

| Type of Decision             |                                   |                         |  |           |                        |                                  |             |  |               |
|------------------------------|-----------------------------------|-------------------------|--|-----------|------------------------|----------------------------------|-------------|--|---------------|
| <b>Meeting Date</b>          | <b>Thursday February 21, 2019</b> |                         |  |           | <b>Report Date</b>     | <b>Tuesday February 12, 2019</b> |             |  |               |
| <b>Decision Required</b>     | <b>X</b>                          | <b>Yes</b>              |  | <b>No</b> | <b>Priority</b>        | <b>X</b>                         | <b>High</b> |  | <b>Low</b>    |
| <b>Direction</b>             | <b>x</b>                          | <b>Information Only</b> |  |           | <b>Type of Meeting</b> | <b>X</b>                         | <b>Open</b> |  | <b>Closed</b> |
| <b>Organizational Review</b> |                                   |                         |  |           |                        |                                  |             |  |               |
| <b>Report #21/02/19/1203</b> |                                   |                         |  |           |                        |                                  |             |  |               |

**Subject:** Organizational Review – Statement of Work

### RECOMMENDATION:

That Council consider elements of the review that can be eliminated, reduced or completed in house in order to be cost-efficient but still produce a valuable organizational review; and That Council set a limit of expenditures related to the organizational review, to be provided to Expertise for Municipalities.

### BACKGROUND/EXECUTIVE SUMMARY:

A Statement of Work for the Organizational Review was provided by Louisa Marziali dated February 1, 2019 with an estimated cost of \$13,875 *excluding* travel, admin support, desk-top publishing and tax.

Staff are concerned with the costs associated with the review and believe that certain aspects of the review are no longer required, can be reduced and/or can be completed in house, in order to be as cost effective as possible.

From discussion at the Special Meeting of Council on February 4th, it appears that Finance and Administration are the main areas of concern, with Recreation Committee/Services and IT as others.

Under the approach section of the report, beginning on page four, I believe points that are important and should be included in the review, though some may be overlapping, include:

- Organizational structure and culture
- Roles and responsibilities – could be encompassed in the job description
- Organizational policies and procedures
- Delegation of tasks and responsibilities – could be encompassed in the job description
- Job descriptions

Points that could be eliminated include:

- Overlap, duplication and redundancy
- Relationships/communications within and between council and staff
- Work processes and supporting tools, structures
- HR processes including performance management, compensation and benefits, learning and development
- Physical space and equipment
- Leadership/ management styles and competencies

From a staff perspective, the issues recommended for elimination are not currently an issue and/or can be improved through training and increased experience.

In regards to the project phase table on page 5, it appears that we would be behind schedule. Narrowing the focus of the review to the aspects Council and Staff feel are most important and will provide the most value will not only help reduce the cost, but will assist in keeping on schedule by reducing the workload.

This is a great opportunity to look at the organization and services of the municipality, however, staff are mindful of the costs associated with the review and are willing to work together and with Council to reduce the scope but still ensure Council is meeting its goals.

**Options/Discussion:**

Proceed with the proposed scope and pricing, keeping in mind additional costs not incorporated into the original quote, including travel; or  
Determine an amount Council is comfortable spending while still ensuring the review will meet Council's objectives in have the review completed.

**Supporting Documentation:**

None

**Financial Considerations/Budget Impact:**

Budget will be impacted, depending on Council's decision of how to proceed with the scope of the review. Will have a significant budget impact if the proposed price is approved.

**Others Consulted:**

Debbi Grills, Mayor  
Stephany Rauche, Administrative Assistant

**Approved and Recommended by the Clerk**

Crystal Fischer,  
Interim Clerk