



**Appendices to the Municipality
of Powassan Organizational
Review Report**



Table of Contents

Appendix A – Summary of Findings	3
Appendix B - Municipality of Powassan - Current Organizational Chart	12
Appendix C - Municipality of Powassan – Preferred Future Organizational Structure by Function	13
Appendix D.1 - Structure & Transition Plan for Emergency & Protective Services	14
Appendix D.2 - Structure & Transition Plan for Operations/Community Services	15
Appendix D.3 - Structure & Transition Plan for Community Services	16
Appendix D.4 - Structure & Transition Plan for Admin & Treasury Services	17
Appendix E – Generic Management Skills & Sample Job Requirements for Senior Positions	18
Appendix F – Overview of Comparative Analysis Results	23

Appendix A – Summary of Findings

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
<p><u>Strategy</u></p> <p>Clearly articulates long/short term goals and objectives which are supported by a vision, mission and values.</p>	<ul style="list-style-type: none"> • Currently there is no updated overall strategic plan in place (last one completed was 2008- last economic strategic plan- 2013) • Planning is done yearly through the budget process • No clear process is in place for the development and measurement of departmental priorities and action plans • No clear departmental objectives established and no use of KPI's (key performance indicators) • Clearer direction from Council was identified as needed by staff to assist them in their work • Some plans are currently being updated- i.e., the asset management plan, a roads study • Plans need to be developed or updated; for example -long-term financial planning, revenue and financial stability, capital planning, official plan and zoning bylaws • Other areas were also identified as needing strategies developed such as; communications, risk management, equipment replacement, economic development, community development, tourism 	<ul style="list-style-type: none"> • Council with the assistance of the CAO and a third party, undertake a process to update and identify their strategic priorities and create an action plan to achieve these goals with clear measures, deliverables and reporting mechanisms for the CAO to report back on regularly. • Each Department be supported to develop their priorities within Council's priorities and develop specific action plans, with Key Performance Indicators (KPI's), and reporting tools • That the current policies and practices regarding an organizational performance measurement process be revised and an implementation plan be put into place with KPI's. 	<p style="text-align: center;"><u>Year One</u></p> <p>Cost for consultant services to assist Council with establishing key priorities, action plan for the CAO, KPI's, measures, reporting mechanism</p>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
<p><u>Structure</u></p> <p>Defines the way the business is organized and who is accountable</p>	<ul style="list-style-type: none"> • Lack of sufficient Administrative support was identified by all departments, especially in Administrative services. • Recreation continues to operate as three separate entities at 3 separate sites and is not integrated. • Insufficient time for skilled management support and oversight for Treasury and Finance areas. • There is currently an Engineer who has some responsibility for assisting with administration of Public Works, but the roles and responsibilities are not the same as a Manager of Public Works. The foreman functions as the day-to-day Supervisor of the PW staff. There is lack of clarity in regards to who is responsible for establishing the long-term strategies, developing departmental plans and policies, measuring results, undertaking proactive risk management strategies, etc. In the absence of a PW Manager, the CAO is asked to undertake any long-term planning work and therefore acts as ‘the defacto’ Manager of Public Works. • There is a lack of clarity regarding roles and responsibilities in various areas within Departments, especially Administration and Treasury/Finance • Most of the management/supervisory staff time available, appears to be focused on day-to-day operational issues and is 	<p style="text-align: center;"><u>Year One</u></p> <ul style="list-style-type: none"> • Have all Treasury and Finance planning, and day to day operations overseen by one FT Manager with a formal accounting designation and understanding in Municipal finance and be recruited as soon as possible. • Have all Recreation services report to a single Supervisor to help consolidate and share staff resources, consolidate facilities and building maintenance in one area to improve efficiencies in arena management and maintenance. Comparator costs are • Develop and recruit Manager of Operations position who will be responsible for the overall senior management and planning for all aspects of PW/Operation Services. • Add Supervisory capacity in PW by designating one current PW Assistant as a Lead Hand and add one additional FT PW Assistant to address operational needs. <p style="text-align: center;"><u>Year 2-3</u></p> <ul style="list-style-type: none"> • Once the new Manager of Community Services is in place, strengthen recreation programming, increase utilization of assets and find cost savings by having all facets of Recreation, facility, building maintenance and arena operations assessed. 	<p style="text-align: center;"><u>Year One</u></p> <ul style="list-style-type: none"> • New Treasurer costs • Increase in PW supervisory salary dollars (PW Manager and Engineer) • Cost difference of PW Assistant becoming a Lead Hand • Training and development costs • Consultant costs in area of Community and Recreation services • PT to FT PW Assistant <hr/> <ul style="list-style-type: none"> • No additional total staffing dollars expected for Recreation unless revenue/usage increases • Exploring future partnerships and/or

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<p>reactionary in nature. This has resulted in a lack of time for Supervisors/Managers to undertake long-term planning, identifying and improving the effectiveness of current systems and procedures, measuring results, developing and/or updating required policies and procedures, managing performance of staff, training and development and managing risk.</p> <ul style="list-style-type: none"> • Job duties have become misaligned over time, especially in the area of Admin/Treasury/Finance • Most Senior staff are fulfilling too many administrative support tasks, resulting in poor utilization of their time/talents and increased costs. • Although a contracted external Planner is in place, the PT planning administrative support work is being done by the Deputy Clerk. By default, the oversight of the planning function on behalf of the Municipality, falls to the CAO. • The Comparator study indicated that none of the other Municipalities had the CAO responsible for day-to-day management of 6 areas of the Municipal services as is in place with the current CAO/Clerk Treasurer • The number of PW staff ranged from 6-13. The average was 7.83.FTE - Powassan has 6 FT 	<ul style="list-style-type: none"> • Explore moving to a Community based Recreation model • Once the Treasurer has been engaged, develop an approved Council costing model and recovery model for Recreation/Community • Planning utilizes a contracted planner. We would recommend that if, the process to have <u>planning projects overseen administratively</u> by the designated Deputy Clerk, remains the preferred way to address planning at the Municipality, that this position's duties be changed to clarify this and that additional training on planning be provided to this individual to help reduce risk to the municipality. • Combine 6 departments into three major departments. This will allow the organization to strengthen the ability to provide more senior management skills and oversight to provide the necessary support for long term planning, developing workplans, establishing key priorities, identifying and improving the effectiveness of current systems and procedures, measuring results, developing and/or updating required policies and procedures, managing performance of staff, training and development and managing risk. 	<p>changing to a community-based recreation model-will decrease overall recreation services costs and increase community accessibility and use.</p> <ul style="list-style-type: none"> • The additional Administrative position is currently part of the complement of staff but is unfilled

