveNet or Book King (also known as Univerus).



/ GROWTH PROJECTIONS



About Growth Projections for Middlesex Centre

Forecasts are not determinative, rather, they are tools to inform decision-making

- ▶ Blackline created growth projections for the Municipality on four distinct variables of interest: overall population, households, roads, and outdoor recreation space. Based on past trends, commissioned reports, and the current relationships, we determine the estimated value for each variable in five year increments up to 2041.
- ▶ Each growth projection variable has a relationship with distinct services that the municipality provides to residents, businesses, and other stakeholders. Example services are given at the table at right.
- ▶ As the purpose of these growth projections is to understand and assess likely impact on Municipal work volume and staffing, this simplified growth model is appropriate to use to guide future organizational decision-making and understand the implications to the Municipality.
- ▶ It is important to note that these growth projections are based on current conditions and past trends, but the future of Middlesex Centre will be determined by the choices and decisions made by individuals, households, and governments reacting to social, environmental, economic, and political factors. For example, population increases in a given area are affected by policy decisions at all levels of government, including the rate of new housing that is permitted to be built, federal immigration policy, interprovincial migration patterns, and economic development patterns.

Variable	Change by 2041	Examples of Services Affected*
Population 	↑ 57%	<ul style="list-style-type: none"> ▶ Customer service ▶ Municipal elections ▶ Parking and bylaw enforcement ▶ Vital statistics ▶ Recreation programming ▶ Communications
Households 	↑ 70%	<ul style="list-style-type: none"> ▶ Tax and utilities ▶ Water/wastewater/stormwater ▶ Fire services ▶ Building and planning
Roads 	↑ 10%	<ul style="list-style-type: none"> ▶ Snow clearing ▶ Roads maintenance ▶ Design and construction ▶ Traffic operations
Outdoor and Recreation Space 	↑ 22%	<ul style="list-style-type: none"> ▶ Horticulture ▶ Recreation facilities ▶ Operations and maintenance ▶ Trail planning

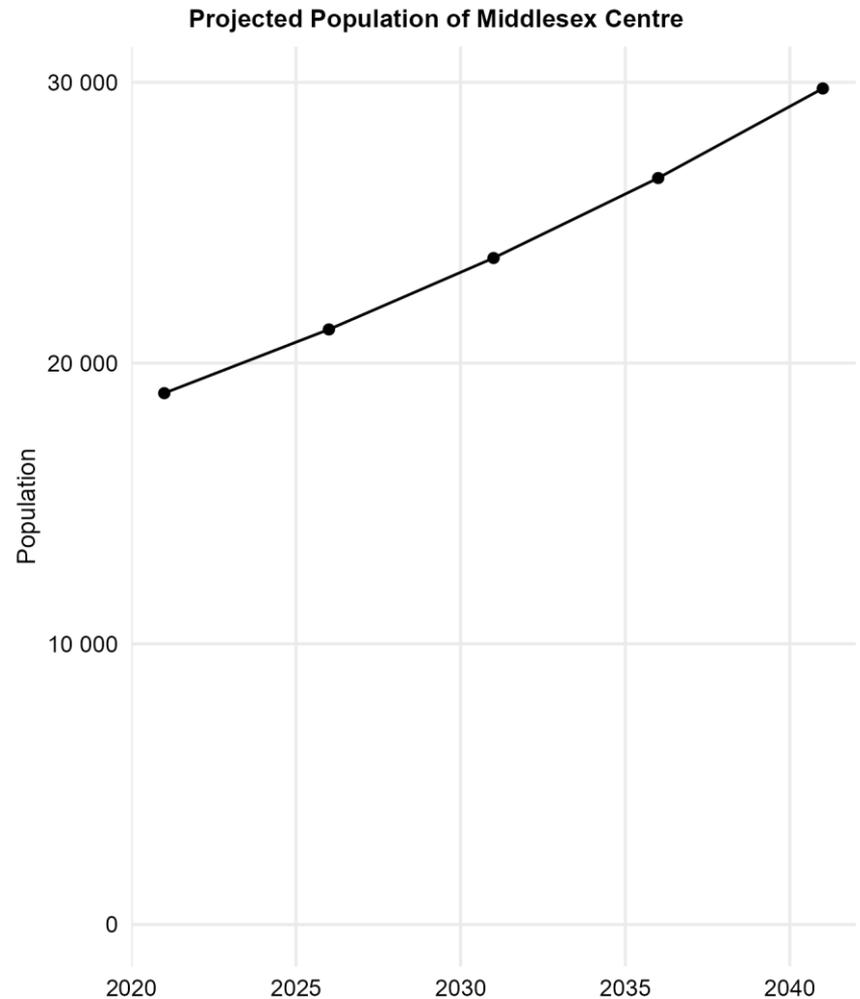
*Not an exhaustive list of services

Please note that growth in management positions includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

The Municipality Is Expected To See Rapid Growth In Coming Years

The population of the Municipality Centre has increased by 10% over the past five years and this level of growth is expected to continue

- ▶ The Ontario Government's official population projections¹ expects Middlesex County (including London) to see a population increase of over 40% by 2046.
- ▶ Similarly, a technical study by Watson & Associates Economists predicts a similar large increase in population for Middlesex Centre². Across the study's three scenarios, their reference scenario predicts an overall population of 32,700 in 2046, with a low growth scenario of 26,600 and high growth of 35,500.
- ▶ We have used these documents to guide our assessment of likely future growth. A simple growth rate of 12% every five year census period corresponds closely to the Watson reference scenario. This results in an expected population of 29,800 by 2041, an increase of 57% from the current population.



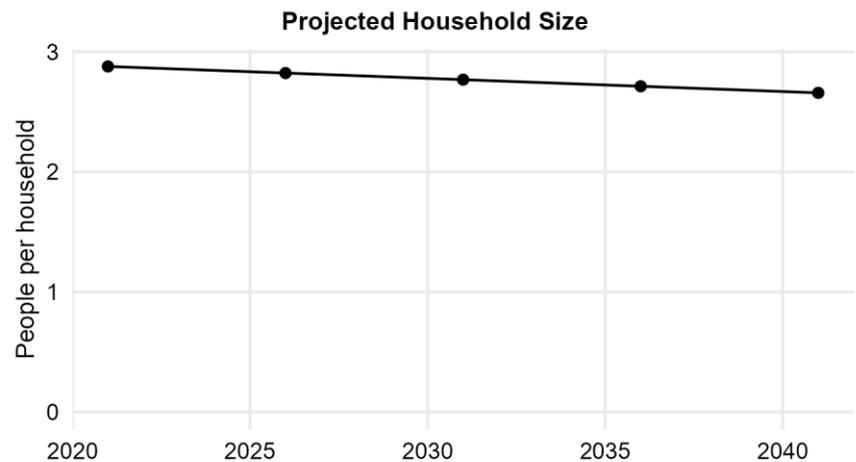
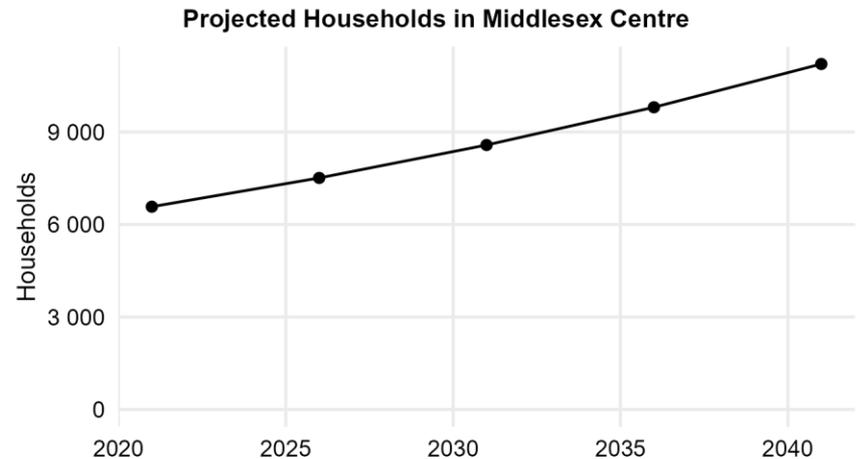
¹ [Ontario Government](#)

² [Watson & Associates Report](#)

The Rate Of New Households Are Expected To Greatly Increase

Using the population projections as a base, we are able to forecast other fundamental work drivers

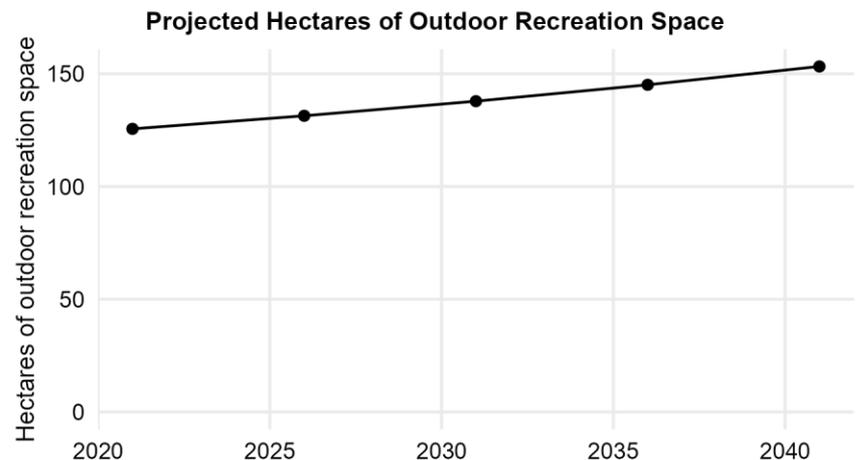
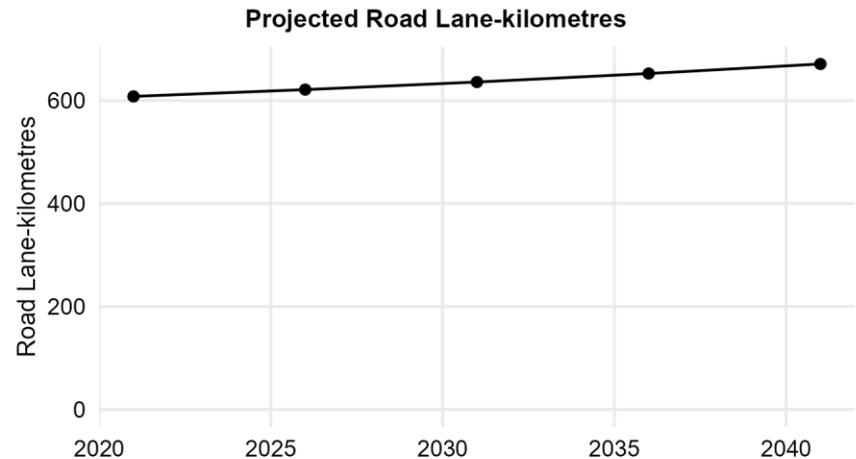
- ▶ Household size has decreased significantly over the past 50 years in Canada, and this trend is expected to continue. While the Municipality currently has a larger average household size than Canada as a whole, it has been similarly declining. We assume that household size will continue to decrease at a similar rate in the future.
- ▶ The interaction between household size and expected future population has a great impact on the rate of household formation. The 2021 Census of Population found that the Municipality has 6,578 households. By 2041, this may increase to a total of 11,200 households.
- ▶ This means that new households may be created at close to twice the current rate, increasing from approximately 180 per year to 320 per year. This will have a direct impact on many municipal services. In addition to planning and development, building services, emergency services, and administrative functions, Public Works services around water, wastewater and stormwater will be directly impacted by increased household growth.



Roads And Outdoor Recreation Space Forecast For Slower Increase

The amount of roads and outdoor recreation space is projected to increase at a slower rate than population and households

- ▶ Along with population and households, key municipal work drivers include roads and outdoor recreation spaces. These two work drivers are linked to a range of municipal services in public works and parks and recreation services. Unlike some municipal services which have a linear relationship between population or households and the amount of work generated, the underlying work drivers for these areas will increase at a slower rate than the population as a whole.
- ▶ From an analysis of Ontario Financial Information Returns, we estimated that on average, for every additional increment in population, a municipality will build six metres of road on average, suggesting that the additional population increase of 10,900 residents by 2041 will result in 63 additional kilometres of roads, an increase of 10%. Additional roads will likely be in urban and settlement areas, and include associated services such as sidewalks and winter control.
- ▶ Likewise, each additional resident results in approximately 25 additional square metres of outdoor recreation space. Applied from the current base of 126 hectares, this would result in a 22% increase in outdoor recreation space to accommodate new residents by 2041. This does not take into account non-municipal outdoor recreation space, such as private areas or provincial parks. It is a municipal decision to provide additional outdoor recreation space, which could be assumed after construction of new subdivisions and neighbourhoods.





/ GROWTH IMPACT ON THE ORGANIZATION

Introduction to Growth Impact Section

This section looks at forecasted growth in work drivers for each department

The first page forecasts growth in staff and management positions.*

1) This chart lists services and their principal associated work driver.

