



BLACKLINE
CONSULTING

A Higher Standard

Organizational Review

Town of Orangeville

Council Presentation

September 2023

Session Objective and Agenda

Objective


To provide Council with
an update on the
Organizational Review

Agenda

- ▶ Context of Review
- ▶ Progress to Date
- ▶ Initial Observations
- ▶ Next Steps
- ▶ Questions

The objective of this review is to help ensure the Town's service delivery is fit for purpose to manage future growth

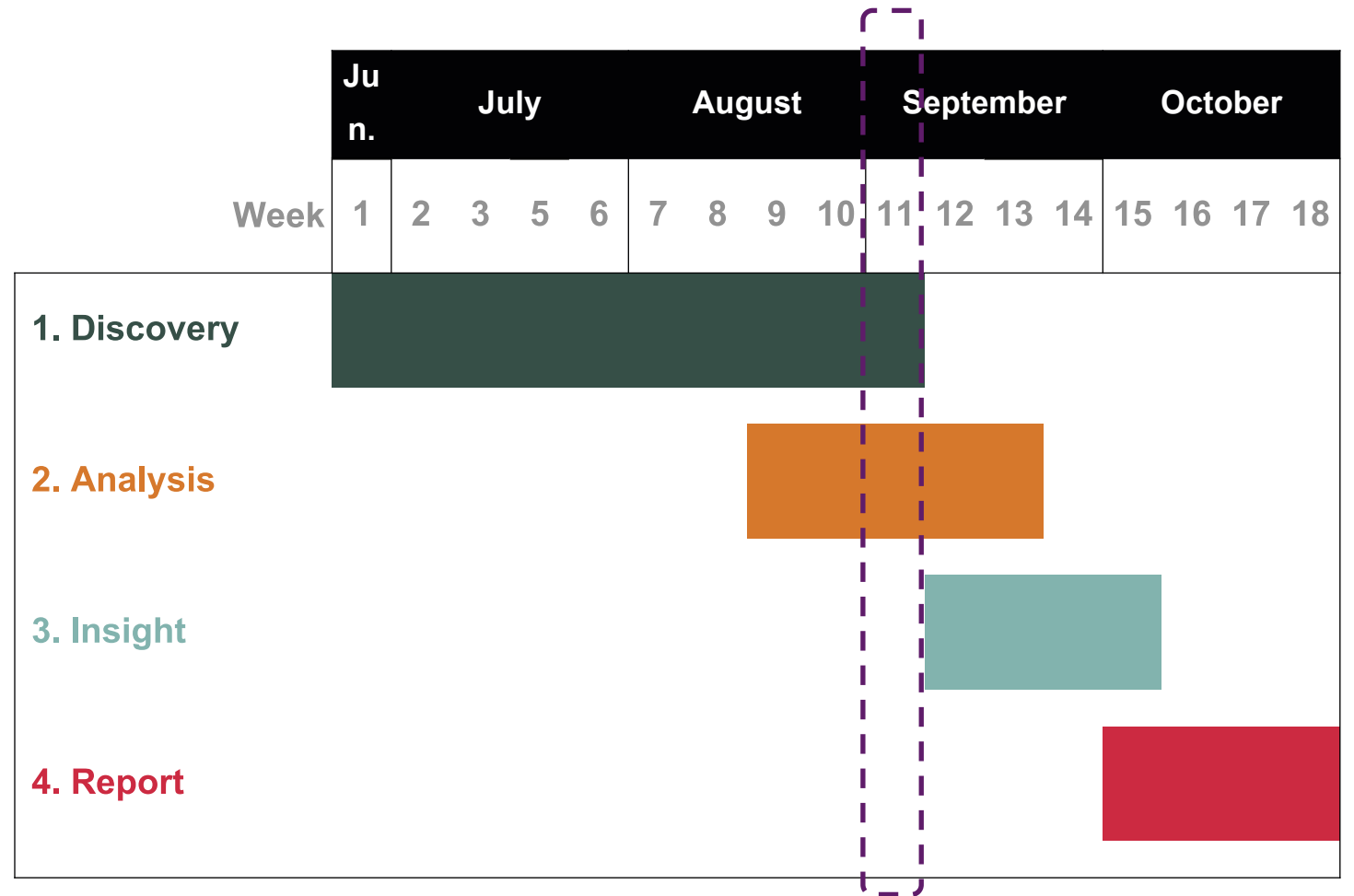
“to perform a comprehensive organizational review that will make recommendations on the Town corporate structure, service delivery and staff resourcing”