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> All Comparator Municipalities have a one Public Works/Operations Manager/Supervisor Comparator study shows Powassan is the only Municipality that does not have a designated FT Accountant/Treasurer. The Comparator Study showed that the average cost per capita to operate Administration/Treasury departments is \$138.62 Powassan's cost per capita for the Administration/Treasury department is \$107.33 	<ul style="list-style-type: none"> Integrating Departments will increase the organization's capacity to remain flexible and to cross train staff and support the development and training of all staff to better meet the needs of a small rural municipality. 	
<p><u>Systems</u></p> <p>Describes how the Municipality gets its Work Done, Describes Process and Procedures</p>	<ul style="list-style-type: none"> There are a lot of paper-based, manual processes and procedures still in place Staff have ideas on how to make improvements, but <u>insufficient</u> time, resources and expertise appears to impede the ability to bring about the necessary changes so that staff can work smarter rather than harder and help improve services for residents. There appears to be an increased need for longer term financial planning and reporting processes put into place, more time to oversee, evaluate finance, taxation and projected and current revenue. Insufficient computer-based systems are in place to support service delivery and possibly reduce need for additional staff costs in all departments 	<ul style="list-style-type: none"> Assess systems and processes in treasury and finance, implement a financial planning and reporting process that meets current and future requirements, have more time to oversee, evaluate finance, taxation and revenue Once each new Senior Manager is in place, start the process of reviewing departmental systems, processes and technology and identify priority areas where there can be cost effective IT changes, policies, procedures developed to improve accuracy, reduce redundancy, increase proactive risk management initiatives, improve timeliness or improved level of services, etc. 	<p><u>Year 1</u> Assess Treasury and Finance area first-work can be done by the new Treasurer</p> <p><u>Year 2 and 3</u> -Requires Managers to be in place to address this work as well as additional expertise; i.e., in Treasury/finance area, Recreation, and/or PW/Operations through either recruitment,</p>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> No long-term IT multiyear plan/strategy is in place aligned to priority areas including timing, resources, and in some instances, staff skills to be improved. 	<ul style="list-style-type: none"> Best practices in the area of municipal recreation services should be explored as well as possible partnerships. <p>In recreation, make use of technological tools: i.e., booking and payment and define service standard levels for approval by Council.</p>	<p>contract, or partnerships.</p> <p>-Annual Budgeting for system improvements based on a multiyear IT plan</p>
<p><u>Staff</u></p> <p>Describes Types of Staff and How Many Employees and How They are Recruited</p>	<ul style="list-style-type: none"> The CAO is currently the day-to-day Senior Manager of Treasury and Finance, Clerk Functions, Planning, Recreation programming at the Fitness Centre, day to day building management and maintenance for 250 Clark, Economic Development and Human Resources and Communication and media. She also is required to provide Senior Management oversight of Public Works and Recreation. From the comparator study, Powassan has the least number of Management and Administrative staff in place. All Comparators have either a full time Clerk or Treasurer <u>and</u> a Manager/Supervisor of Public Works/Operations. Powassan was <u>below the average</u> in regards to # Administrative support staff. Average was 3FT Administrative Support to Powassan's 1.5FTE Administrative Support. 	<p style="text-align: center;"><u>Year One</u></p> <p>Change the areas of direct operational responsibility from the current set of responsibilities of the CAO to include Economic Development, and Clerk or Deputy Clerk. At the same time, delegate current direct operational responsibilities to New Managers in the area of Clerk/Deputy Clerk, Treasurer, Public Works and Recreation/Community Services.</p> <ul style="list-style-type: none"> Fill the current vacant FT administrative support staff member. Identify skills sets required related to duties assigned. Review the various positions such as the two Deputy Clerks, Deputy Treasurer, reception staff to ensure a clearer separation of the duties/responsibilities <p style="text-align: center;"><u>Year 2-3</u></p>	<p style="text-align: center;"><u>Year One Costs</u></p> <ul style="list-style-type: none"> Costs for training and development <p style="text-align: center;"><u>Costs Year 1 and 2</u></p> <ul style="list-style-type: none"> Cost of Human Resource Expertise to assist staff with: the necessary changes, transition planning, implementation, hiring and the updating of job descriptions and maintaining the job evaluation plan to maintain pay equity. <p style="text-align: center;"><u>Year 2</u></p>

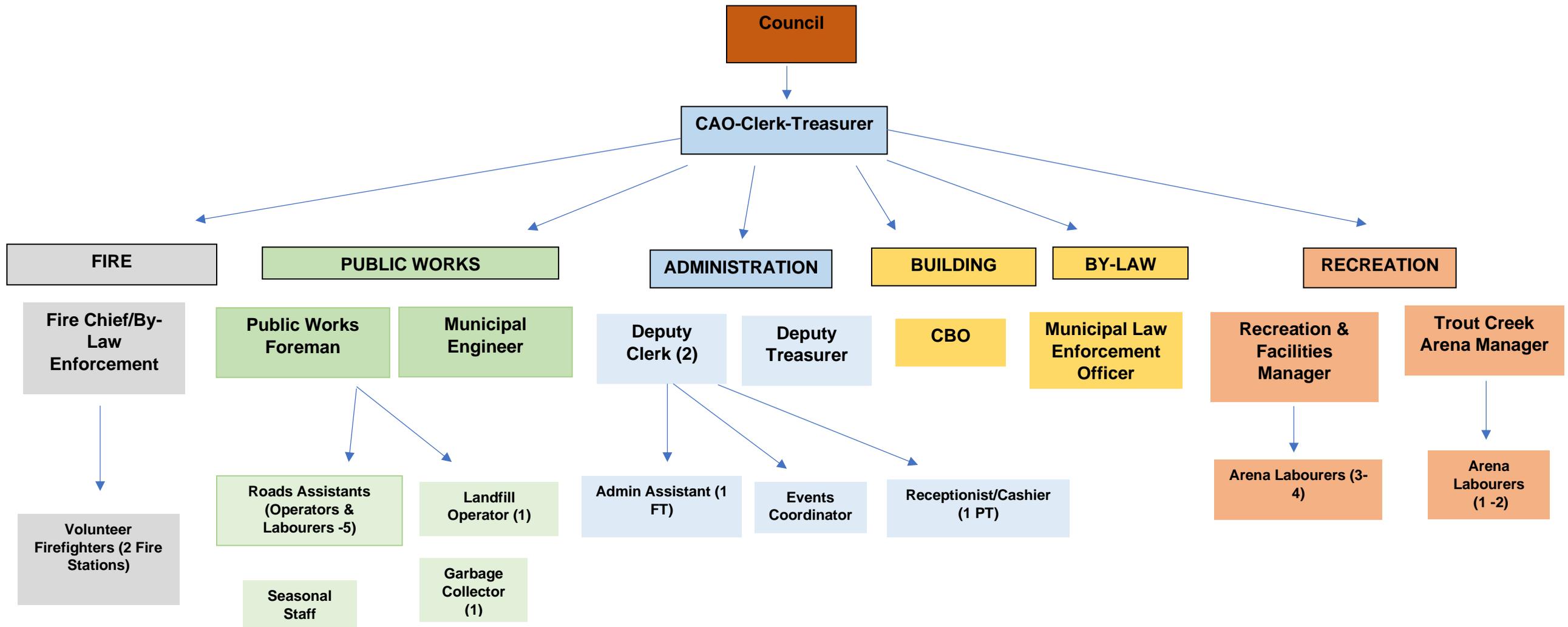
Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> • Administration and Treasury costs for Powassan are currently lower than the average from the comparator organizations. • Insufficient supervisory management is in place to undertake the necessary strategic management and operational leadership required. • Insufficient resources and time also results in no organized learning, training and development plans for staff. Therefore, much, “jump into the fire and do” learning is taking place. • A lack of the identification of key skill sets required for positions, and lot of “job creep’ is happening at various levels of the organization, resulting in workload stress and errors. • There are inconsistent hiring practices/processes. For example, the route to full time positions in Powassan is most often through part-time hires, but the same criteria for hiring full time is not utilized for part- time staff. • Shortages of staff resources were identified in Administration, Public Works. 	<ul style="list-style-type: none"> • Once the Treasurer is hired and Administrative and Treasury staff positions are realigned, integrate the Administration and Treasury Functions under one senior Manager who will be skilled as the Treasurer or Clerk. • Once New Supervisor/Manager in Community Services is in place, develop a training plan regarding community-based recreation services. • Review responsibilities of the current PT Activities Coordinator to include to plan (with advice from Community advisory groups), market and evaluate programming with a community-based approach to recreation services. The position would focus on working with the community, identifying the programming needs of the community, prioritizing these needs with the community and utilizing the facilities and scarce resources to meet the needs identified • Implement a succession planning process for those planning to retire in the next few years. • Ensure all jobs get properly evaluated before hiring and re-evaluated after 1-2 	<ul style="list-style-type: none"> • Review and Update recruitment practices

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> • There will be several retirements coming up soon in Administration, Recreation, Fire and Public Works • Lack of a succession plan in place 	<p>years, including all those positions that had changed job duties.</p>	
<p><u>Skills</u></p> <p>Describes Abilities that Staff Perform Well, are Missing, Describes the Capabilities and Competencies Required</p>	<ul style="list-style-type: none"> • While there are solid operational skills available in the municipality, there is a lack of resources and time to address the identified gaps in management skill sets in the organization such as; sufficient senior financial management skills, a range of senior human resource skills, computer skills, program management skills, organizational and supervisory skills, conflict resolution skills, long-term departmental and corporate planning and policy making skills, evaluation, analysis and program measurement skills, risk management along with economic development skills, implementing effective training and development strategies as part of the performance management process. • The lack of a strategic set of priorities, measures and deliverables as well as a lack of current capacity to implement a performance management process makes managing expectations, working towards 	<ul style="list-style-type: none"> • Utilizing the draft generic skill sets for a Manager and examples of professional requirements for each Sr Manager, (attached as Appendix ??) new Management job positions, need to be developed, key criteria for hiring identified and job evaluation undertaken before filling the positions (Under Structure) • A robust management training program should be implemented for these skill sets to be developed. • Develop a formal policy and process to implement a robust performance management and training and development plan/program for all staff that focuses on meeting the Municipality's needs. This includes workplans, KPI's. Recommend starting implementation with the CAO/Council, using a third-party to support the process. 	<p><u>Year 1 and 2</u></p> <ul style="list-style-type: none"> • Hiring of third-party expertise to assist staff i.e.: Human Resources expertise • Training and development resources • Succession Planning Performance management