2) This graph forecasts growth in department positions. The growth forecasted here assumes improvements in automation. Note that management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

3) This section describes projected work driver growth over the 20-year period and the impact on staffing. It also describes the department's change readiness.

The second page looks at shared service opportunities and other general opportunities (e.g., new roles).

4) This table presents key observations and the associated opportunity. We derived these opportunities based on Blackline's work for the Municipality on this project and others. These opportunities are focused on impacting organizational growth and service levels.

5) This table lists department services that are candidates for sharing with nearby organizations. We evaluated all department services based on defined criteria. See [Appendix B](#) for further details.

6) This section looks at those shared service candidates which the Municipality should consider as a higher probability for sharing based on our analysis.

Office of the CAO (1/2)

The Office of the CAO* is a smaller department that will see some change over a 20-year period

- The main growth driver for OCAO is the population within MXC. It is expected to see a 57% increase by our projections.
- With automation, this department is expected to need 20 additional positions within the next 20 years. Without automation, this projection increases to three positions. See the next page for information the OCAO may need.

The OCAO is ready for change

- Staff in this department were surveyed on change readiness as part of the broader corporate services group.
- Given the low headcount in the OCAO, this department is seen as having a higher-than-average readiness for change as per our employee survey.

Note that Directors are not included in the # of Positions graph.

Growth Drivers	Services
Households	Land Use Planning Procurement Business Attraction and Retention Community Development Governance (Government Relations) Internal Audit
Population	Risk Management Insurance Management Human Resources Grants Strategic Plan and Master Plan
	Development Approvals Communications Information Management Marriage Services Cemetery Services Council Services Property and Realty Accessibility and Inclusion Services Ontario Wildlife Damage Compensation Program

Office of the CAO - # of Positions

DRAFT FOR DISCUSSION Page | 23

Office of the CAO (2/2)

Observation	Opportunity
Through peer analysis, 3 municipalities above 20,000 residents tend to have at least one FTE for economic development. Currently, the CAO is responsible for this work.	Hire a dedicated Economic Development Coordinator by 2026. By that time, the Municipality's projected population is over 21,000.
Middlesex Centre, with approximately 7,000 households, would be expected to have about 3.6 FTEs dedicated to planning based on Ontario municipality workforce data.	Continue with plans to onboard a Manager of Planning. This role represents our projected increase in management from 2021 to 2026.
* Customers often inquire via email regarding the status of their application (e.g., planning applications).	Provide an online platform to see the status of applications, reducing communication burden.

There are two major areas for additional sharing

- The table to the right indicates services that have potential for sharing. Based on analysis there are several services the Municipality should consider as a higher probability for sharing. Services relating to community development and business attraction are areas for greater sharing with neighbouring municipalities as well as the County.
- In addition, government relations to take advantage of economies of scale.

Service	Category	Sharing Organizations			
		County	London	Thames	Stratford
Business Attraction and Retention	Collaboration		x		x
Community Development		x	x		x
Information Management		x			x
Government Relations		x	x		x
Insurance Management		x	x		x
Permits/Lottery Licensing	Centre of Excellence	x			x

Services highlighted Green are items the Municipality should consider as priorities.

* See [Appendix B](#) for definitions of the different types of sharing.

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*We use positions rather than Full-time Equivalents (FTEs) as to provide flexibility and do more specifically look at capacity and capability needs.

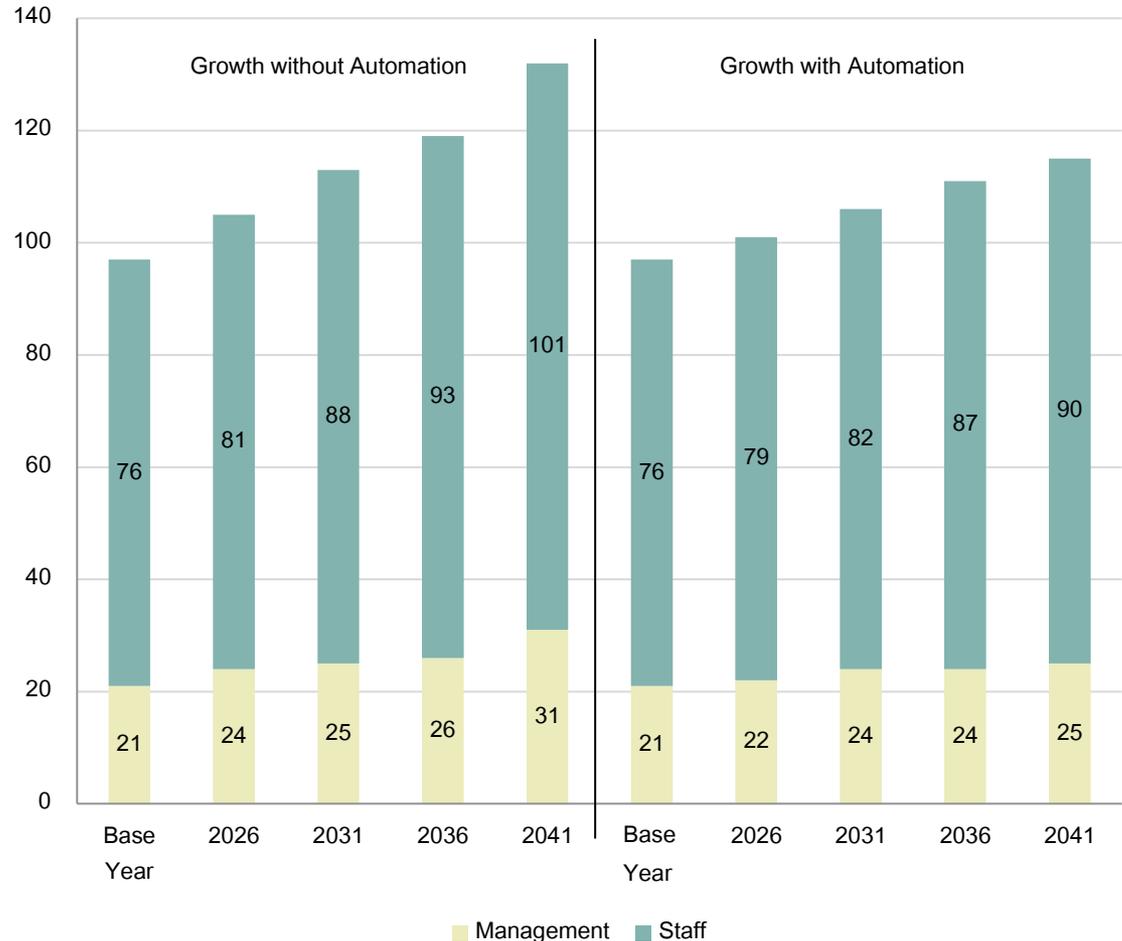
Summary Across the Organization

Our approach to forecasting growth looks at the effect of automation

- ▶ Over the past five years the Municipality has been actively adopting technology. This is evident in its current level of automation, recent IT Master Plan as well as award winning processes.
- ▶ We assume that over the next 20 years the Municipality will continue to adopt new technologies or enhancements that will help it achieve efficiencies.
- ▶ Growth among staff is more apparent than in management. To the right we illustrate two scenarios with / without automation. From a management position perspective, there is little difference, from a staffing perspective there is a greater difference – twelve positions.
- ▶ The following pages will offer a departmental view of organizational growth as seen with automation.

Note: Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Middlesex Centre - # of Positions



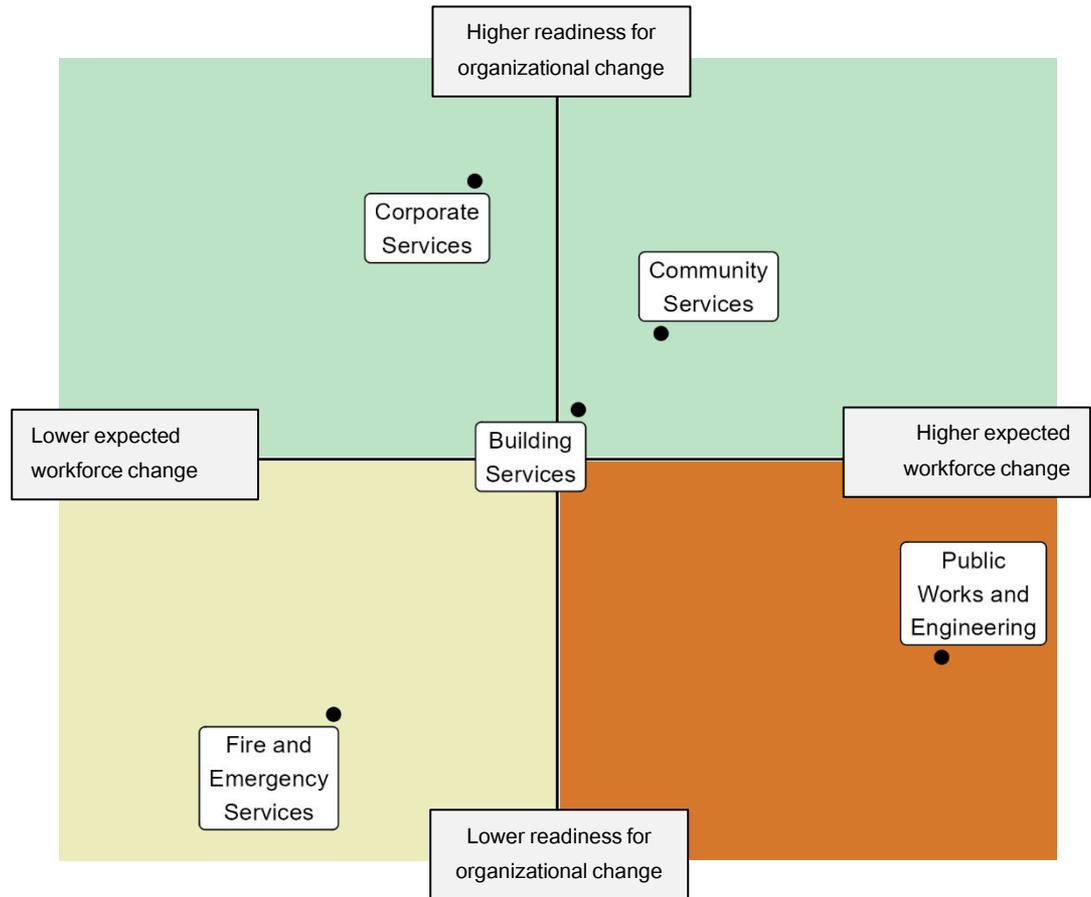
Departmental Readiness for Change

The matrix at right shows the position of departments

- ▶ The horizontal axis shows the predicted difference in departmental workforce FTEs between the current year and 2041. Departments to the right are expected to have above average growth, while those to the left are expected to have below average.
- ▶ The vertical axis displays the organizational readiness for change, as indicated by average agreement with the statement "The Municipality manages organizational change effectively" in a June 2022 employee survey.
- ▶ The Office of the CAO is included in Corporate Services for this survey.

Departments vary in change readiness

- ▶ Community Services and Building Services have both higher readiness for change and expect higher levels of growth. While Public Works and Engineering is expected to have higher than average workforce change, their stated readiness is lower.
- ▶ Change management training can help mitigate operational risk from growth.



Office of the CAO (1/2)

The Office of the CAO* is a smaller department that will see some change over a 20-year period

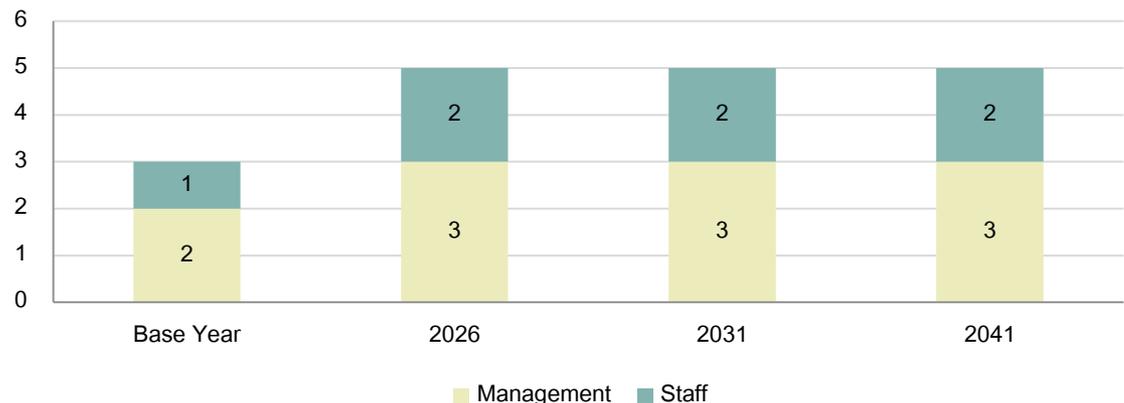
- ▶ The main growth driver for OCAO is the population within MXC. It is expected to see a 57% increase by our projections.
- ▶ With automation, this department is expected to need two additional positions within the next 20 years. Without automation, this projection increases to three positions. See the next page for the positions the OCAO may need.

