



BLACKLINE
CONSULTING

A Higher Standard

Organizational Review

The Municipality of Middlesex Centre

Council Presentation

February 2023

Agenda

- ▶ Context
- ▶ Peer Analysis
- ▶ Forecast
- ▶ Opportunities
- ▶ Conclusion

Context

- ▶ Provincial Modernization Grant (Publish Report Feb.16)
- ▶ Joint review, led by Middlesex Centre that includes; Thames Centre and Strathroy-Caradoc



Service Profiles



Organization Structural Analysis



Growth Projections











Peer / Staff Consultation

The primary focus of this review is to provide growth forecast for the Municipality over the next 20 years

Context

- ▶ The Municipality will see significant change over the next 20 years
- ▶ A population of 29,784 by 2041
- ▶ These changes will add pressure to all departments (however unequally).

Variable	Change by 2041	Examples of Services Affected*
Population 	 57%	<ul style="list-style-type: none"> ▶ Customer service ▶ Parking and Bylaw enforcement ▶ 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
Outdoor Rec. Space 	 22%	<ul style="list-style-type: none"> ▶ Horticulture ▶ Recreation facilities ▶ Operations and maintenance ▶ Trail planning

*Not an exhaustive list of services

Context

The Municipality is well positioned to manage growth, however, will need to make some changes



Organizational structure in-line with common practices



The service delivery model is leveraging shared services



Staff have mixed views over the Municipality's readiness for organizational change



There is good use of technology and plans to expand its use



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

Peers Analysis

Ten municipalities from across Ontario participated in the peer study – selection was peers that are larger or are also experiencing growth

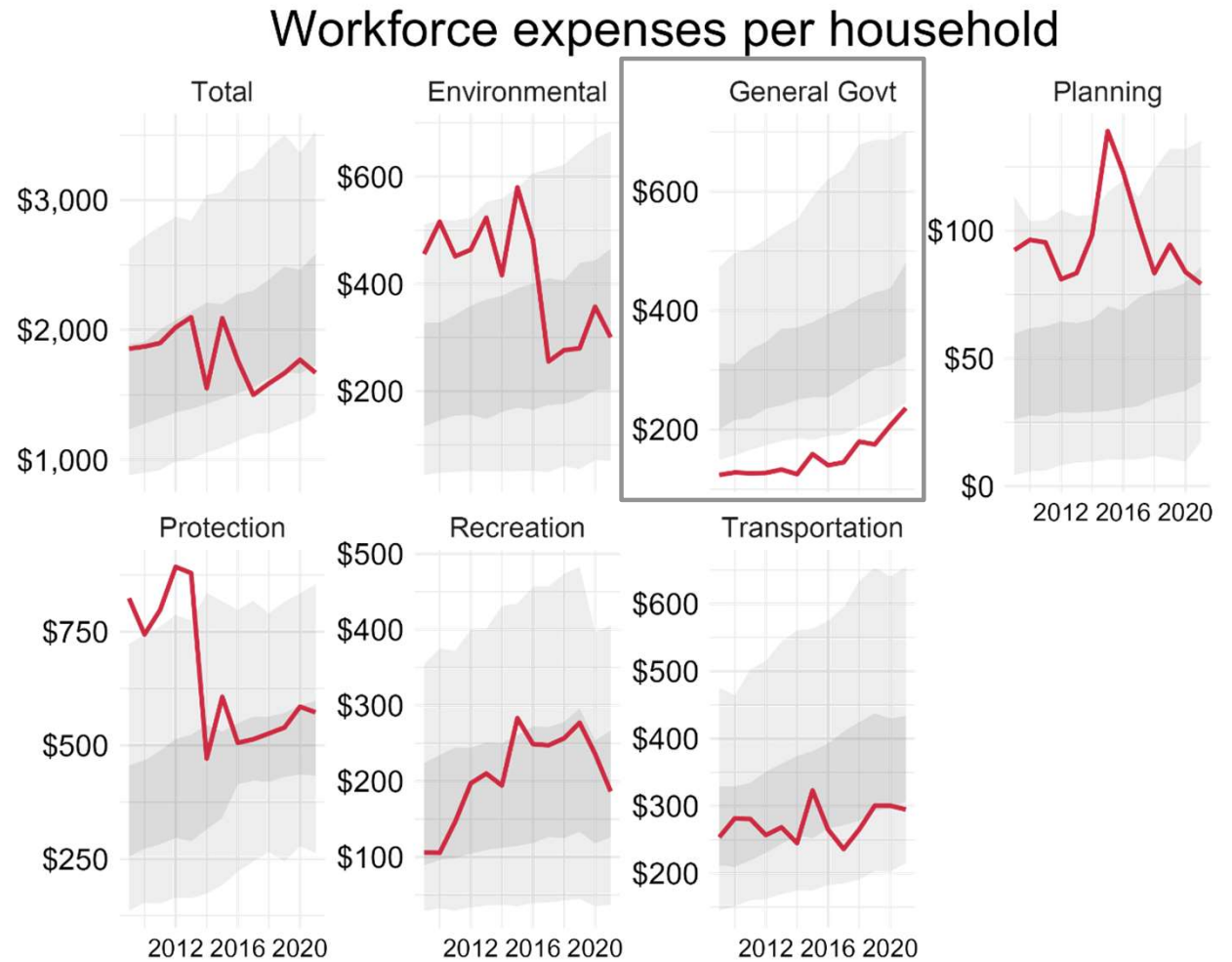
Participating Municipalities*

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

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

Peers Analysis

- ▶ Broadly in-line with peers
- ▶ General Govt (Corporate Services) is well below peers (and lowest quarter in Ontario), this suggests under resourcing