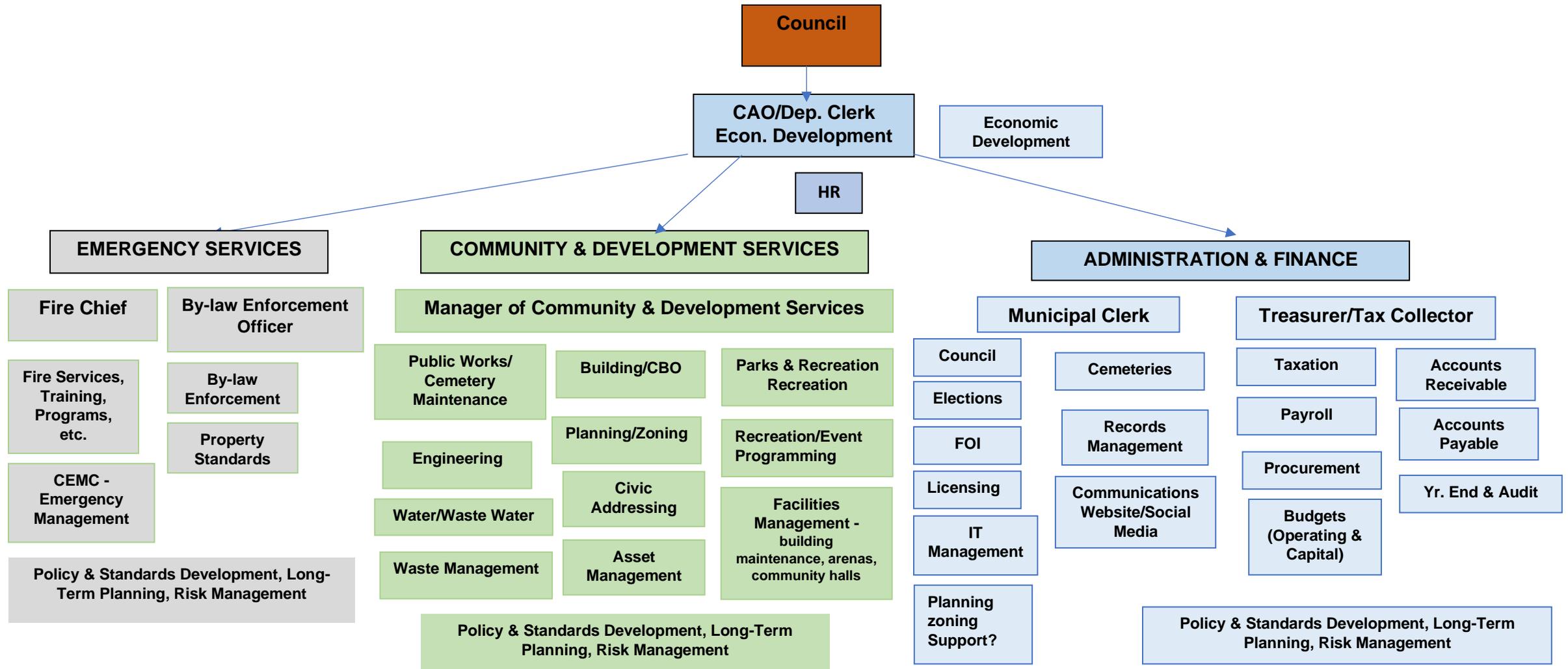
Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<p>expected results and training and development unfocused.</p> <p>The CAO is responsible for Human Resources</p>	<ul style="list-style-type: none"> While Senior Management positions are being put into place during the three-year transition process, the current Supervisors are to be encouraged to take management training, we recommend that Human resources expertise be contracted out over the next two years to assist the current CAO and Supervisors with this function. 	
<p>Styles/Shared Values</p> <p>Describes the Management Style of the Organization.</p> <p>Shared Values are the Norms and Standards that Guide Actions of Organization and Employees</p>	<p><u>Current Municipality of Powassan Values</u> Values community growth; Values being recognized as a safe community; Values progressive development; Values responsible governing; Values strong relationships with community partners as well as other communities.</p> <p><u>The following findings were supportive of the formal values (above) as adopted by the Municipality</u></p> <ul style="list-style-type: none"> Good Customer Focus and Service, focus on improving and working with the community Organization was often described as a caring, pleasant and cohesive workplace Staff are encouraged to take on new duties and they are offered training and development, There's an expressed desire to work towards a more engaged community. 	<p>After each stage of the three-year transition, we suggest that follow-up occurs with impacted staff regarding the challenges they may still be facing with the transition. They should also be asked to identify what is working well and what areas still need to be addressed in areas such as:</p> <ul style="list-style-type: none"> Training and development Clarity of job duties/delegation Impacts on service delivery to residents Are the changes that were expected actually taking place- i.e.; being clearer on organizational priorities, improved communication, Successfully being able to implement some improvements in 	<p>Utilize the opportunity of having a new CAO in place to undertake this stage of the work.</p>

Kinsey 7S Factors	Findings	Recommendations	Budget Considerations
	<ul style="list-style-type: none"> • Try to avoid conflict. • Style of management is described as “caring”. <p><u>The following findings/comments reflect areas to address in the implementation planning process.</u></p> <ul style="list-style-type: none"> • The organization is <u>primarily operational in nature</u> and most often <u>reactive</u>. • Many described wanting clearer direction, with prioritized goals and objectives from Council and senior staff. <p>Management activities such as prioritizing work based on longer term organizational objectives, measuring for results, managing performance, risk management and dealing effectively with conflict was not as evident.</p>	<p>service delivery and reducing workloads for those that were experiencing</p> <ul style="list-style-type: none"> • Better able to plan ahead and be more proactive • Performance management and succession plans in place. 	

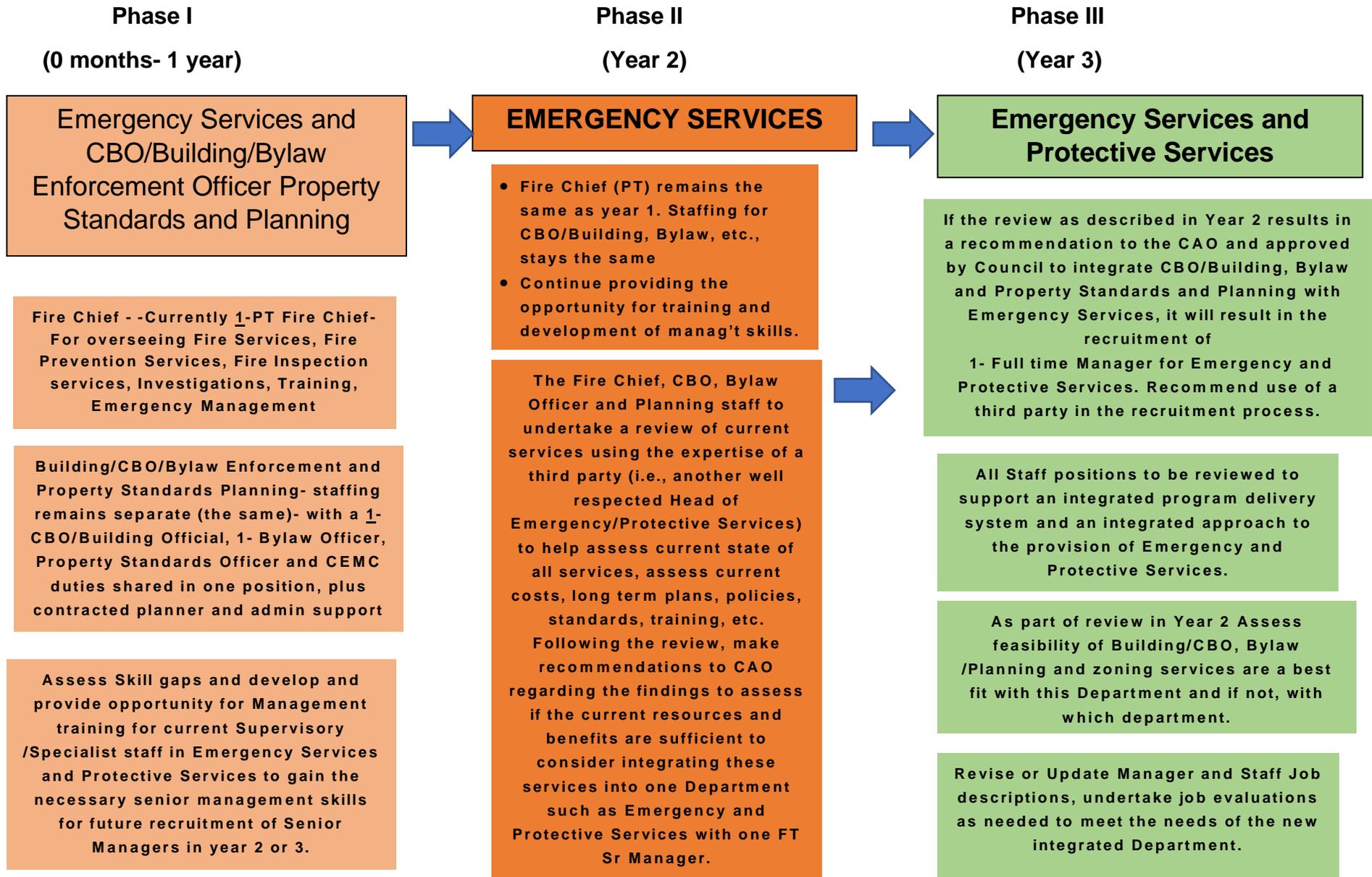
Appendix B - Municipality of Powassan - Current Organizational Chart