Growth Drivers	Services	
Households	Land Use Planning	Development Approvals
	Procurement	
Population	Business Attraction and Retention	Communications
	Community Development (Economic Dev.)	Information Management
	Governance (Government Relations)	Marriage Services
	Internal Audit	Cemetery Services
	Risk Management	Council Services
	Insurance Management	Property and Realty
	Human Resources	Accessibility and Inclusion Services
	Grants	Ontario Wildlife Damage Compensation Program
	Strategic Plan and Master Plan	

The OCAO is ready for change

- ▶ Staff in this department were surveyed on change readiness as part of the broader corporate services group.
- ▶ Given the low increase in headcount and a general readiness for change, the OCAO should be able to manage change effectively.

Office of the CAO - # of Positions



Note: Directors are not included in the # of Positions graph.
*Includes the Office of the Clerk.

Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Office of the CAO (2/2)

Observation	Opportunity
Through peer analysis we found municipalities above 20,000 residents tend to have at least one FTE for economic development. Currently, the CAO is responsible for this work.	Consider expanding the Municipality's economic development capability through a contracted service or through a shared service with neighbouring municipalities.
Middlesex Centre, with approximately 7,000 households, would be expected to have about 3.5 FTEs dedicated to planning based on Ontario municipality workforce data.	Continue with plans to onboard a Manager of Planning and Development. Consider reporting lines to move planning out of the Office of CAO (OCAO). Common areas would be Building or PW&E.
	Continue with implementation of online platform to see the status of applications, reducing communication burden.
Overall, the Municipality operates in-line with its peers in terms of services and service standard reporting.	As the Municipality adopts new systems it should move to track more of its service standards.

There are two major areas for sharing

- ▶ The table to the right indicates a number of services that have potential for sharing. Based on analysis there are some that the Municipality should consider as a higher probability for sharing. Services relating to community development and business attraction are areas for greater sharing with neighbouring municipalities as well as the County.
- ▶ In addition, government relations to take advantage of economies of scale.

Service	Category*	Sharing Organizations			
		County	London	Thames	Strathroy
Business Attraction and Retention	Collaboration	x		x	x
Community Development		x	x	x	x
Information Management		x		x	x
Government Relations		x	x	x	x
Insurance Management		x	x	x	x
Permits/Lottery Licensing		x		x	x

Services highlighted Green are items the Municipality should consider as priorities.

* See [Appendix B](#) for definitions of the different types of sharing.

Building & By-law Services (1/2)

Building and By-law Services will see gradual growth

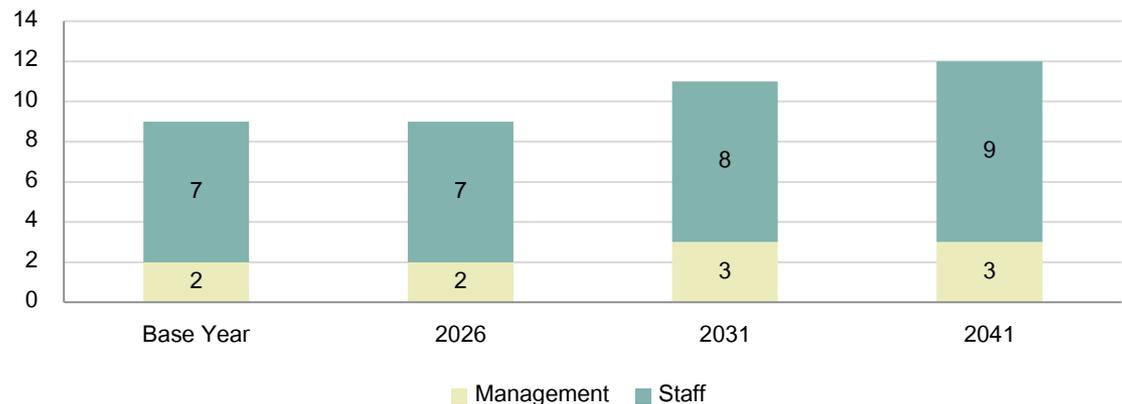
- ▶ Households and population are the major growth drivers for this department. The number of households in the Municipality is predicted to nearly double.
- ▶ Our growth model with automation estimates a net growth of three positions over the 20 - year period. Note that the model focuses on growth in Middlesex Centre. The department will need further staffing if there is significant population growth in the other municipalities Building Services supports.
- ▶ This will largely result in more By-law officers and building inspectors along with the necessary Management oversight.

Despite major growth in households and population, this department is ready for change

- ▶ Overall, the sentiment in Building & By-law Services is that the department is ready for change. Recent changes such as the successful rollout of the Cloudpermit exemplifies this department's ability to adapt.

Growth Drivers	Sub Services*
Road lane-kilometres	Sign Permits
Households	Building Code Inspections
	Building Permits
	Reporting
	Municipal Addressing
	Source Water Protection
Population	By-Law Enforcement
	Parking Enforcement
	Noise By-law Exemptions
	Animal Control

Building Services - # of Positions



*Due to the low number of services we provide the sub service list.

Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Building & By-law Services (2/2)

Observation	Opportunity
By-law processes (e.g., processing a complaint) are manual intensive and do not have a robust system to support their activities.	Continue with implementation of workflow automation system to track complaints, map them using GIS and access this information in the field via a tablet and sim card.
Currently the CBO is more involved in work required to process planning applications than is optimal.	Train Building Inspectors to manage Building Services' involvement in planning reviews for their assigned municipality.
By-law responds to calls during office hours. After hours calls go to voicemail.	As the Municipality grows this service level may need greater coverage. However, this is dependent on resident needs, our analysis does not indicate a particular trigger point for which this may occur. Alternatively, some municipalities contract out after-hours services.
The department responds to many similar questions regarding building permits. Staff have created brochures for common inquiries.	Expand the use of FAQs and brochures to reduce repeat inquiries. Promote the use of these resources to reduce staff burden.

Building services is already operating as a Centre of Excellence (CoE) for other neighboring municipalities

- ▶ This department supports neighbouring municipalities with building permitting and inspection services which is quite progressive.
- ▶ Our analysis does not indicate any other opportunities for sharing. By-law activities did not score high enough and typically require harmonizing by-laws for it to be an effective shared service.

Corporate Services (1/3)

Our model predicts steady growth for Corporate Services

- ▶ Population is the main growth driver for this department. Our projections estimate growth of 57%. Additionally, corporate services does have internal work drivers e.g. # of staff and monthly billing and collections.
- ▶ With automation, Corporate Services is projected to need three additional positions within the next 20 years (as seen in the bottom right graph). Without increased automation the department will require seven additional positions.
- ▶ As per the customer service review and IT master plan, there will be additional work volume placed on the Management team at corporate services.

This department is ready for change

- ▶ Corporate Services has a lower-than-average expected workforce change over the next 20 years.
- ▶ This department has high change readiness according to our employee survey.
- ▶ Two positions are labelled “Hire Immediately” due to current workforce needs. See the first opportunity on the next page.

Growth Drivers	Services	
Households	Issuing Grants	Building Service
	Revenue Collection	Asset Management
	Development Approvals	Finance
Population	Switchboard / Reception	Communications
	Diversity Services	Human Resources
	Governance	Procurement
	Internal Audit	Service Desk
	Project Management	Information Technology
	Risk Management	Community Development
	Insurance Management	



Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Corporate Services (2/3)

Observation	Opportunity
<p>Our workforce expense analysis indicates that Corporate Services is below the bottom quartile. This, in addition to overtime hours indicates an immediate need for staff increases.</p>	<p>To bring Corporate Services in-line with the bottom quartile of workforce expense it should hire two positions, likely one for finance and a second for HR / payroll to manage increasing recruitment and retention activities.</p>
<p>Certain roles in Corporate Services devote significant effort to managing strategic initiatives. As the Municipality grows, it may find this work requires additional effort beyond the capacity of these individuals.</p>	<p>Hire a resource to focus on strategic initiatives by 2041. This can be a project manager position charged with driving initiatives forward. This role is discretionary (not required and not all municipalities have one). This role tends to come in two levels – someone more senior with expertise across the organization, including project and change management. The second is a more junior role that can assist the Director of Corporate Services or the CAO to drive initiatives forward.</p> <p>Alternatively, the Municipality may continue to rely on consultants or contractors to fulfill those role on an “as needed” basis.</p>
<p>The recent customer service review indicates a greater focus on data collection, tracking and monitoring. This responsibility would fall under Corporate Services and increase their work volume.</p>	<p>Hire a CS Coordinator with a focus on customer service across the organization. The trigger event for this would follow implementation of the tracking and monitoring processes to gauge the increase in work volume.</p>
<p>With automation, our workforce model projects the Municipality will need to hire an additional 18 positions over the twenty-year period. Growth in other departments will drive growth in Corporate Services the meet the organization’s needs.</p>	<p>The Municipality may need additional capacity to manage HR related activities for two reasons – 1) staff growth, 2) expansion of HR services (diversity, equity and inclusion), training & development, etc.</p>
<p>The recent IT master plan indicates a number of projects the Municipality should undertake over the next five years. Particularly, replacing the Municipality’s finance system.</p>	<p>This may require additional effort to project manage the selection, implementation and training. This may require backfilling resources or an increase in capacity to ensure this project has adequate resources.</p>
<p>With a tightening labour market, reliance on key individuals and eligible retirement may put a strain on the organization should individuals leave.</p>	<p>Create an organization-wide Succession Plan and Retention Plan.</p> <p>Develop a cross-training program for roles that represent key person dependencies.</p>

Corporate Services (3/3)

Corporate Services is already sharing services and should continue

- ▶ The County provides IT services and will be providing procurement services. Unless service issues arise, sharing should continue.
- ▶ New sharing opportunities may exist for:
 - Community Development
 - Communications and Marketing

Service	Category*	Sharing Organizations			
		County	London	Thames	Strathroy
Building Service, Municipal Addressing	Create a Shared Service			x	x
Communications	Collaboration	x		x	x
Asset Management		x	x	x	x
Community Development		x		x	x

Services highlighted Green are items the Municipality should consider as priorities.

* See [Appendix B](#) for definitions of the different types of sharing.

Community Services (1/2)

Community Services will experience a slight growth in the coming years

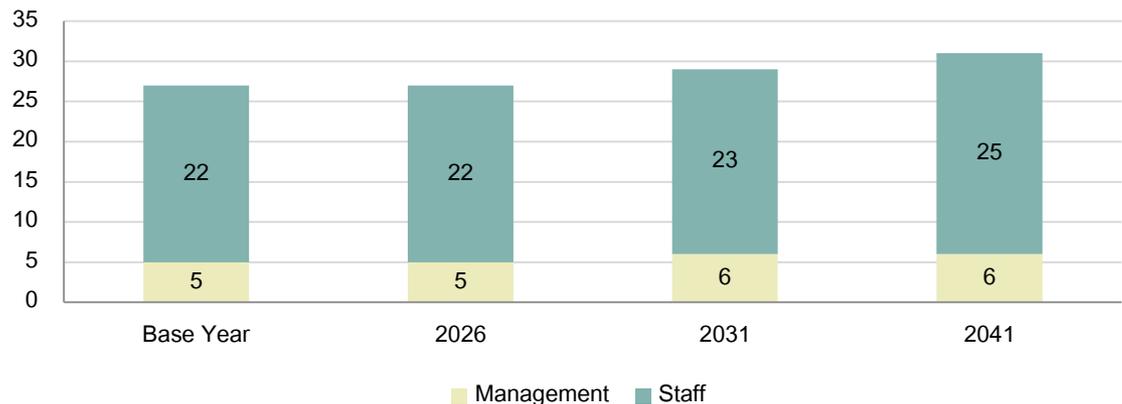
- ▶ All services in this department are discretionary and typically influenced by resident desires. The main driver for growth is population and recreational space.
- ▶ It is also important to account for new indoor spaces that may be procured over time as this will also contribute to organizational growth.
- ▶ Without automation Community Services will need seven additional positions within 20 years. With automation, only four will be required.
- ▶ The current organizational structure in this department has some low spans, however this will allow for future growth without having to make structural changes.

Change management is not a concern for this department

- ▶ Community Services has an above average-readiness for change and is expected to see a greater amount of change in terms of workforce.

Growth Drivers	Services	
Population	Recreation Operations	Special Events (Municipality)
	Customer Service (Facility Booking)	
Outdoor Recreation Space	Off-street Parking	Asset Management
	Forestry	Facilities Management
	Horticulture	Risk Management
	Park Operations	Procurement
	Trails	Project Management
	Internal Audit	

Community Services - # of Positions



Community Services (2/2)

Observation	Opportunity
Customers access services in a manner that frequently requires more manual intervention by staff than is necessary (e.g., with facility bookings).	As per the Customer Service Review, continue piloting the use of a resident web portal. This may be part of replacing the Municipality's finance system.
Middlesex Centre spans a large geographical area. For many transactional services, customers must go into the Municipal Office in Coldstream.	Train Community Services' customer service representatives to handle high-volume customer transactions typically managed by Corporate Services (e.g., collecting utility and property tax payments).
Community Services maintains facilities with the exception of water and wastewater facilities. However, there is no central position responsible for facility management. This can lead to variation in management and capability gaps to appropriately maintain facilities.	Consider creating a position that is responsible for centralized facility management under either Community Services or PW&E.