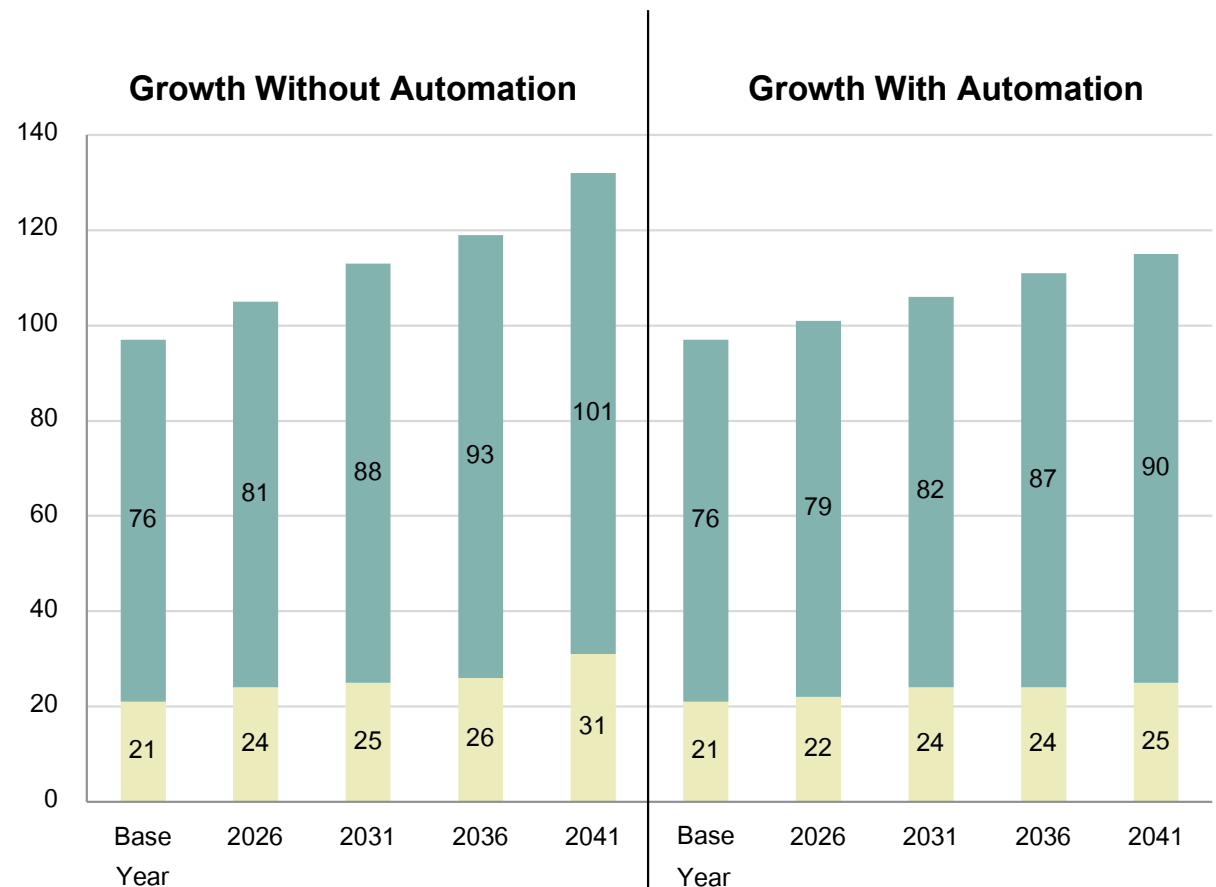


Source: Ontario Municipal Financial Information Returns

Forecast (1/3)

- ▶ Forecast is predicated on maintaining current service standards
- ▶ Technology will continue to be an important lever
- ▶ A common risk for smaller organizations is higher reliance on individuals

Middlesex Centre - # of Positions



Note: Management includes directors, managers and supervisors.

Management Staff

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

Forecast (2/3)



A growing population will increase demands on municipal facilities

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

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

- ▶ 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.

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

- ▶ 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

Forecast (3/3)

- ▶ The Municipality will need to acquire additional vehicles to meet future growth and service demands
- ▶ This will need to occur in the next five years

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%

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

Shared Services Opportunities

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.

There are 14 priorities opportunities the Municipality should consider:

Business Attraction and Retention	Facilities Management
Community Development	Public Education
Government Relations	Transportation Management
Communications	Active Transportation
Forestry	Drainage Management
Horticulture	Fleet Management
Parks Operations	Training and Development

Conclusion

- ▶ The Municipality is well positioned for growth (from an organizational structure perspective)
- ▶ Immediate need for investment in Corporate Services (two positions)
- ▶ The organization will need an additional 18 positions over the next 20 years, with automation, or 35 without
- ▶ Investment in facilities is required in the next five years for operations and by 2036 for recreation
- ▶ Consequently, growth with automation will result in potential cost avoidance of labour expense of up to \$1.4 million/year (in 2041)

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