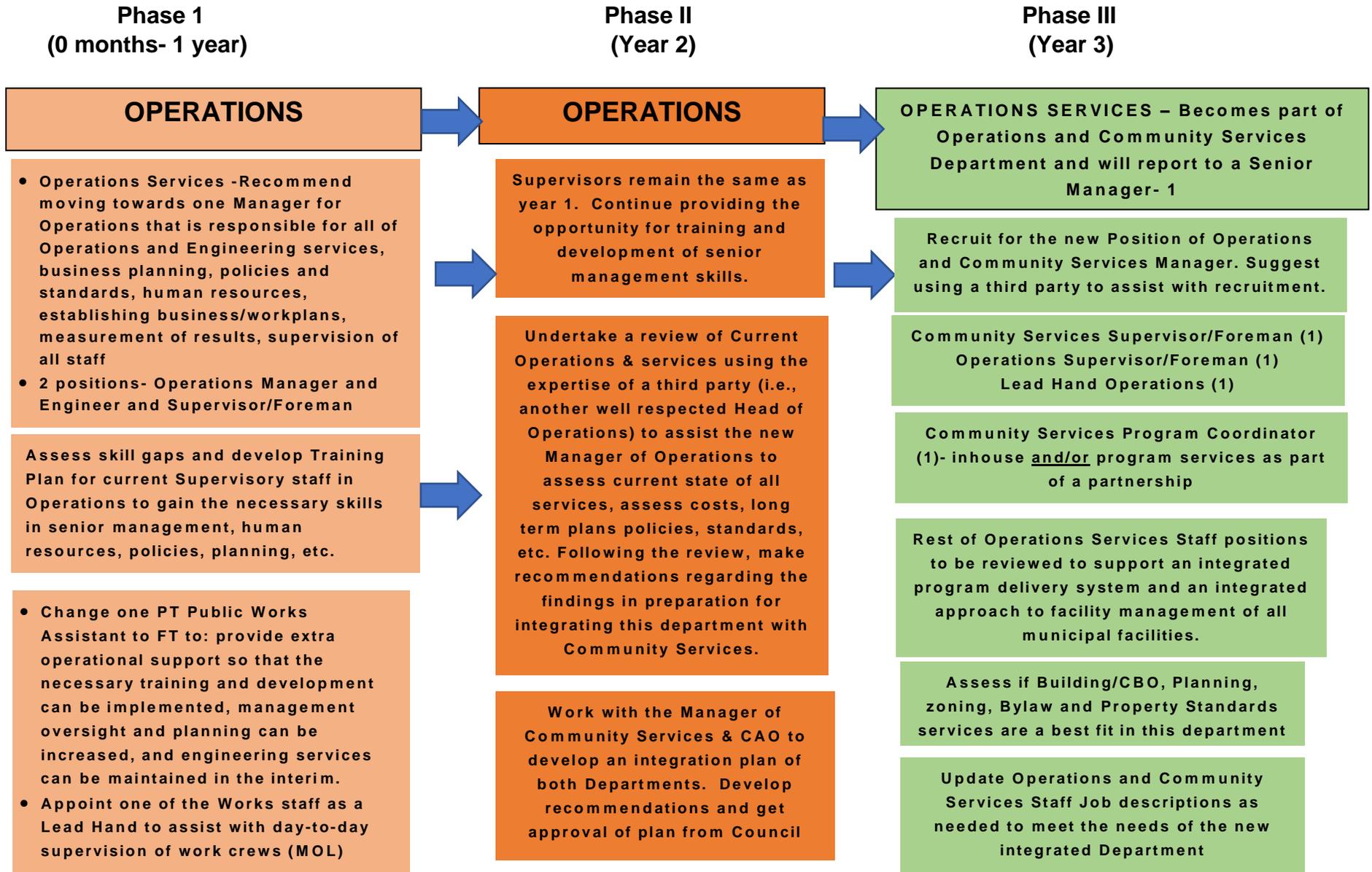
Appendix C - Municipality of Powassan – Preferred Future Organizational Structure by Function



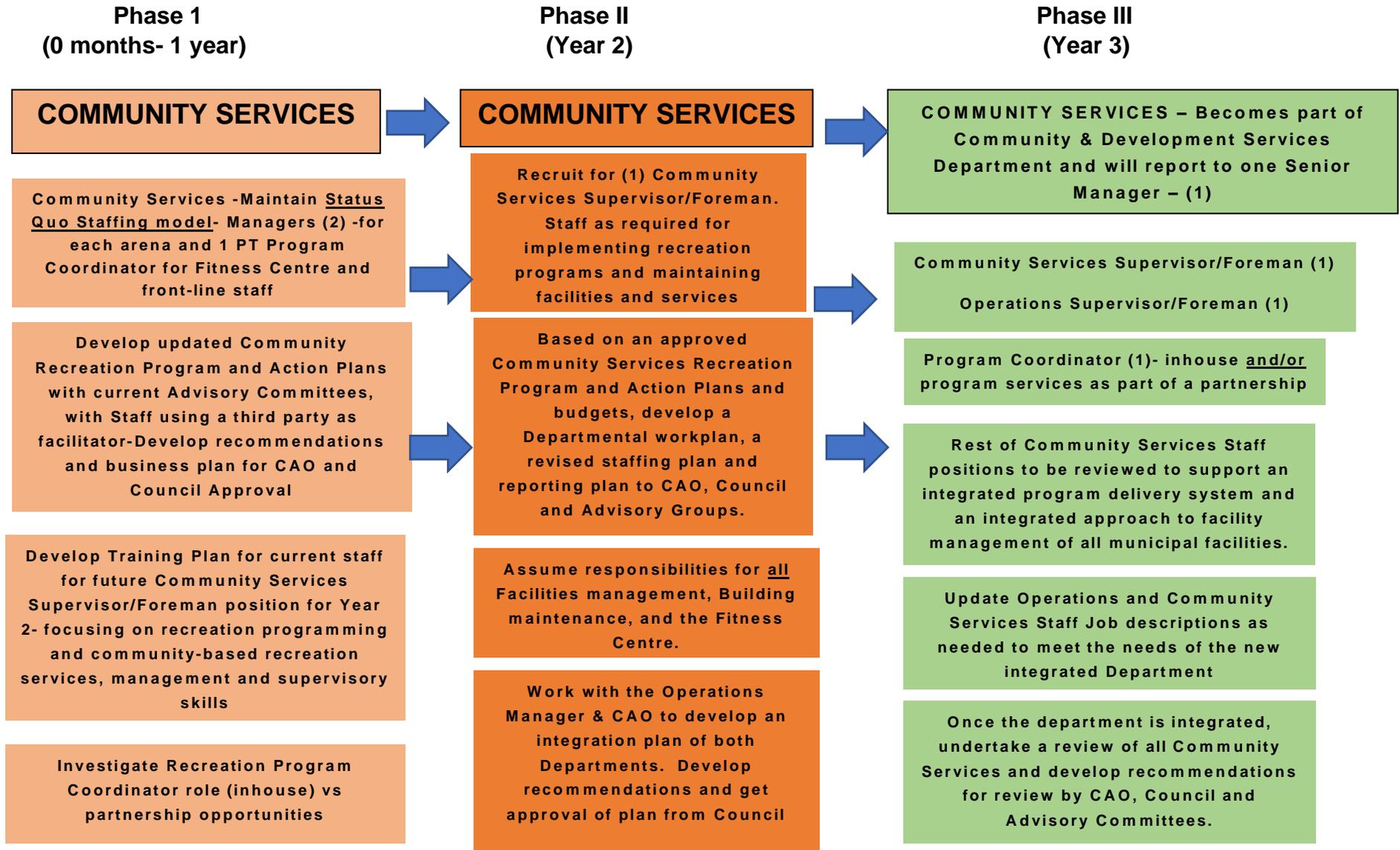
Appendix D.1 - Structure & Transition Plan for Emergency & Protective Services