All of the sharing opportunities we identify are for greater collaboration

- ▶ As per the table to the right, there are a few areas of potential collaboration, specifically:
 - Planning and design of Forestry, Horticulture and Parks
 - Facilities management
 - Community development (see also OCAO)
 - The benefits of collaboration is to achieve potential cost savings / cost avoidance by reducing similar activities or re-use information.

Service	Category*	Sharing Organizations			
		County	London	Thames	Strathroy
Forestry	Collaboration	x		x	x
Horticulture		x		x	x
Parks Operations				x	x
Facilities Management		x		x	x
Community Development		x		x	x

Services highlighted Green are items the Municipality should consider as priorities.

* See [Appendix B](#) for definitions of the different types of sharing.

Fire & Emergency Services (1/2)

The Fire & Emergency Services department will see a small increase in staffing over the studied 20-year period

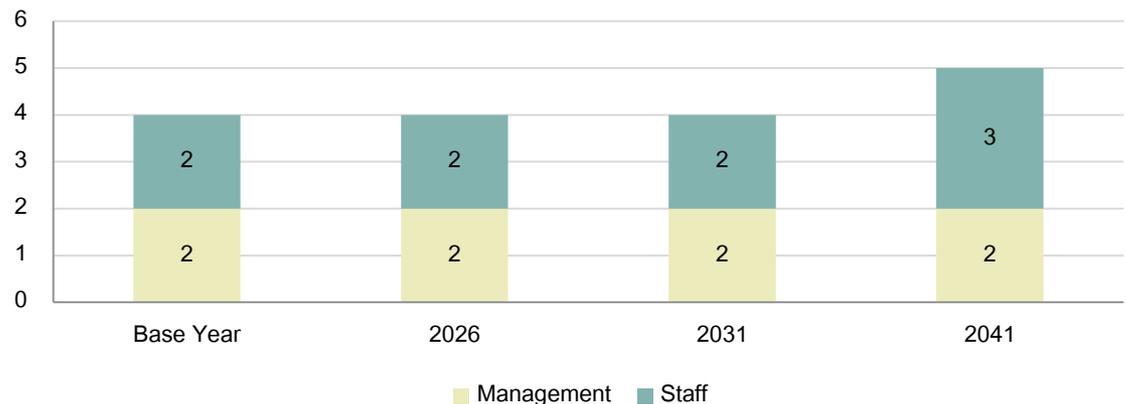
- ▶ The main growth driver for this department is the number of households within MXC. It is set to increase by 70% over the coming years according to our research.
- ▶ Fire & Emergency Services is predicted to need one additional position regardless of whether automation is implemented. Staffing figures exclude the paid on call resources.

Growth Drivers	Sub Services*
Population	Public Education
	Emergency Planning Programs
Households	Administrative Services
	Fire Prevention
	Mechanical
	Communications
	Training and Development
	Fire Suppression

Change readiness for this department is lower than average

- ▶ Because Fire and Emergency Services is only set to have one additional position in the coming years, lower-than-average change readiness will not have a significant impact when increasing staff.

Fire & Emergency Services - # of Positions



*Due to the low number of services we provide the sub service list.

Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Fire & Emergency Services (2/2)

Observation	Opportunity
Currently, most customer interactions are managed by staff manually.	Fire Services should consider taking advantage of a self-service tool for common customer interactions (e.g., firework permits, inspection bookings). The trigger to pilot a tool should be a year over year increase in volume or a shift in expectations when residents / businesses expect to be able to do this online.
Fire and Emergency services uses paid on call fire fighters for delivery of specific services. In addition, they have recently added a Deputy Chief. Call volume is increasing at approximately 10 percent per year.	Over the next 5-10 years this model may need revision to switch to a hybrid (some on paid call, some full-time). The trigger should be volume of work and number of fire halls. This growth should be managed in accordance with the Fire Master Plan.

There are few opportunities for sharing in Fire & Emergency Services

- ▶ Collaborating on Communications and Public Education can help ensure alignment of material, messaging and timing.
- ▶ Having a CoE for training can help reduce costs for neighboring municipalities.

Sub Service	Category*	Sharing Organizations			
		County	London	Thames	Strathroy
Emergency Planning Programs	Collaboration	x			x
Communications		x	x	x	x
Public Education		x	x	x	x
Training and Development	Centre of Excellence	x	x	x	x

Services highlighted Green are items the Municipality should consider as priorities.

Note that the Municipality's Fire Prevention Officer currently supports two additional municipalities.

* See [Appendix B](#) for definitions of the different types of sharing.

Public Works & Engineering (1/3)

Our model predicts limited growth for Public Works & Engineering (PW&E)

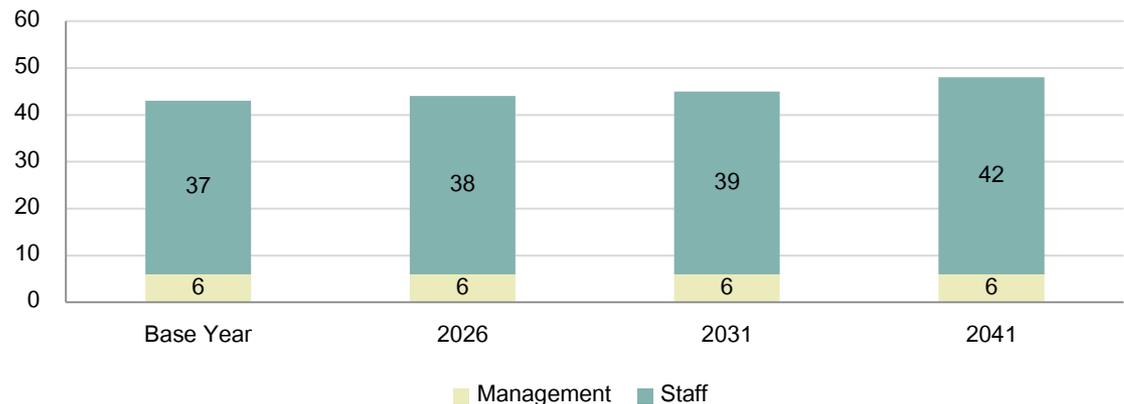
- ▶ Households and road lane-kilometers are the principal growth drivers for PW&E. The growth for road lane kilometers over the 20-year period will be 10% compared to a 70% increase in households.
- ▶ Our growth model with automation suggests a net growth of five positions (without automation a net growth of 10 positions) over the period.
- ▶ Due to the high expected increase in households, environmental services (such as water, wastewater, and stormwater) will require a greater increase in staff than other functions within the department, such as transportation services.*

Change readiness is a concern for this department

- ▶ Based on the employee survey, PW&E is less prepared for change than other departments at the Municipality. The department will likely see the greatest number of new positions added compared to other departments in the municipality.

Growth Drivers	Services		
Households	Storm Water Mgmt	Solid Waste Collection	Solid Waste Diversion
	Wastewater	Water	Development Approvals
Road lane-kilometers	On-street Parking	Street Lighting	Community Development
	Transportation Mgmt	Sidewalks	Aggregate Pit Management
	Transportation Network	Design and Construction	Administration
	Corridor Management	Support Functions (GIS)	Procurement (Finance)
	Winter Maintenance	Asset Management	Capital Construction Work
	Forestry	Fleet Management	Internal Projects
	Road Management		
Population	Internal Audit	Risk Management	Insurance Management
	Compliance	Procurement	

Public Works & Engineering - # of Positions



*See [Appendix G](#) for staffing by PWE service area. Note that due to rounding, staffing may differ slightly from current numbers.

Management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Public Works & Engineering (2/3)

Observation	Opportunity
<p>The Director of PW&E is directly involved in planning activities (e.g., review of planning applications).</p>	<p>Continue with plans to hire a Manager of Planning and Development to divert some of the Director's time to the manager.</p>
<p>Parks maintenance resides within Community Services, however many municipalities house this function within PW&E. This can be beneficial when both groups use similar equipment. Additionally, Parks staff can aid PW&E with winter maintenance.</p>	<p>If the need to restructure arises, consider moving parks maintenance services to PW&E. It will be important to create a business case and confirm this change will benefit the Municipality's operations.</p>
<p>PW&E uses Asset Essentials for internal operations. The software may provide a way to generate work orders through online requests or by customer service representatives. While residents can submit general concerns through the website, the webforms are not integrated with other systems.</p>	<p>Continue with 2023 plans to use Asset Essentials to generate work orders based on customer service requests submitted online (e.g., via resident portal or webforms).</p>
<p>PW&E does not currently use project management software to manage municipal construction projects.</p>	<p>Asset Essentials has a project dashboard for bundling work orders. Explore the use of this feature as a project management tool.</p>
<p>The Municipality does not employ a resource devoted to environment and sustainability. Moving forward, there will likely be an increased focus on legislated environmental standards for municipalities. Likewise, as the Municipality grows there will be a locally driven interest in sustainability.</p>	<p>Over the next 20 years, the Municipality should consider adding a position focused on sustainability, from planning development, use of infrastructure, facilities and energy. Responsibility for this work currently falls to the Asset Management Coordinator.</p>
<p>PW&E and Community Services both need additional capacity to manage capital projects.</p>	<p>Hire a resource dedicated to managing capital projects. This role should take on work for PW&E and Community Services where appropriate.</p> <p>Currently, some capital projects are supported through an external consultant. If external consultant cost is above an position and there is consistent year over year work volume consider this the trigger event to hire.</p> <p>This resource can then also optimize the use of the Municipality's project management software (see above).</p>
<p>Given the current structure, key person dependencies are a risk for this department (e.g., Drainage Superintendent).</p>	<p>Cross-train staff where appropriate. Ensure succession planning accounts for these dependencies (see opportunity in Office of the CAO section). Consider moving to a shared service model when appropriate.</p>

Public Works & Engineering (3/3)

While PW&E is sharing some services (e.g. GIS services from the County) opportunities exist to explore sharing

- ▶ Creating a CoE for Fleet Management can help achieve better economies of scale.
- ▶ Collaboration on transportation / active planning can help ensure coordination of future plans and synergies.
- ▶ The department should consider creating a shared service for drainage management.

Service	Category*	Sharing Organizations			
		County	London	Thames	Strathroy
Drainage Management	Create a Shared Service	x		x	x
Fleet Management	Centre of Excellence	x		x	x
Transportation Management	Collaboration			x	x
Active Transportation		x	x	x	x
Corridor Management				x	x
Forestry		x		x	x
Sidewalks				x	x
Design and Construction				x	x
Compliance		x	x	x	x
Asset Management		x	x	x	x

Services highlighted Green are items the Municipality should consider as priorities.

* See [Appendix B](#) for definitions of the different types of sharing.



**/ GROWTH IMPACT ON FACILITIES AND
FLEET**

A Growing Population Will Increase Demands On Municipal Facilities

Currently, the Municipality maintains and operates five major facilities

In addition to these major facilities, it also operates community centres, wastewater treatment facilities, and other minor structures, such as in parks. These facilities provide appropriate geographic coverage across Middlesex Centre, as seen in the map in [Appendix F](#).