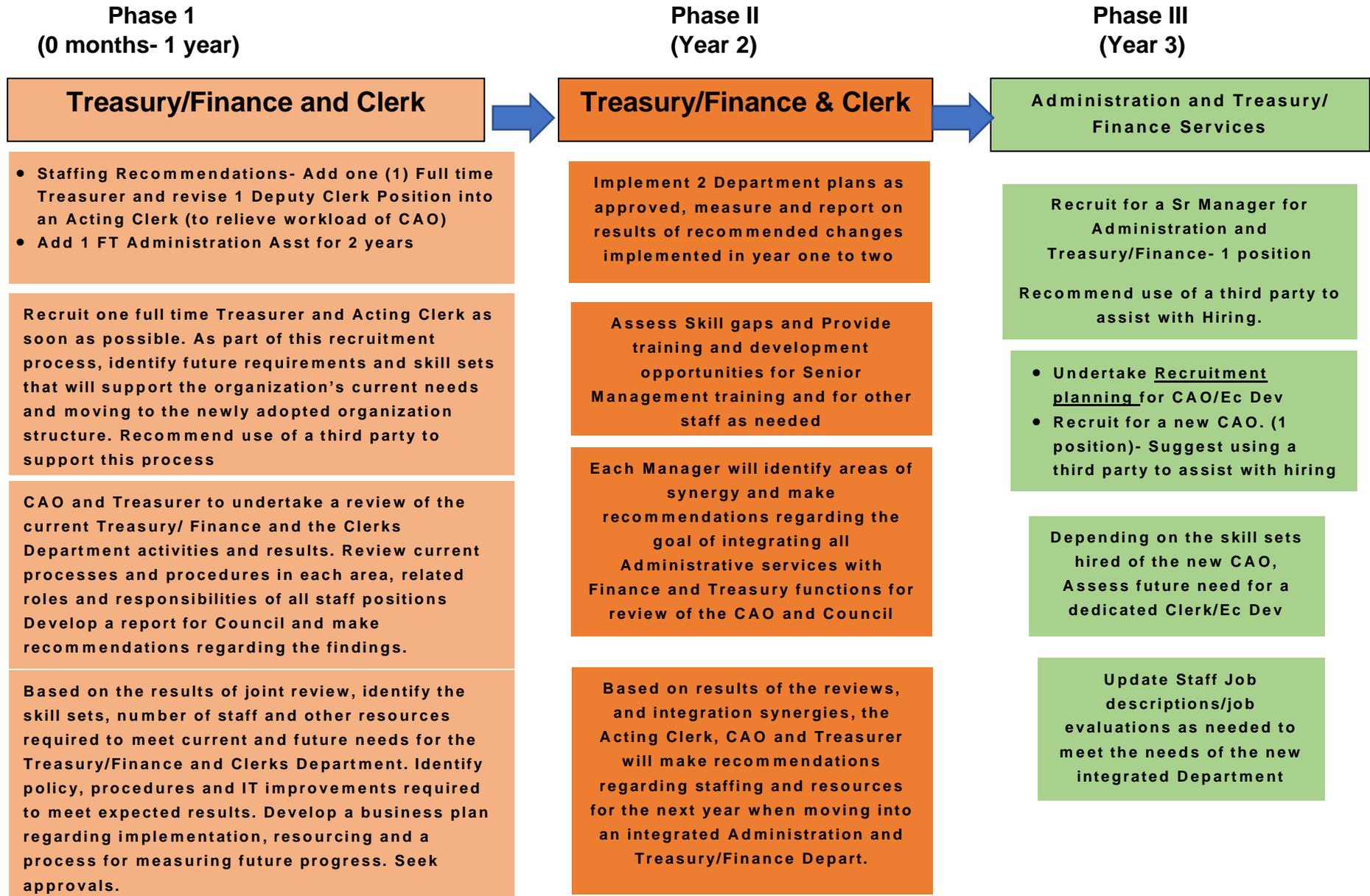
Appendix D.2 - Structure & Transition Plan for Operations/Community Services



Appendix D.3 - Structure & Transition Plan for Community Services



Appendix D.4 - Structure & Transition Plan for Admin & Treasury Services



Appendix E – Generic Management Skills & Sample Job Requirements for Senior Positions

Generic Management Skills Sets

- **Strategic and Tactical Orientation:** A strategic and innovative thinker in a service-oriented environment with the ability to assist in helping develop, communicating and translating future vision and strategic objectives into successful outcomes.
- **Leadership:** A strong belief in respectful leadership, collaboration and information sharing with staff at all levels; thorough knowledge of management practices and related employment and labour legislation.
- **Business Operations:** Understanding of financial management practices and thorough knowledge and experience with progressive practices in business operations across a broad range of disciplines to develop policies, standards and procedures
- **Service Excellence:** A commitment to customer service excellence across the organization through effective delivery of marketing, programs and services.
- **Strong Human Resource Management Skills:** Experience supervising staff, knowledgeable of Employment law, ability to establish a positive working climate, builds effective teams, ensures effective training and development takes place, manages performance and ability to undertake effective conflict resolution
- **Communications:** Political acuity; ability to communicate effectively and address concerns with tact and diplomacy; excellent written, verbal, report writing and presentation skills
- **Strong communication and effective problem-solving skills** with other public sector partners, business, Council, staff, Board, volunteers and users.
- **Risk Management:** Puts into place effective policies, measures etc., for managing risk and reports regularly on results
- Experience in **developing policies, practices, standards and asset management.**
- Experience in **monitoring, measuring and reporting** on results
- Good **research, analysis and project management** skills.
- Demonstrated skills in **community development and building effective partnerships.**

Treasurer/Tax Collector

Job Summary

Execute the statutory duties of the Treasurer. Administration of the financial accounting systems, co-ordination of the annual budgets, financial statements, account analysis, forecasting and monitoring; manage the tax system, collections, municipal banking arrangements, reserve fund investments, debentures, audit and prepare associated by-laws, policies and procedures. Undertake a review and update all elements of current Treasury services. Represent the Municipality on financial related matters, ensure compliance with provincial reporting requirements and programs for special projects. Oversees all Treasury staff assigned.

Education: A post-secondary degree in accounting/business

Experience:

- Minimum of 3 years municipal experience or equivalent audit/financial experience with an accounting firm or medium size private/public sector business
- Extensive knowledge of municipal finance, taxation, budget and revenue generation processes, managing reserves and reserve fund management, payroll and reporting requirements
- Formal training in accounting, accounts payable, accounts receivable, bookkeeping, payroll and financial reporting, audit
- Understanding of purchasing, tendering and contracting

Manager Operations and Engineer

Job Summary

Reporting to the CAO, the **Manager of Operations** provides strategic and operational leadership for a diverse portfolio including Public Works Operations, Cemetery Maintenance, Engineering, Water/Waste Water Management, Waste Management and Buildings/Facilities Management & Maintenance services. Asset Management.

Education: A related post-secondary education or community college diploma such as Business/Public Administration, or Public Works Management, Roads Superintendent or related discipline, or an equivalent mix of education and related experience in public works and parks and recreation services; college diploma in Civil Engineering Technology is preferred; a degree in Civil Engineering and P. Eng. designation is required.

Experience:

- 5-7 years relevant and progressive experience in a related or municipal operations environment; understanding of municipal/public sector operations and services; experience in modernizing and implementing initiatives; working knowledge of legislation and policies that affect municipal operations governance in Ontario.
- 2 years Experience as an Engineer.

- Working knowledge of Water/Waste Water oversight and managing waste and landfills, road construction and maintenance, facilities management

Manager Community Services

Job Summary

- Responsible for integrating and managing all community and recreation services for the Municipality of Powassan
- Directs and manages the operations and maintenance of a variety of facilities and programs such as: Sportsplex, Trout Creek Arena, community centres, and the Fitness Centre, parks, trails, recreation and cultural programming, facilities planning, the pool.
- Responsible for building a cost-effective community based cultural and recreational program
- Develops, revises, implements and measures impact of a proactive Customer Service Strategy
- Works with committed Municipal team, Council and Recreation Board members to deliver innovative, consistent and high-quality customer service, community engagement and resource management.
- Encourages and supports Recreation Boards and Special Events, community groups and service clubs in contributing to and implementing community recreation projects.

Education College or University Degree in Recreation or leisure studies, Public or Business Administration, Marketing or equivalent related experience and training.

Experience

- Demonstrated experience as a Manager working or building community services in at least two of following service areas: Business Administration, Arena Management, Community Development and Successful broad range of Community and Recreation Programming.
- Demonstrated skills in marketing resulting in improving community outreach, programming and improved use of all facilities, parks, trails, waterfronts, etc.
- Successful Management experience with strong long term planning skills and leadership skills including demonstrated Human Resource Management skills (including Training and Development).
- Good financial management, research, grants writing and fundraising skills.
- Demonstrated skills in working effectively with a Board, various Community Groups and volunteers in building successful community partnerships.
- Understands and able to demonstrate best practices in building effective Customer Services, in the areas of broad-based community Recreation programs, Fitness Centre, Summer Aquatics, Arenas
- Management Experience in developing policies, practices and standards and asset management.

Municipal Clerk

Job Summary

Reporting directly to the CAO, the **Municipal Clerk** provides expertise and leadership in managing the various functions of the Clerk's Office, including but not limited to legislative and secretariat services, vital statistics, municipal elections, archives and records management, by-law and policy development and coordination of Council and Committee meetings and communications/website/media, Information Technology (IT) oversight, FOI, Planning and Administrative services.

Education: Post secondary diploma in public administration, office administration, political science, or a related field is an asset, or an equivalent combination of education and experience; CMO or AMCT designation or working towards a CMO designation is required.

Experience:

- A minimum of 5 years of experience, preferably in the Clerk's office of a municipality, working knowledge of *Municipal Act*, *Municipal Elections Act*, MFIPPA, the Marriage Act, the Vital Statistics Act and other relevant legislation related to the position is necessary.
- Supervisory skills and knowledge of communications, media and IT services
- Knowledge of Legislative Procedures in order to provide advice to Council.
- Strong communication and conflict resolution skills
- Strong research and policy making skills

Chief Administrative Officer

Job Summary

- Provide leadership to Council and members of the senior management team to ensure the efficient, economical and effective organization and administration of all departments and boards as determined by the by-laws of the Corporation, the effective and efficient implementation of Council's policies and programs in line with Council strategic priorities and ensures corporate compliance with all relevant statutory and regulatory requirements.
- Establish and/or update, with Council, and the management team, the strategic directions for the Municipality and provide periodic updating of the Strategic Plan with Council.
- Ensure that effective financial management, information systems, planning, policies and procedures are in place; review the annual business plans and budgets (operating and capital) prepared by the Treasurer/Departments and linked to the Municipality's strategic direction; provide leadership of the business plan and budget approval process with Council.
- Monitor the performance of departments against business plans/budgets; review variance reports and initiate corrective action where necessary and submits to council on a regular basis an analysis of progress in achieving objectives established in the strategic plan.

- Direct periodic reviews of the Organizations' structure, programs and services and initiate organizational, management and communication changes as required and reports the outcome of these reviews to Council.
- Provides Economic Development Services on behalf of the Municipality
- Develop and recommend to Council a comprehensive program of governmental relations to promote and secure the interests of the Municipality

Education: Degree in Business/Public Administration, Finance, Planning or related discipline with applicable professional designation or a combination of related equivalent education, training and experience.

Experience:

- Five (5) years as a senior Manager in a public sector setting responsible for a range of services -municipal experience considered an asset.
- Association of Municipal Clerks and Treasurers of Ontario (AMCTO) Professional Accreditation or CMO is considered as asset.
- Holds or working towards certification in Economic Development or Ec.D designation.
- Working knowledge of the Ontario Municipal Act, Planning Act and Regulations, municipal affairs, business principles.
- Demonstrated skills in Financial Management of major budgets and generating, accessing and/or applying for new sources of revenue.
- Working knowledge of the Clerk's function.
- Working knowledge of strategic planning and long-term thinking skills along with development of yearly business plans, reports on results.
- Strong Human Resource Management skills, Building high performing teams, employee engagement and development.
- Excellent complex problem solving and critical thinking.

Appendix F – Overview of Comparative Analysis Results

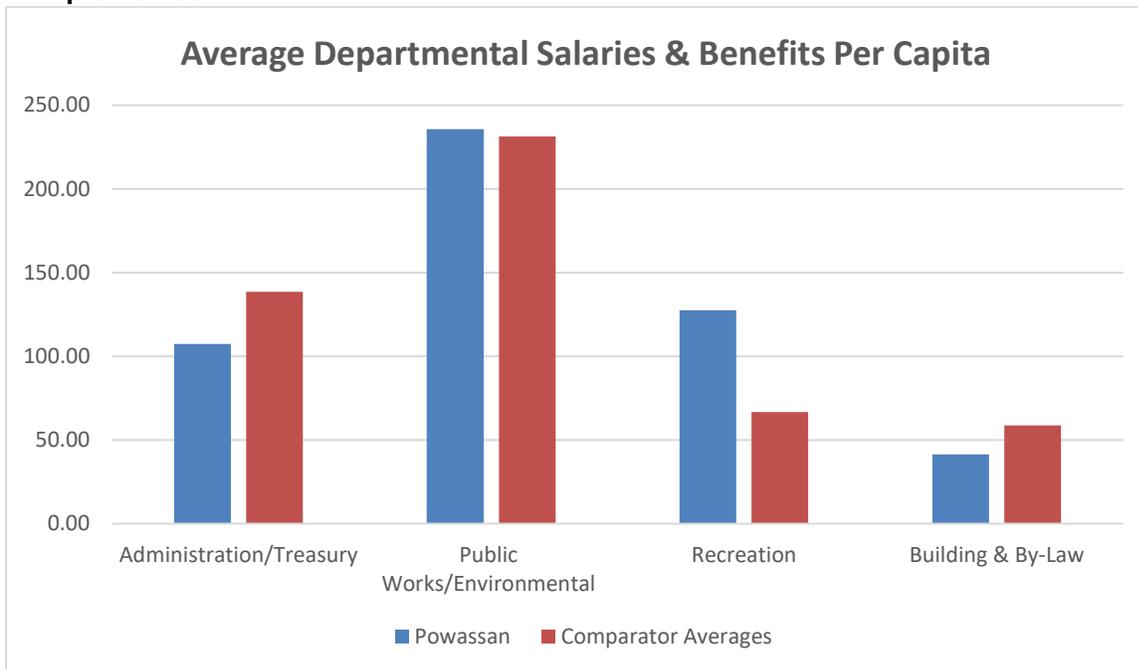
Basis of Analysis

- Six (6) Municipal Comparators plus Powassan for a total of Seven (7) municipalities reviewed at a high level
- The comparators were selected by Council and staff
- Used 2019 figures because 2020 information was not completed at that time
- Populations are based on 2016 Census

The comparisons undertaken include:

1. Comparison of the Average Departmental Salaries & Benefits Per Capita
2. Comparison of the Average Annual Cost of Salaries & Benefits per Department
3. Comparison of the Total Salaries & Benefits per Department
4. Statistical Comparisons
5. Comparison of Staffing Per Department