To forecast future facility needs, we looked at the most important drivers across three categories:

- ▶ Office area, driven by increases in municipal office staff
- ▶ Indoor recreation area, driven by increases in population
- ▶ Public works facilities, driven by increases in vehicles and field staff

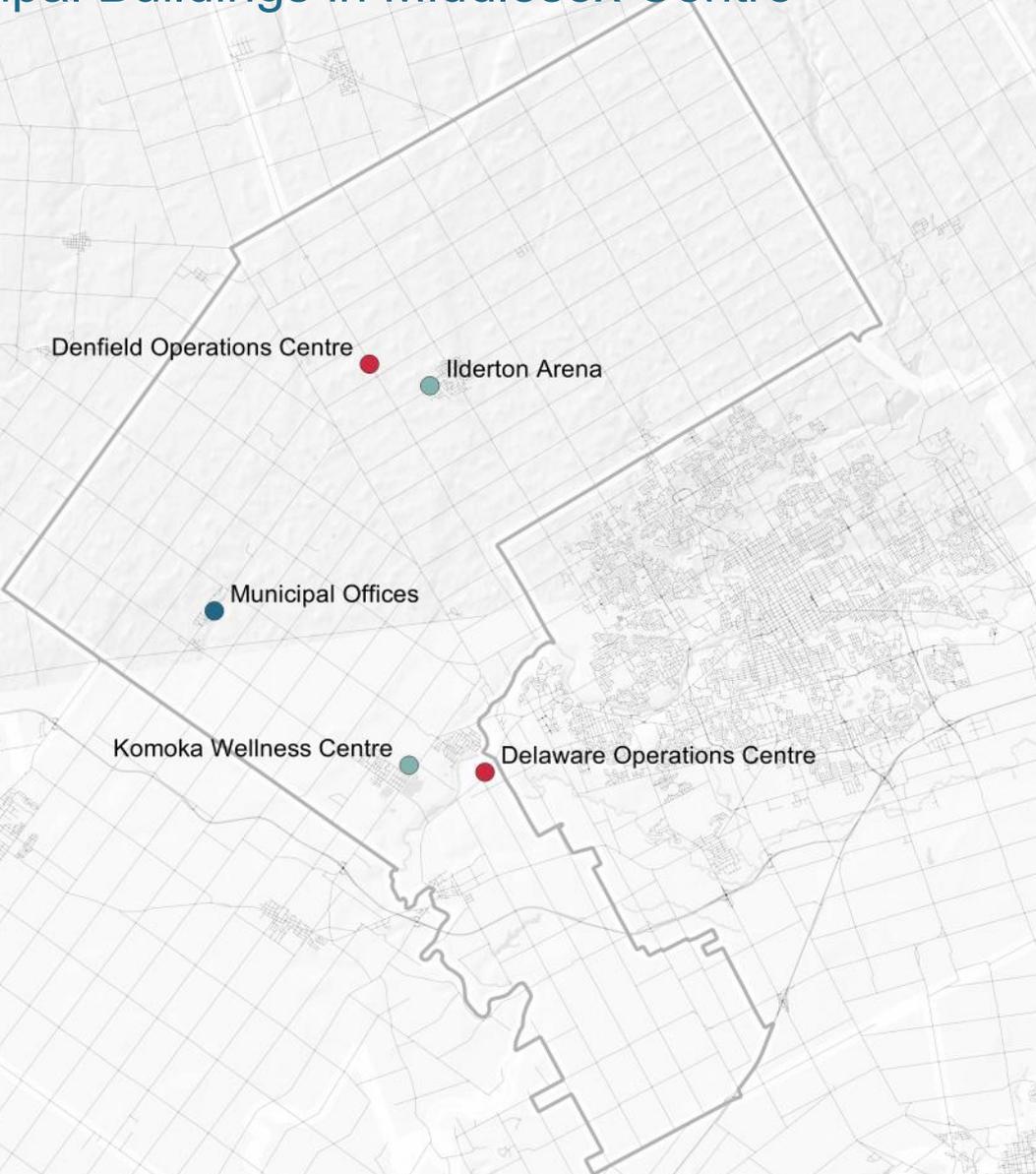
Technical facilities such as water or wastewater treatment plants were not included in the analysis. The Municipality will need to construct and operate these facilities as necessary to maintain current service levels against predicted household growth.

The Municipality has choices on how it can meet these forecast facility needs

- ▶ For each driver, the Municipality can choose how to respond. For example, it can meet demand for increased office space by expanding remote working options. An increased demand for recreational area can also be met by increasing the efficiency of existing facilities, for example, by changing programming of spaces.
- ▶ Finally, the use of shared services with nearby municipalities can improve facility efficiency by spreading demand and use across underused facilities, ensuring that municipal assets have high utilization. For example, residents that live close to the border with a neighboring municipality are likely to use their facilities if it is closer in proximity.

Major Municipal Facilities	Type
Municipal Office	General
Denfield Operations Centre	Public Works
Delaware Operations Centre	Public Works
Komoka Wellness Centre	Community Services
Ilderton Arena	Community Services

Major Municipal Buildings in Middlesex Centre

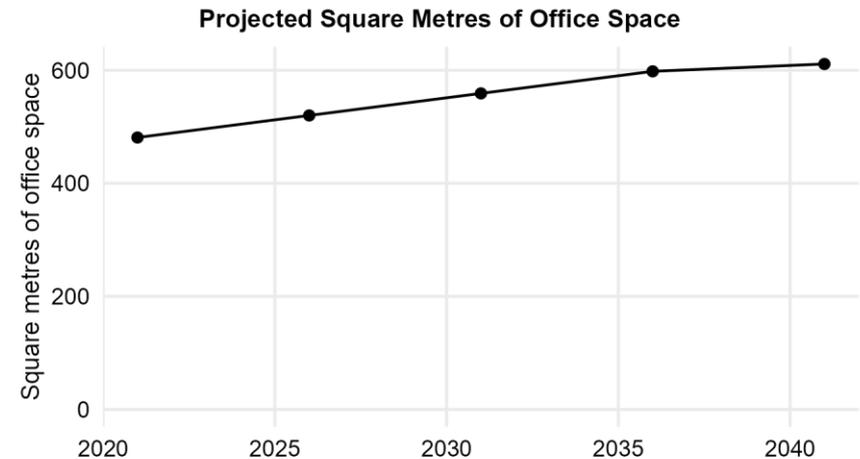


- Municipal Office
- Operations
- Recreation

The Municipality's Office Expansion Will Be Sufficient To Manage Its Future Needs

Office space requirements will increase by up to 54% in 2041

- ▶ We calculate the office space needs by considering the office staff positions given a set area per staff member. Each staff member, including managers, but excluding staff in Public Works and Community Services, requires 13sqm of office space in our forecast as based on federal workplace standards.*
- ▶ As in the chart at right, demands for office space will increase from present levels by up to 230sqm as the municipality adds up to 10 additional office staff positions by 2041.
- ▶ However, this projection for office space needs is an upper limit and can be reduced through workplace management models such as work-from-home or hybrid working. As these models allow staff to work completely remotely or split their time between working from home and the office, the need for office space, and consequent costs, can be furthered reduced. Other workplace management models, such as four-day workweeks will also reduce the required overall office space for workers.



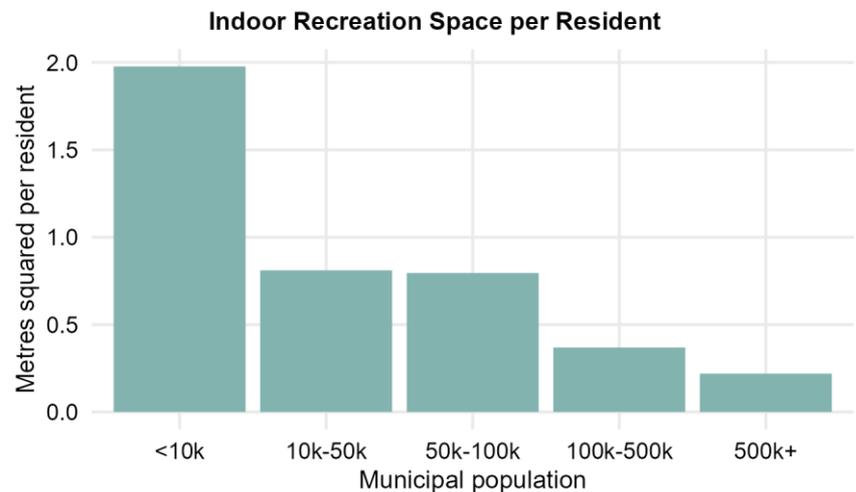
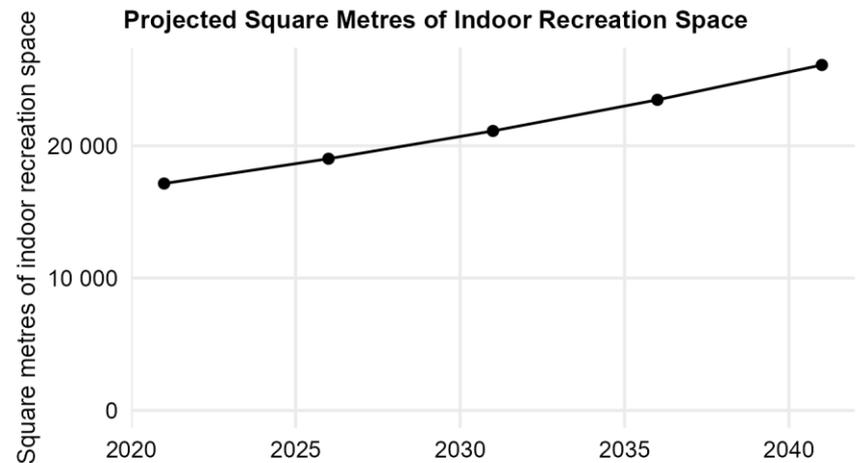
- ▶ Currently, MXC is expanding its Municipal Office to provide more office space and service areas. The expansion plan provides the Municipality with a minimum of 50 offices, with additional space available, including meeting rooms, a boardroom and four spaces for reception and customer service representatives. Based on our modelling, this will be sufficient office space to meet Municipal needs up to 2041.

* Source: [Government of Canada](#)

The Municipality May Need To Add More Indoor Recreational Space Over The Next 20 Years

Increasing indoor recreation space is a discretionary decision for the Municipality

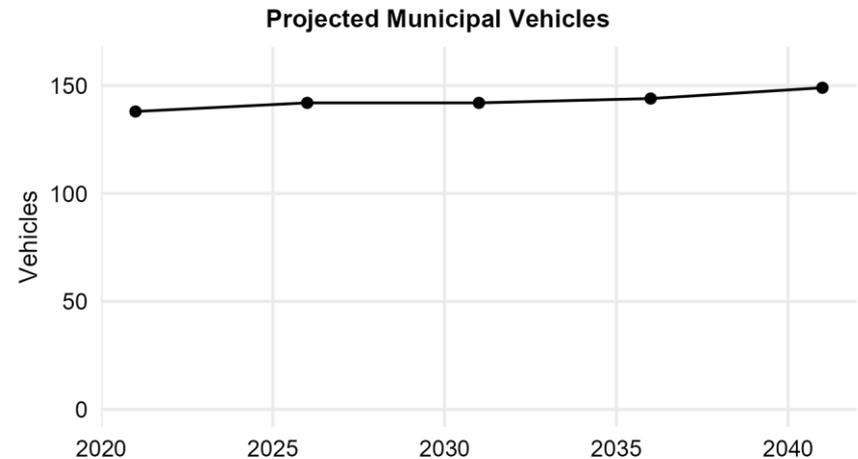
- ▶ The chart on the right illustrates the area of indoor recreation space needed to maintain a consistent ratio of indoor recreation space per resident as the population increases. This does not take into account opportunities to improve the utilization and efficiency of these facilities.
- ▶ Because it is discretionary, municipalities vary greatly on the amount of indoor recreation space and its purpose e.g. ice pads, community centres or gymnasiums. However, a common trend is moving away from single use facilities and outdoor pools.
- ▶ Current recreational facilities provide appropriate geographic coverage across the Municipality. However, the Municipality has higher than average indoor recreation space per resident, at 0.91m^2 compared to 0.81m^2 across Ontario municipalities between 10,000 and 50,000 residents. With projected population growth, the Municipality will require an additional $8,960\text{m}^2$ (or 52%) indoor recreation space over the next 20 years, beyond the current area of $17,146\text{m}^2$. This is roughly equivalent to building one additional facility of the same size as the Komoka Wellness Centre or two facilities about the size of the Ilderton Arena. As per the top right chart, this new facility will likely need to come online before 2040.



The Increase In Fleet Size Will Likely Be The Main Driver For The Municipality To Consider Expanding Its Public Works Facilities

Additional facility space may be needed for Public Works fleet and field staff

- ▶ As detailed on the subsequent page, the Municipality is predicted to increase its fleet size by 11 vehicles from its current fleet of 138 over the next 20 years. Most of this increase will come in the next five years to reduce the utilization rate of some vehicles. Overall, a moderate increase is predicted, up 8% from current levels.
- ▶ Denfield Operations Centre and Delaware Operations Centre are well-located, near settlement areas and in positions to minimize overall travel time across the Municipality. While Delaware Operations Centre is at capacity, Denfield Operations Centre has some room to support additional vehicles.
- ▶ With the increase in fleet over the next five years, the Municipality may need to increase its Public Works fleet capacity through the expansion of an existing facility or construction of a new facility in the near future (next five years) to meet demands for storage, maintenance and operations. After the initial increase in fleet size, future growth will be slower.
- ▶ The size of the Public Works workforce is also predicted to increase by 5 positions by 2041, or an increase of 12%. While this is a larger increase than many departments, as these positions will likely be largely field-based, additional facility areas may not be required to accommodate the additional workforce.



Middlesex Can Increase Vehicle Utilization To Avoid Increasing The Number Of Vehicles It Operates

The Municipality will need to acquire additional vehicles to meet future growth and service demands

The table to the right shows each of the categories of vehicles along with the expected number of those vehicles every five years.

- ▶ The current infrastructure and current utilization is used to calculate how much infrastructure could be managed by each vehicle type.
- ▶ As the infrastructure increased, this capacity measure is used to determine when a vehicle needed to be added. Accepting that it is near impossible to utilize a vehicle 100%, capacity is set at 75%.
- ▶ Since utilization is relatively low today for most vehicles, increased infrastructure did not lead to a large increase in more vehicles. Other vehicles include ice resurfacers, engines and tankers, rollers and trailers.

Strathroy-Caradoc and Thames Centre are in a similar position

This offers an opportunity for sharing vehicles to increase utilization. The table at right shows some candidates.