Comparison #1

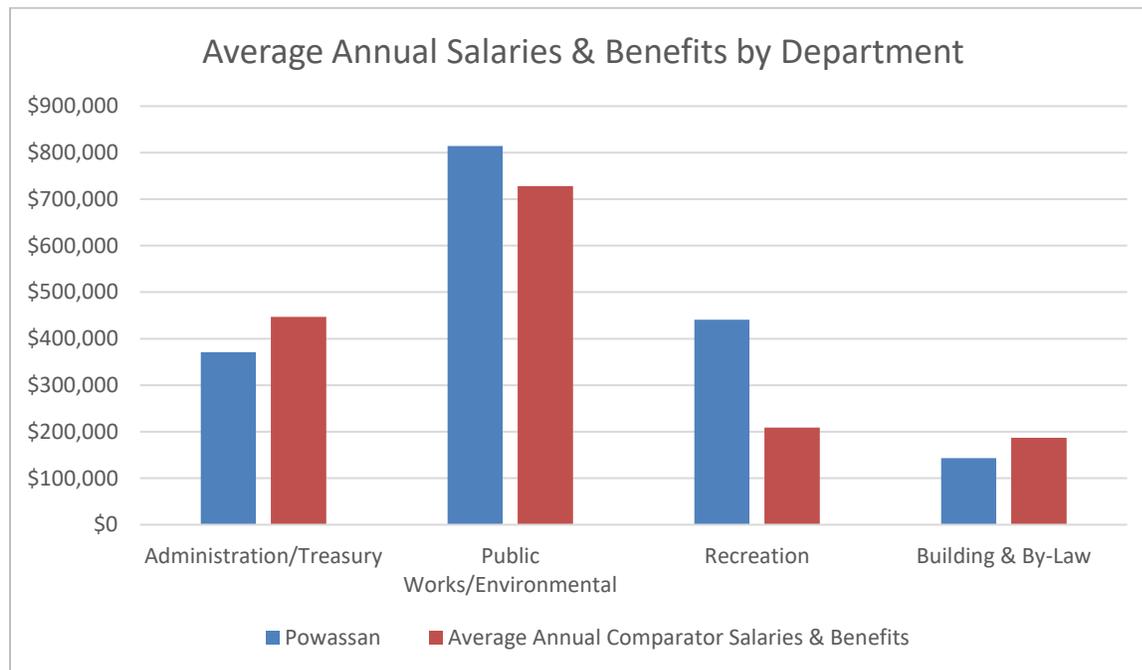


Comparison #1 Summary/Notes:

- The average cost per capita to operate Administration/Treasury departments is \$138.62
Powassan's cost per capita for the Administration/Treasury department is \$107.33
- The average cost per capita to operate Public Works departments is \$231.29
Powassan's cost per capita for Public Works is \$235.68
- The average cost per capita to operate Recreation departments is \$66.74
Powassan's cost per capita for Recreation is - \$127.52.

- The Building & By-law salaries & benefits were combined for this comparison because 2 of the comparators had a combined CBO/By-Law Enforcement Officer and one had a contracted By-Law Enforcement Officer, so it was not possible to split this out during this high-level benchmarking exercise, to get an accurate comparison for By-Law Enforcement separately.
The average cost per capita for Building & By-law combined was \$58.78.
Powassan's cost per capita for Building & By-Law combined was \$41.39
- The Planning salaries & benefits are not captured above because again, there were varying combinations of positions & contracts fulfilling the planning function in the comparators. For instance;
 - One had a FT Planner
 - One had a FT Junior Planner
 - In four comparators, the planning function is a shared role (i.e., CAO/CBO or Clerk, etc. is responsible for planning administration).
 - These same four also use the services of an external, contracted Planner
- Emergency Services could not be compared because some included their volunteers inwith Fire Salaries & Wages and some did not.

Comparison #2



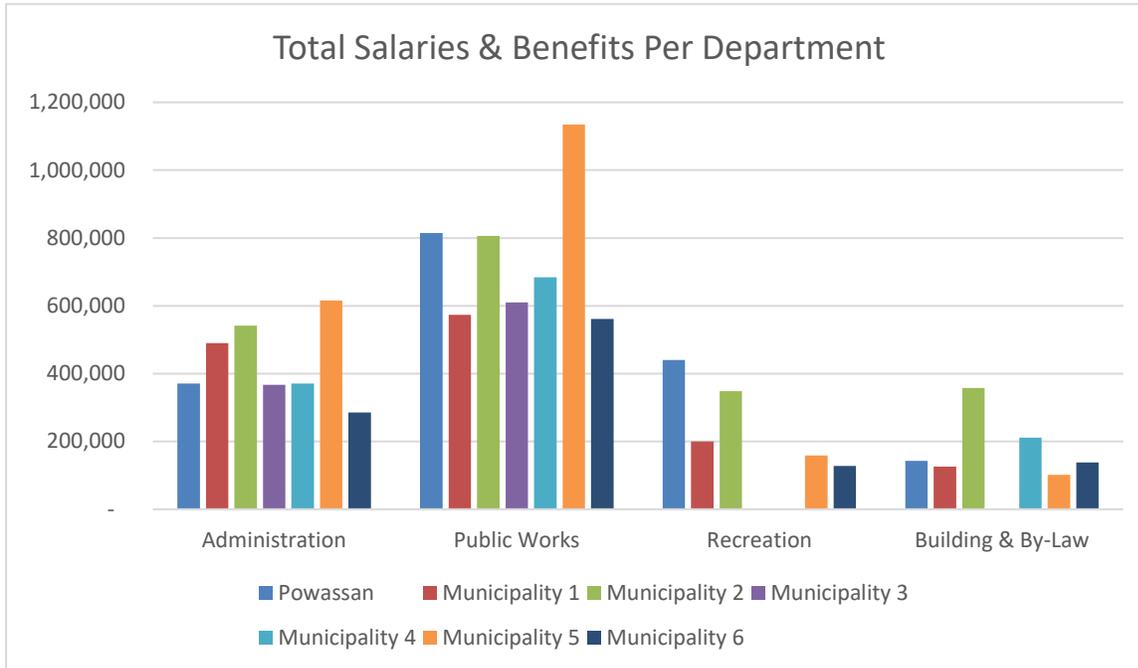
Comparison #2 Summary/Notes:

- Admin/Treasury – Average annual salaries & benefits are \$446,813
– Powassan's - **\$370,842**
- Public Works/Environmental Services – Average annual salaries & benefits are

\$728,225 – Powassan’s - **\$814,288**

- Recreation – Average annual salaries & benefits are \$208,886 – Powassan’s - **\$440,585**
- Building/By-Law – Average annual salaries & benefits are \$186,930 – Powassan’s **\$142,988**

Comparison #3



Comparison #3 Summary/Notes:

The blanks on the chart represent the following:

- Municipality 3 and Municipality #4 purchase recreation services from neighbouring municipalities. Therefore, neither have recreation salaries & benefits to report.
- The Building function in Municipality #3 is a County responsibility so again they have no salaries or benefits to report.

Statistical Comparisons

Municipal Comparators	2016 Population	2016 Households	# of FT staff	# of PT staff	Total Area in Square Kms.	Arena(s)	Water & Sewer	2019 Farm Assessment	2019 Total Res Assessment	Council Size	2019 Total Operating Expenditures	2019 total Salaries & Benefits	# of Building permits 2019
Parry Sound District - Powassan	3455	1349	19	8	127.24	2 rec facilities	yes	15,604,200	276,570,524	5	8,524,090	2,028,083	54
Municipality #1	3864	1710	19	4	105.98	2 rec facilities	yes	1,899,400	521,530,700	5	7,132,816	2,213,121	61
Municipality #2	3343	4485	32	7	704.63	4 rec facilities	yes	1,388,700	1,261,753,700	5	8,850,839	2,433,420	201
Municipality #3	3963	1312	13	7	264.5	no	no	263,757,800	629,674,300	5	4,984,677	1,180,705	0
Municipality #4	3496	1312	12	7	376.55	contracted	yes	754,736,200	271,838,700	5	5,727,390	1,198,471	93
Municipality #5	2702	1521	22	2	268.48	1 rec facility	yes	1,120,900	738,707,000	5	7,932,744	1,883,479	87
Municipality #6	2454	1726	13	3	187.22	2 com centres	no	287,400	443,616,353	5	4,423,543	1,195,168	110

Statistical Comparisons Summary/Notes:

1. Population Comparison

The population of the six municipalities ranged from 2454 to 3963 with the median population being 3,304. **Powassan's population is 3,455.**