Vehicle	Utilization Factor	Base Year	2026	2031	2036	2041	Starting Utilization	Ending Utilization
Excavator & Backhoe	Population	3	3	3	3	3	37%	58%
Car	Ln km	6	6	6	6	6	53%	58%
Grader	Population	5	5	5	5	5	42%	66%
Loader	Population	3	4	4	4	5	85%	81%
Mower	Parks sq km	10	10	10	10	10	14%	17%
Pickup	Population	23	23	23	23	23	40%	63%
Sidewalk Plow/Truck	Ln km	2	3	3	3	4	105%	68%
Tractor	Parks sq km	4	4	4	4	4	27%	33%
Truck	Ln km	25	25	25	25	25	31%	34%
Van	Ln km	1	2	2	2	2	100%	55%
Other	Varies	57	58	58	59	63	60%	61%
			Thames		Strathroy		Middlesex	
Backhoe		2	39%	3	35%	3	29%	
Mower		7	25%	7	22%	10	18%	
Packer		1	11%	1	11%			

Note: Green indicates an increase in the number of vehicles.

/ APPENDICES

Model – Approach and Key Assumptions

The workforce prediction model is based on several factors

- ▶ Blackline created two scenarios to look at expected future workforce needs. The first scenario represents the current state, while the second scenario demonstrates the potential impact of automation on various municipal services.
- ▶ We have forecasted future workforce needs based on projected population, households, road kilometers, and outdoor recreation space.
- ▶ We have then used these predictions to model the workforce requirements for each service and rolled them up to the departmental and overall municipal level.

Assumptions	
▶	Each municipal service is assigned one of four primary work drivers to determine its overall workforce needs. While other work drivers exist, there are four primary drivers: population, households, road kilometres, and square metres of outdoor recreation space.
▶	Demographic population projections are based on a report created for Middlesex County by Watson & Associates in 2021.
▶	Household size is assumed to decrease at a constant rate.
▶	Road kilometres and outdoor recreation space per person is based on the per-capita incremental increase across Ontario over the past 20 years.
▶	The model does not account for significant changes in legislation.
▶	The model assumes current services and service levels are maintained. This includes shared services provided to the Municipality as well as shared services the Municipality provides.
▶	2021 is the baseline. We assume that the current staff are over capacity in Corporate Services and at capacity in other departments, based on FIR comparisons. In addition, the current service delivery model (such as contracted, shared or outsourced) is maintained during the course of the 20 years.
▶	Each service has been assigned a score indicating its potential for automation (low, medium, or high). The current level of automation for each service has also been identified. A discount factor is applied to the workforce needs of each service based on its potential for automation.
▶	In the automation scenario, this discount factor is used to determine the impact of implementing automation on workforce requirements.
▶	The impact on service-level workforce is rolled up into departmental workforce changes based on FTEs.
▶	The municipal workforce is divided into two levels: managers and staff, based on the provided data. Future workforce increases were calculated on the assumption that the ratio of managers to staff will remain constant at the departmental level.
▶	Predicted workforce needs in full-time equivalents (FTEs) are converted to positions by rounding up as the decimal is over 0.2.

Model – Future Expenses and Cost Avoidance

MXC Department	FIR Category	Change in Positions (Base to 2041)		Salaries (\$000s)			Difference (\$000s)
		Status Quo	Automation	Base Year	Status Quo (2041)	Automation (2041)	
Building	▶ Building Permit and Inspection (Protection)	167%	133%	\$732	\$1,221	\$977	\$244
Community Services	▶ Recreation	126%	115%	\$1,353	\$1,704	\$1,554	\$150
Corporate Services Office of the CAO	▶ General Government	171%	136%	\$1,715	\$2,941	\$2,328	\$613
Fire & Emergency Services	▶ Fire	125%	112%	\$1,102	\$1,378	\$1,378	\$0
Public Works & Engineering	▶ Transportation ▶ Environment	126%	119%	\$3,014	\$3,786	\$3,365	\$421
Overall		139%	121%	\$7,917	\$11,028	\$9,600	\$1,428

Implementing automation will reduce future labour expenditures

We calculate the potential cost avoidance by comparing the difference between two scenarios (status quo and automation).

- ▶ Under the automation scenario, the Municipality will reduce labour expenditures by up to \$1.4 million per year (in 2041).
- ▶ Salaries, wages and benefits for Planning and Development are excluded as this service is delivered by Middlesex County.
- ▶ The above does not include CPI adjustments.
- ▶ Other expenses such as vehicle and facility predictions are not included.

Shared Services – Types

We considered opportunities for shared services across five categories

These types of sharing range from complete independence to amalgamation.

- ▶ The shared service opportunities in this report focus on Collaboration, Centre of Excellence and Shared Service. See definitions below.
- ▶ Note that to create a Centre of Excellence or a Shared Service, the participating municipalities should first establish minimum service standards. All organizations involved will want to ensure their residents receive service in-line with corporate standards for timeliness and quality.

Independence	Collaboration	Centre of Excellence	Create a Shared Service	Amalgamation
 <p>No sharing, each organization operates with complete autonomy.</p>	 <p>Organizations working together to coordinate activities, share learning and expertise but not staff.</p>	 <p>Creating a group that can provide service to others. Typically, this would result in a shared service contract or agreement regarding the service, service expectations and fees.</p>	 <p>Creating a separate legal entity from the other organizations that will deliver specific services. Typically, the creators of the shared service corporation would be part owners.</p>	 <p>Merging the organizations into one corporation and entity.</p>

Shared Services – Criteria

We scored services based on six criteria to assess suitability for shared service

We did this at a sub-service level across every department.

- ▶ The criteria, listed to the right, is a set of service characteristics that make it easier or more beneficial to share a service.
- ▶ A sub-service gets one point for every criteria that applies to it. The column “Shared Service Candidate” in the following pages sums up the points given to each sub-service.
- ▶ Some sub-services are relevant to multiple departments (e.g., procurement). We have kept these separate. There are differences in scoring for some services based on variation in how many FTEs the department tags to a service.

Criteria	Explanation
Discretionary Services	There are fewer legislated constraints on these services. The Municipality can be flexible in how it delivers these services.
Requires less than one full-time equivalent	If delivering a service requires less than one FTE, there is benefit from organizing a greater amount of work across multiple organizations and avoiding staff switching from delivering different types of services.
Does not require local delivery	Local service delivery (in-person) creates geographical constraints on sharing services across a broad area.
Economies of Scale – Capability	Service delivery benefits from specialization. The work performed by Building Services is an example of this.
Economies of Scale – Capacity	Service delivery benefits from aggregating resources. This tends to apply to services with high capital costs.
Shareable at sub-service level	The nature of a service may make it challenging to deliver in a shared model (e.g., it would confuse residents if municipal communications for Middlesex Centre came from another municipality).

Appendix C

Shared Services – Sub Services

The following table provides the sub services for each of the priority shared services opportunities identified by department.

Department	Service	Sub Service
Office of the CAO	Business Attraction and Retention	Business Attraction and Retention
	Governance	Government Relations
Office of the CAO / Community Services	Community Development	Community Development
Corporate Services	Communications	Corporate Communications and Marketing
		Key stakeholder and Media Relations
Corporate Services	Community Development	Marketing & Fundraising
	Community Services	Forestry
Horticulture		Planning and Design
		Maintenance and Operations
Parks Operations		Planning & Design
Community Services	Facilities Management	Design
		Development and Advisory
Fire & Emergency Services	Fire Services	Public Education
		Training and Development
		Communications
PW&E	Transportation Management	Transportation Demand Management (TDM)
		Transportation Planning
	Active Transportation Network	Active Transportation Planning
	Fleet Management	Fleet Maintenance and Operations
	Drainage	Drainage Management

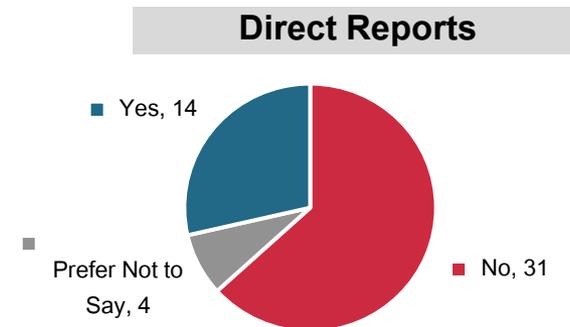
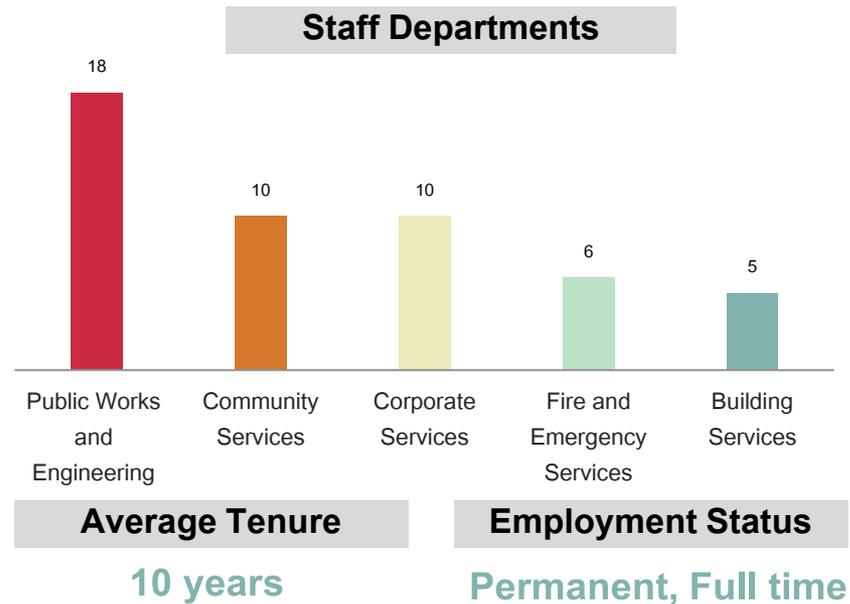
Staff Survey Overview

We received 49 responses from staff to our online survey

As a component of our assessment, Blackline conducted an online survey with the municipal staff to understand their views on current challenges, opportunities facing their department, and the organization

The online, opt-in survey was available from July 5 to July 22, 2022. The Municipality sent an anonymous survey link to staff and provided one reminder to complete the survey.

- ▶ The median duration to complete the questionnaire was 13 minutes.
- ▶ As the survey methodology was opt-in, no margin of error can be assigned to the results. Responses are unweighted.
- ▶ The survey was completed by 49 respondents. Most staff who completed the survey do not have any direct reports.



Appendix E

Peer Review (1/7)

Ten municipalities from across Ontario participated in the peer study

- ▶ The Corporation of the Municipality of Middlesex Centre (“Middlesex Centre”) conducted an Organizational Review. As input, Blackline contacted several municipalities across Ontario to participate in a peer study.
- ▶ The scope covers staffing, use of third parties, work volume and financials. It focuses on the specific services and areas listed below.

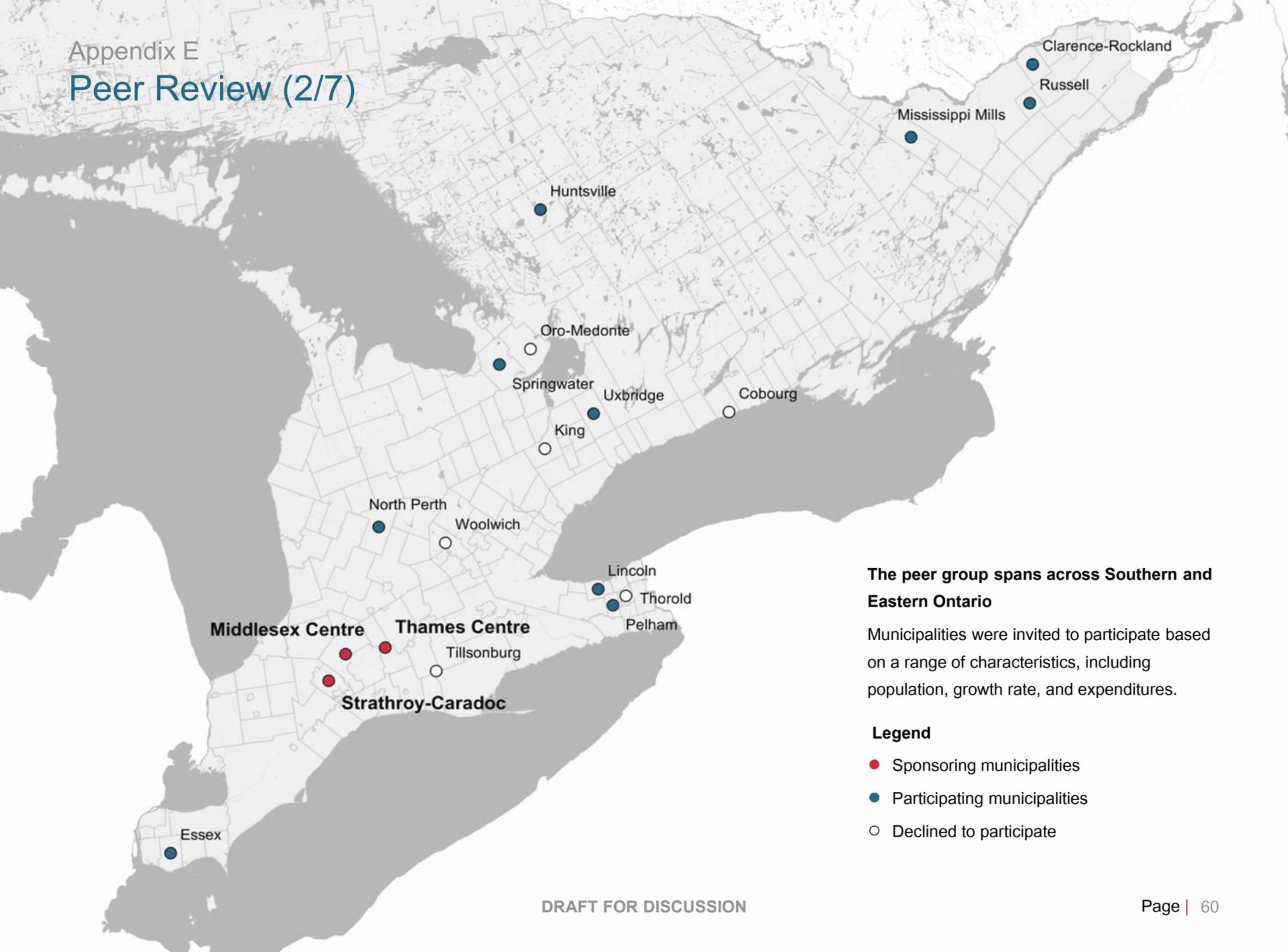
Area	Services included
Administration	Communications, customer service, economic development, finance, human resources and legislative services
Community Services	Parks services and recreation services
Permits and planning	Building services and planning services
Public Works	Roads, water, wastewater and stormwater

- ▶ Participating municipalities provided statistical information about operations and finances. As well, they completed a qualitative questionnaire to give insight into their organization. Note that some municipalities provided partial or incomplete responses.
- ▶ This section summarizes results from the peer study along with additional trends and analysis.
- ▶ Please note that two municipalities, Oro-Medonte and Mississippi Mills, did not complete the survey. However, work volume and staffing data from previous projects with both municipalities was leveraged as appropriate.

Participating Municipalities*	
	Clarence-Rockland
	Essex
	Huntsville
	Lincoln
	Mississippi Mills
	North Perth
	Pelham
	Russell
	Springwater
	Uxbridge

*Contacted but did not participate: Cobourg, King, Thorold, Tilsonburg, Woolwich

Peer Review (2/7)



The peer group spans across Southern and Eastern Ontario

Municipalities were invited to participate based on a range of characteristics, including population, growth rate, and expenditures.

Legend

- Sponsoring municipalities
- Participating municipalities
- Declined to participate

Appendix E

Peer Review (3/7)

Municipality	General Characteristics				Financial Characteristics				
	Population	Households	Land area (km ²)	Population density	Revenue (\$m)	Operating expense (\$m)	Net position (\$m)	Revenue / household	OpEx / household
Clarence-Rockland	25,579	9,942	310	83	\$43.2	\$30.6	\$12.6	\$4,346	\$3,074
Essex	21,300	8,621	278	77	\$44.8	\$27.7	\$17.2	\$5,201	\$3,209
Lincoln	23,787	9,608	165	144	\$43.1	\$25.1	\$18.0	\$4,488	\$2,616
Huntsville	15,312	11,263	69	222	\$26.6	\$17.3	\$9.3	\$2,362	\$1,535
Middlesex Centre	17,262	6,578	592	29	\$41.1	\$21.1	\$20.0	\$6,248	\$3,206
Mississippi Mills	13,163	5,979	530	25	\$26.9	\$17.9	\$9.1	\$4,504	\$2,986
North Perth	13,130	5,826	494	27	\$35.9	\$20.6	\$15.3	\$6,154	\$3,534
Oro-Medonte	21,035	11,530	587	36	28.4	21.4	7.0	\$2,459	\$1,853
Pelham	17,110	7,287	127	135	\$40.5	\$18.6	\$21.9	\$5,557	\$2,548
Russell	19,451	6,687	200	97	\$33.9	\$21.8	\$12.1	\$5,075	\$3,267
Springwater	19,059	8,197	543	35	\$30.2	\$19.0	\$11.2	\$3,682	\$2,322
Strathroy-Caradoc	18,369	9,432	272	68	\$43.0	\$23.2	\$19.8	\$4,556	\$2,460
Thames Centre	13,191	5,255	437	30	\$21.5	\$13.7	\$7.8	\$4,095	\$2,605
Uxbridge	21,176	8,155	424	50	\$25.9	\$16.4	\$9.5	\$3,181	\$2,015

Source: FIR 2020

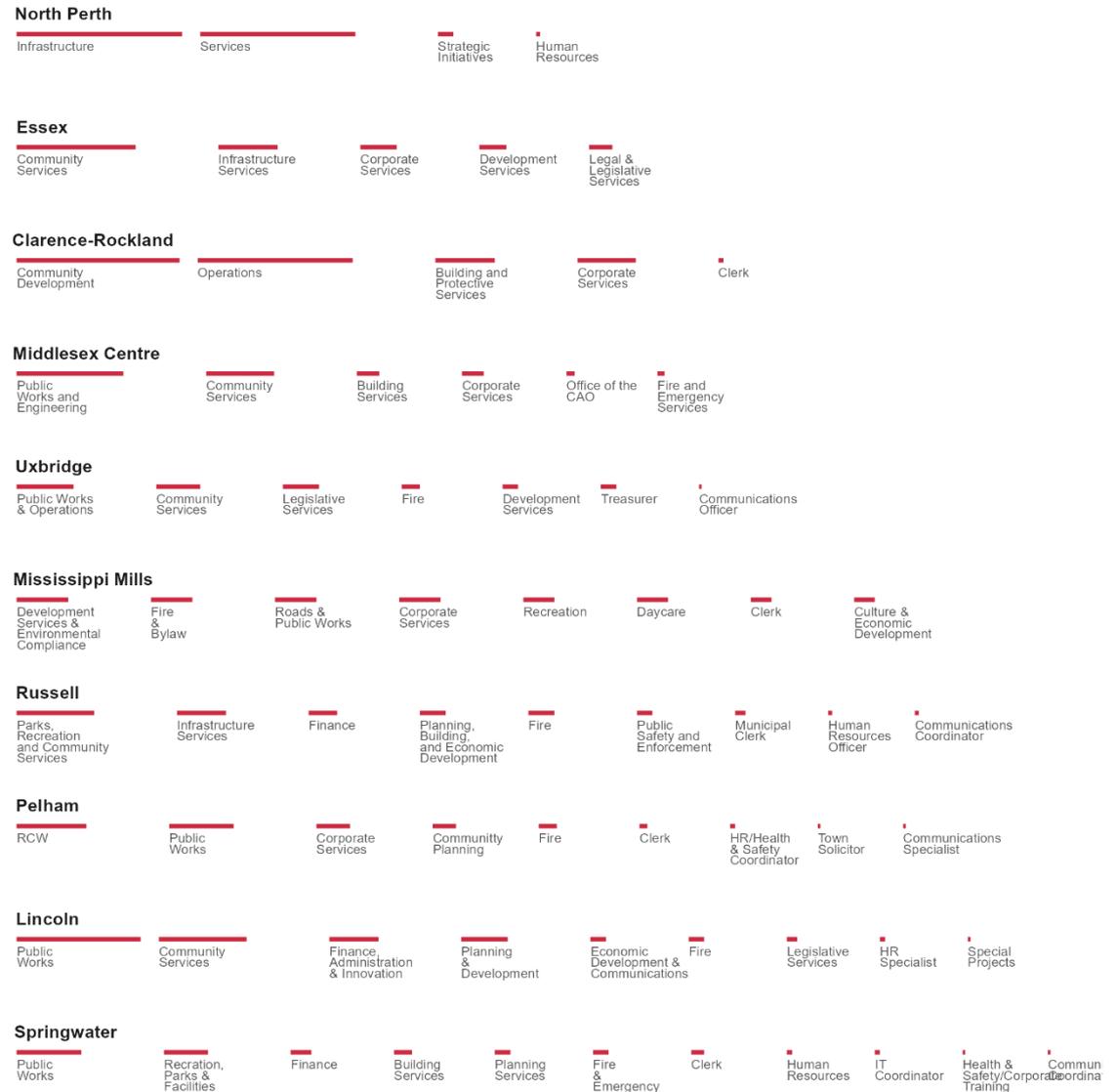
Note: operating expense is total expenses after adjustments excluding amortization; net position: revenue – expense

Appendix E

Peer Review (4/7)

Peers range between four and eleven departments and direct reports to the CAO

- ▶ Most peers have departments that provide community services, corporate services, public works and building/planning functions, very similar to the Municipality.
 - The largest departments typically relate to community services and public works.
- ▶ HR, Clerk services, and Communications sometimes report directly to the CAO while other times these functions are housed within another department.
- ▶ The chart to the right shows the top-level organization structure of peer municipalities. Municipalities are ordered by the number of departments and direct reports to the CAO.
- ▶ Departments are ordered by size, with larger departments on the left and smaller ones on the right. It is intended to provide an relative sense of departmental size, which was estimated using organizational chart data. For some municipalities, this may produce an undercount due to unenumerated or missing positions (e.g. Operators, Customer Service Representatives).

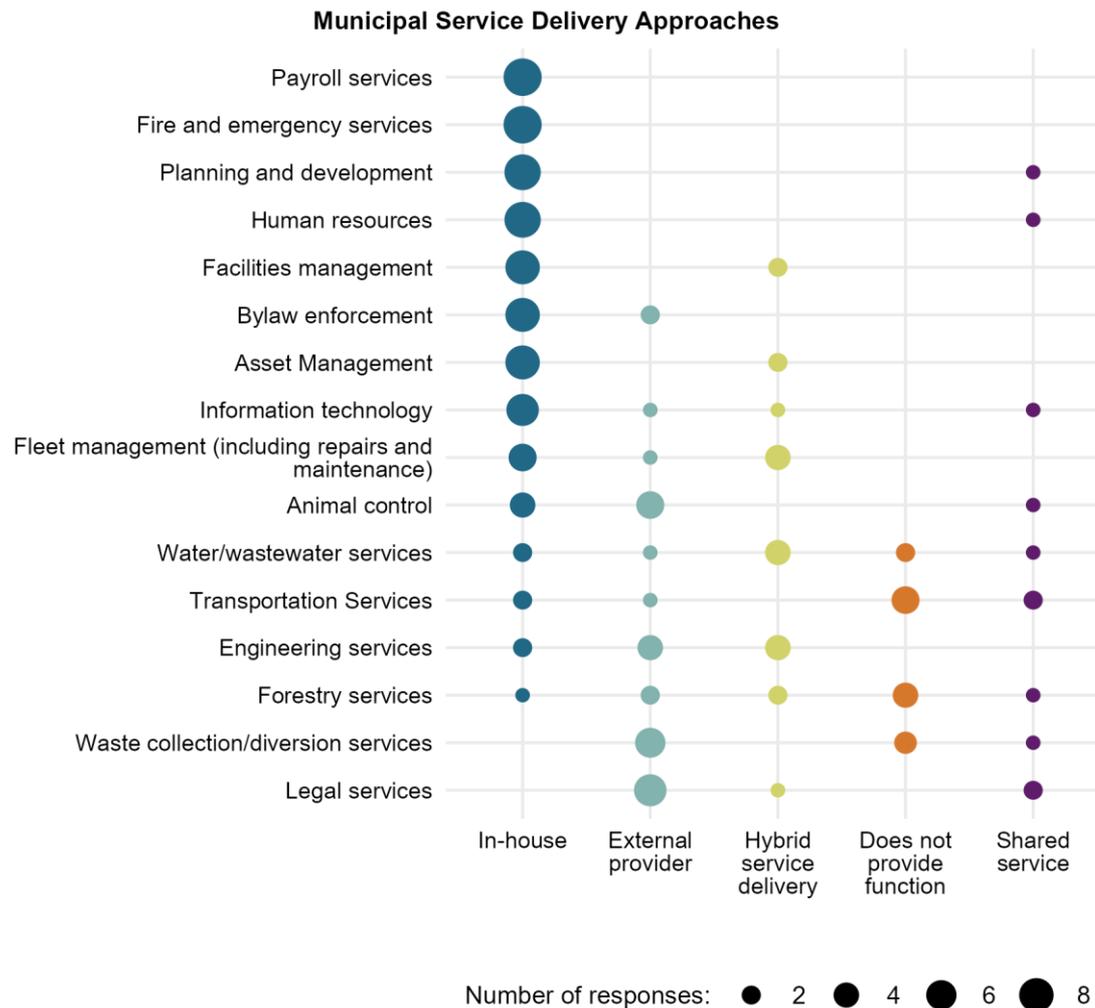


Appendix E

Peer Review (5/7)

Most peers provide legal, waste, forestry and engineering services through alternative service delivery models

- ▶ Conversely, payroll, fire and emergency services, planning and development, human resources, facilities management and bylaw enforcement are mostly delivered in-house.
- ▶ Some municipalities identified using external service providers for more technical projects because of the expertise they can provide. One noted that it was becoming challenging to find skilled tradespeople to respond to their RFPs.
- ▶ Municipalities that implemented shared service model identified cost savings, skilled staff, infrastructure, and small size as reasons for adoption.
- ▶ However, a consequence of shared service is that it still requires oversight and involvement, including governance and evaluation of service delivery.
- ▶ One peer stated that the decision to offer in-house services was to provide better service and control service levels.