2. Number of Full Time and Part Time Staff

- The average number of FT positions in the six comparators was 18.5. **Powassan had 19 in 2019, which was the basis for the analysis, but now has 18 FT staff.**
- The average number of PT positions in the six comparators was 5. **Powassan had 8 in 2019, which was the basis for the analysis, but now has 7 PT staff.**

3. Salaries & Benefits as a percentage of Total Operating Expenditures:

On average, Salaries & Benefits make up 24.6% of the Total Operating Expenditures in the 6 municipalities. **Powassan's salaries & benefits are 23.8% of its total operating expenditures.**

Comparison of Staffing Per Department

Municipal Comparators	Total Staff	Administration	Treasury	Public Works/Water & Waste Management/Landfill	Recreation	Building	By-law	Planning	Fire	Contracts	Shared Services
Municipality of Powassan	FT - 19 PT - 8	3 FT - CAO, 2 Deputy Clerks, 1 PT Receptionist	2 FT - Deputy Treas & Admin Assistant (Dep Clerk pt - taxation, etc.)	9 FT - Foreman, 5 operators, 1 landfill & 1 garbage collector & 1 engineer plus Seasonal staff	2 FT - Rec Manager & TC Arena Manager, 1PT - Fitness Centre, Arena Labourers,	1 FT CBO	1 FT By-law Officer/CEMC/Fire Prevention	Shared Deputy Clerk/Planning Admin	1 FT Fire Chief - 1 Fire Prevention Officer/CEMC/By-law	external Planner and IT Contractor	unknown
Municipality #1	FT - 19, PT - 4 Seasonal - 6	3 FT - Sr Director, Clerk, Admin Assistant -Lottery Licensing	3 FT - Treasurer, Finance & Water/WastewaterClerk and AccountsPayable & Taxes	8 FT - Manager of Operations, Operations Admin Assistant, and 6 operators and 4 PT Seasonal	1 FT, 1 Seasonal	1 FT - CBO	1 FT - By-Law Enforcement Officer	1 FT - Planning Administrator	1 FT- Fire Chief & 1 PT- Deputy Fire Chief	External Planner - \$30,047	unknown
Municipality #2	FT - 32 PT - 7 Seasonal - 1	4 FT - 2 shared (CAO/Treas & Deputy CAO/Treas) 1 Clerk, 1 Admin Assistant 2 PT - Economic Development 2 Seasonal - 1 Info Centre Summer student, 1 Admin Summer Student	5 FT - 2 shared (CAO/Treas & Deputy CAO/Treas) 1 Deputy Treas, 1 A/P/AR Clerk, 1 Tax Collector	19 FT - 1 Roads Supervisor, 2 Lead Hands, 2 Grader Operators, 1 Mechanic, 7 Equipment Operators, 2 Landfill Site Employees, 1 Environmental Services Manager, 1 Compliance Technician Operator & 2 Environmental Operators 5 PT Landfill Site Employees, 2 Seasonal - Landfill summer students	4 FT - Property Supervisor, 3 Labourers, 1PT Labourer, 8 Seasonal - Summer students	4 FT - CBO, DeputyCBO, Septic Inspector, Building Assistant 2 Seasonal - summer students - sewage maintenanceinspectors	2 FT - By-law enforcement Officers	1 FT Junior Planner -TBD	1 FT Fire Chief		unknown
Municipality #3	FT - 13 PT - 7	4 FT - CAO/Clerk, Deputy Clerk & 2 Admin Assistant 1 PTAdmin Assistant (these Admin Assistants shared with all depts.	1 FT Treasurer,	7 FT - Roads Director, Foreman, 5 Operators, 4 PT - 3 Seasonal Operators & 1 Maintenance	none	Building is a County function	1 PT on call	1 FT Planner	1 PT Fire chief sharedwith 2 other municipalities		unknown
Municipality #4	FT - 12 PT 7 Seasonal 3	2 FT - CAO and Deputy Clerk	2 FT- Treasurer & Tax Collector	6 FT - Director of PW, 1 Foreman and 4 Operators, 2 Seasonal	none	3 FT - CBO/By-law, 1 Building Inspector & 1 Admin Assistant	Shared CBO/By-law	Shared CBO/zoning administrator			
Municipality #5	FT - 22 PT - 2	3 FT - CAO/Dir of Operations, Clerk/Planner and 1 Admin Assistant	3 FT - Treasurer, Deputy Treas & 1 Admin Assistant	FT - 9, PW Manager, Foreman, 5 Roads Crew - 3 Seasonal, 11FT- Landfill Operator, 1 FT - Transfer stationattendant, 2 FT Environmental Services Officers	1 FT - shared FC/Recreation, 2FT - Recreation/Transfer station staff	1 FT CBO	5 - PT Enforcement Officers	1 FT - shared Clerk/Planner	1 FT - Fire Chief/Rec, 2PT District Chiefs	By-Law - \$37,000 External Planner - \$10,000	unknown
Municipality #6	FT - 13, PT - 3	3 FT - Clerk/Adm, Deputy Clerk, 1- General Admin	2 FT - 1 Treas/Tax collector & 1 Fin Admin	6 FT - 1 Working supervisor, 5operators	1 FT - 1 Recreation attendant	1 FT - CBO/By-law & Facilities + 1 FT Admin Assistant - shared building/ planning assistant	shared CBO/By-law & Facilities	Managed by Clerk/Adm & planning admin	3 PT - Chief, Deputy Chief & Fire PreventionOfficer	some use of external planner	Landfill shared w Kearney, shared training officer w 7mun. Econ D with ACED

Comparison of Staffing Per Department Summary/Notes:

Note: The total staff on the spreadsheet (column B) is based on 2019 FIR, but some reported their total 2020 staffing instead, so the numbers across may not total the 2019 numbers in column B.

Administrative Summary

1. The **senior administrative** role in the municipalities has varying titles and responsibilities. For instance;
 - One of the municipalities has adopted a Senior Municipal Director. We were informed that this Director was engaged by an Expression of Interest and not through a normal hiring process. (contract?) The job description for this newly developed position is not yet available for review.
 - One municipality has a Clerk-Administrator, one has a CAO/Director of Operations, one is a CAO, one is a CAO/Clerk and one is a CAO/Treasurer. **Powassan's senior manager has the title of CAO Clerk-Treasurer but has direct day to day operational responsibility for other areas.**

From reviewing the job descriptions and organizational structures, none of the CAO positions appear to have the large number of day-to-day operational responsibilities as the CAO/Clerk/Treasurer in Powassan.

2. The majority of the comparators have 2 FT and 1 PT Administrative Support Assistant undertaking a variety of roles. **Powassan has 1 FT and 0.5 PT Receptionist**
3. Four (4) of the comparators have 1 or more FT Admin Assistants whose time is shared between building, planning and in some cases, public works.
4. Five (5) of the comparators have a dedicated FT Treasurer or Treasurer/Tax Collector. One Municipality #2 -has 1 CAO/Treasurer and 1 Deputy CAO/Treasurer along with 3 additional Treasury staff. **Powassan has the CAO/Clerk/Treasurer and 1.5 staff to assist with Treasury/Finance.**

Public Works (Roads) Summary

1. All Comparator Municipalities have a formal Supervisor for all of the Services in Public Works/Operations. The title and responsibilities of the senior role in public works varies also. For instance,
 - One has a Manager of Operations, two have Directors of Public Works, one has a Public Works Manager and two have a working Roads Supervisor. **Powassan hasan Operational Day to Day Supervisor -called Roads Foreman, who is supportedby an in-house Engineer with no supervisory responsibility.**
 - The number of staff in public works ranges between 6 FT to 13 FT, with the median number of staff in public works being 7.83. **Powassan has 6 FT public works employees.**

Recreation Summary

1. Three of the comparators have 1 Full Time recreation employee. **Powassan has 2**
2. The titles of FT Recreation employees vary.
3. Municipality #5 has 1 FT shared Recreation/Fire Chief and one shared Recreation/Transfer station staff member (1TFE)
4. Municipality #2 has 4 FT Property Supervisors and 3 FT Recreation Labourers

Building Department Summary

1. Five comparators have a FT CBO – as does Powassan
2. Municipality #3 – Building is a function of the County and they have one PT By-law Enforcement officer who is on call.
3. Municipality #2 also has a Deputy CBO and Municipality #4 has a Building Inspector to support the CBO
4. Three comparators report having a FT Admin Assistant – 2 dedicated to Building and one shared among departments