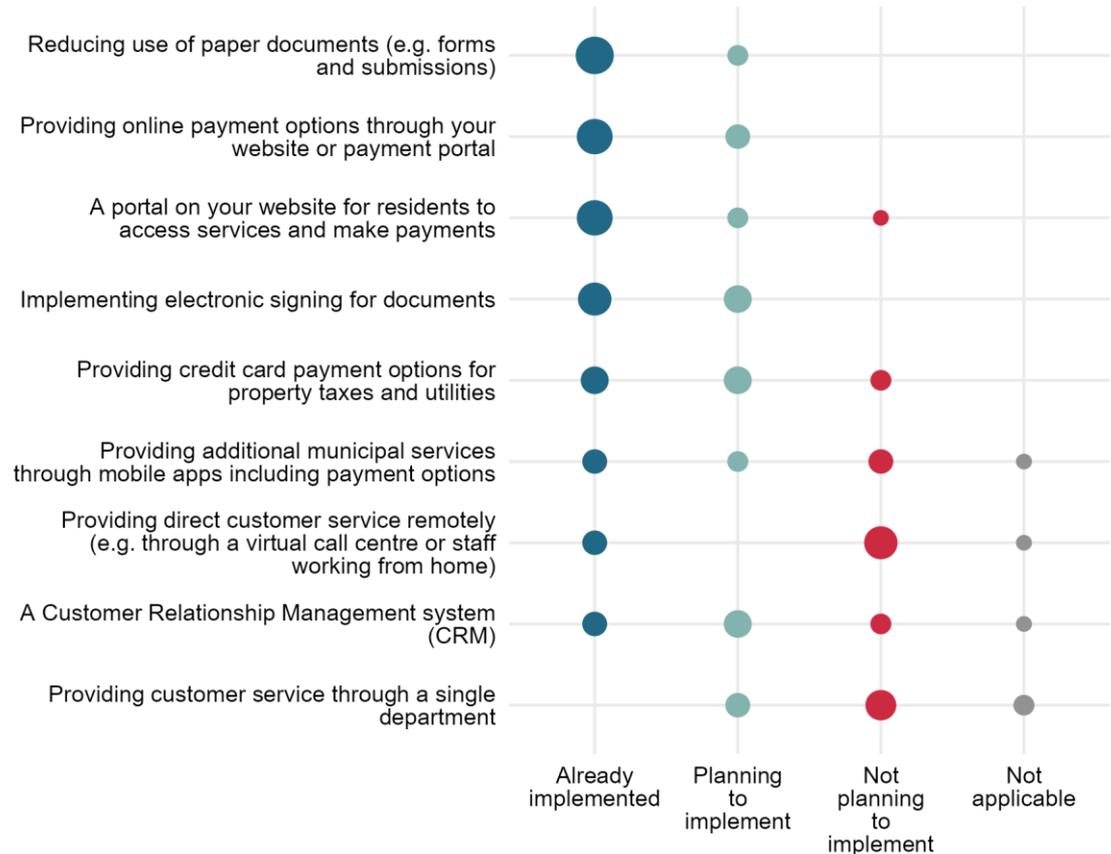


Peer Review (6/7)

Similar approaches to simple customer service innovation masks significant differences in next steps

- ▶ All peer municipalities have or are making change to reduce the use of paper including: online payment options, and electronic document signing.
- ▶ A plurality provide credit card payment options for property taxes and utilities, and more are planning to provide that in the future.
- ▶ Similarly, most peers have or are looking at a system that can assist with customer service tracking and reporting (e.g. A Customer Relationship Management system).
- ▶ But peers are split over providing a centralized customer service functions. And, of those who are not already providing direct customer service remotely, none are planning to provide that service in the future, and few are planning to provide additional municipal services through mobile apps.

Customer Service Innovations



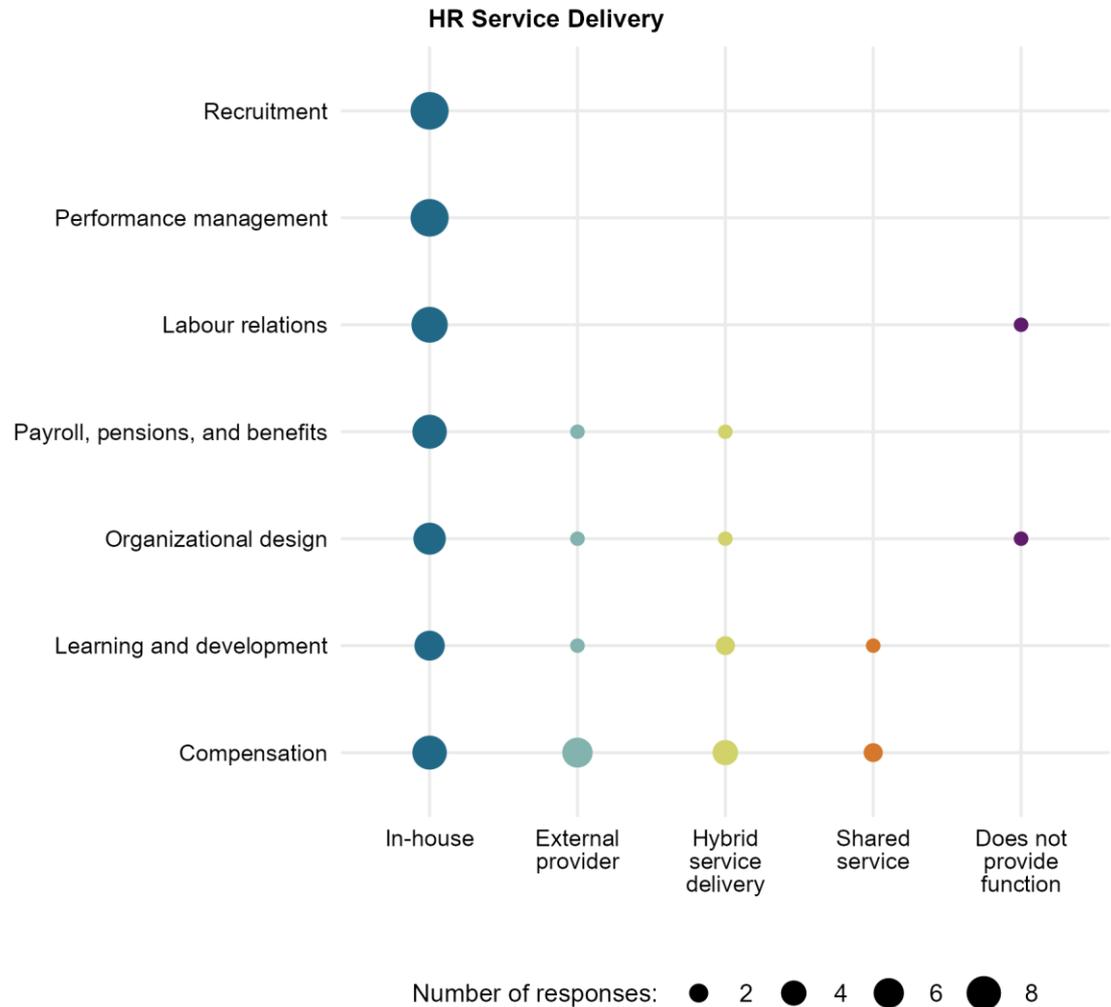
Number of responses: ● 2 ● 4 ● 6 ● 8

Appendix E

Peer Review (7/7)

All peers provide Recruitment and Performance Management functions through in-house HR

- ▶ Compensation has the greatest variance in how it is delivered. Learning and development also is provided through a variety of functions, including as a shared service.
- ▶ Two municipalities do not provide organizational design or labour relations functions within their HR department.



Appendix F

Major Municipal Buildings in Middlesex Centre



- Municipal Office
- Operations
- Recreation

Appendix G

Full break down of 5-year increments – Positions

The below table illustrates the changes by number of positions

Please note that management includes positions with management and supervisory responsibilities, such as directors, managers and supervisors.

Total Future Positions	Level	Ratio	Base Year*	Scenario: Status Quo				Scenario: Implement Automation			
				2026	2031	2036	2041	2026	2031	2036	2041
Overall Municipality	Management	16%	21	24	25	26	31	22	24	24	25
	Staff	84%	76	81	88	93	101	79	82	87	90
Building	Management	23%	2	3	3	3	4	2	3	3	3
	Staff	77%	7	8	9	10	11	7	8	9	9
Community Services	Management	19%	5	6	6	6	7	5	6	6	6
	Staff	81%	22	23	24	25	27	22	23	24	25
Corporate Services*	Management	33%	4	4	5	5	6	4	4	4	5
	Staff	67%	7	8	9	10	12	8	8	9	9
Fire & Emergency Services	Management	45%	2	2	2	2	2	2	2	2	2
	Staff	55%	2	2	2	3	3	2	2	2	3
Office of the CAO	Management	66%	2	3	3	3	4	3	3	3	3
	Staff	34%	1	2	2	2	2	2	2	2	2
PW&E** (General)	Management	20%	2	2	2	3	3	2	2	2	2
	Staff	80%	8	8	9	9	10	8	8	9	9
PW&E (Transportation)	Management	10%	3	3	3	3	3	3	3	3	3
	Staff	90%	22	22	23	23	24	22	22	23	23
PW&E (Environmental)	Management	10%	1	1	1	1	2	1	1	1	1
	Staff	90%	7	8	10	11	12	8	9	9	10

*Corporate Services includes two positions for immediate hire due to current workforce needs.

** PW&E (Environmental) includes water, wastewater, stormwater, and waste services. PW&E (Transportation) includes roads, sidewalks, bridges, winter control, and fleet. PW&E (General) includes all other PW&E services.

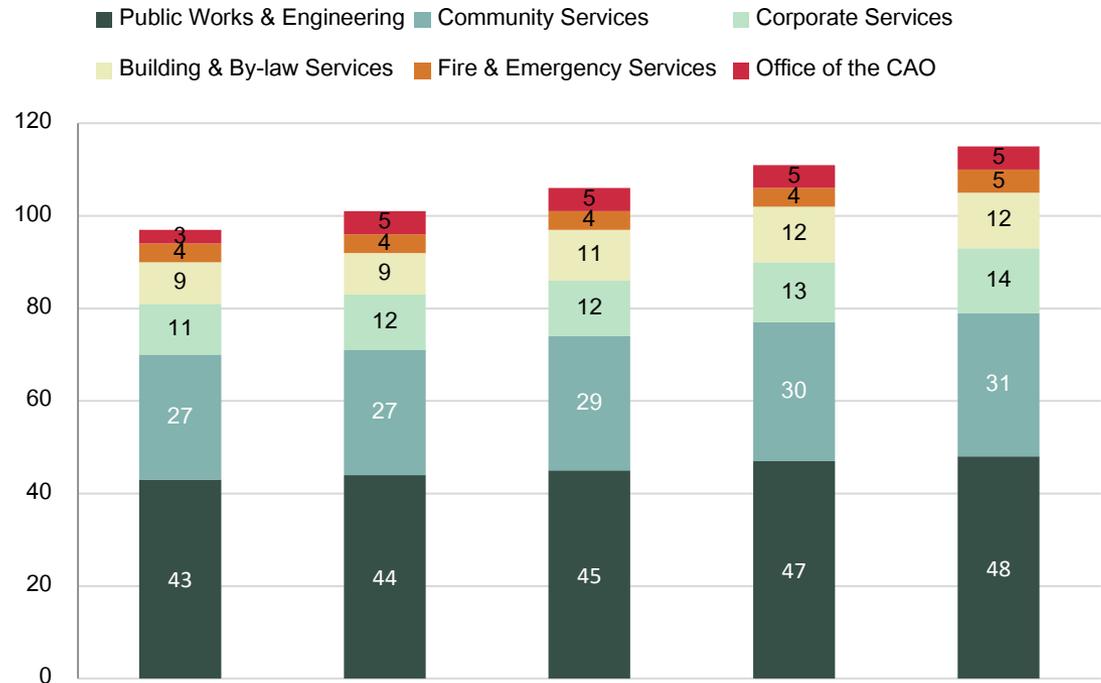
Appendix G

Growth in staffing and facilities in 5-year increments

Based on our analysis, the municipality will need to build additional recreation space before 2041

- ▶ The positions include both management and staff.
- ▶ Given the projected increase in fleet size in the near future, PW&E will likely need additional facility space soon.
- ▶ Note: this chart does not include new space for Corporate Services as the Municipality is currently expanding its corporate office space. Our analysis indicates no further need for office space over the 20-year period.

Middlesex Centre - # Positions by Department



	Base Year	2026	2031	2036	2041
Recreation Facility				●	
PWE Facilities		●			

*Corporate Services includes two positions for immediate hire due to current workforce needs.