1	2	3
Evaluate services and service levels	Assess the sustainability of your current resources and organizational structure	Develop recommendations to manage growth and achieve greater efficiencies

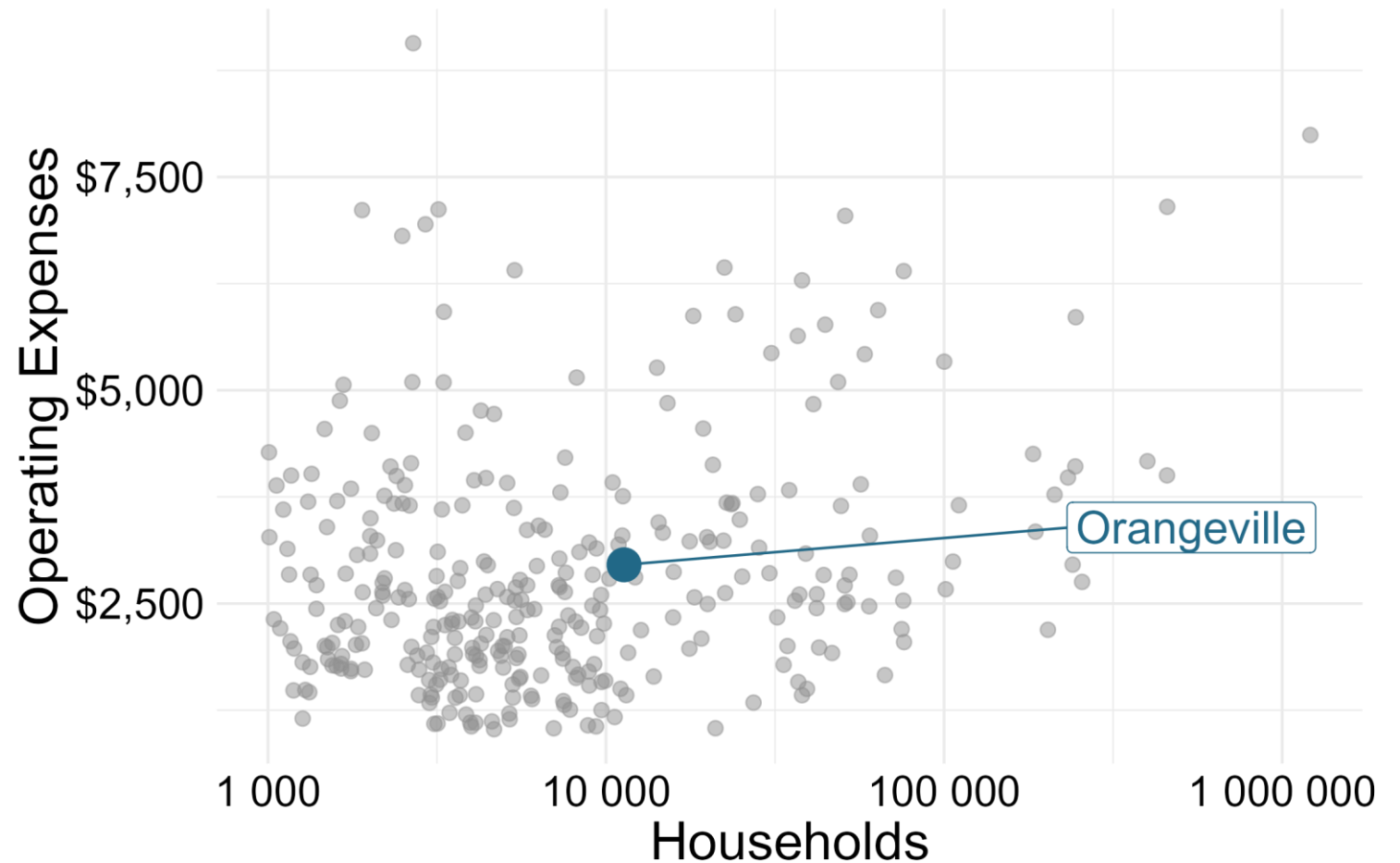
Our approach is by design collaborative to help ensure actionable outcomes

- ▶ We have included additional communications to address staff concerns
- ▶ Slightly behind original schedule
- ▶ We will be able to provide input into 2024 budgeting



At an operating expense view, the Town is at the higher end in comparison to other municipalities

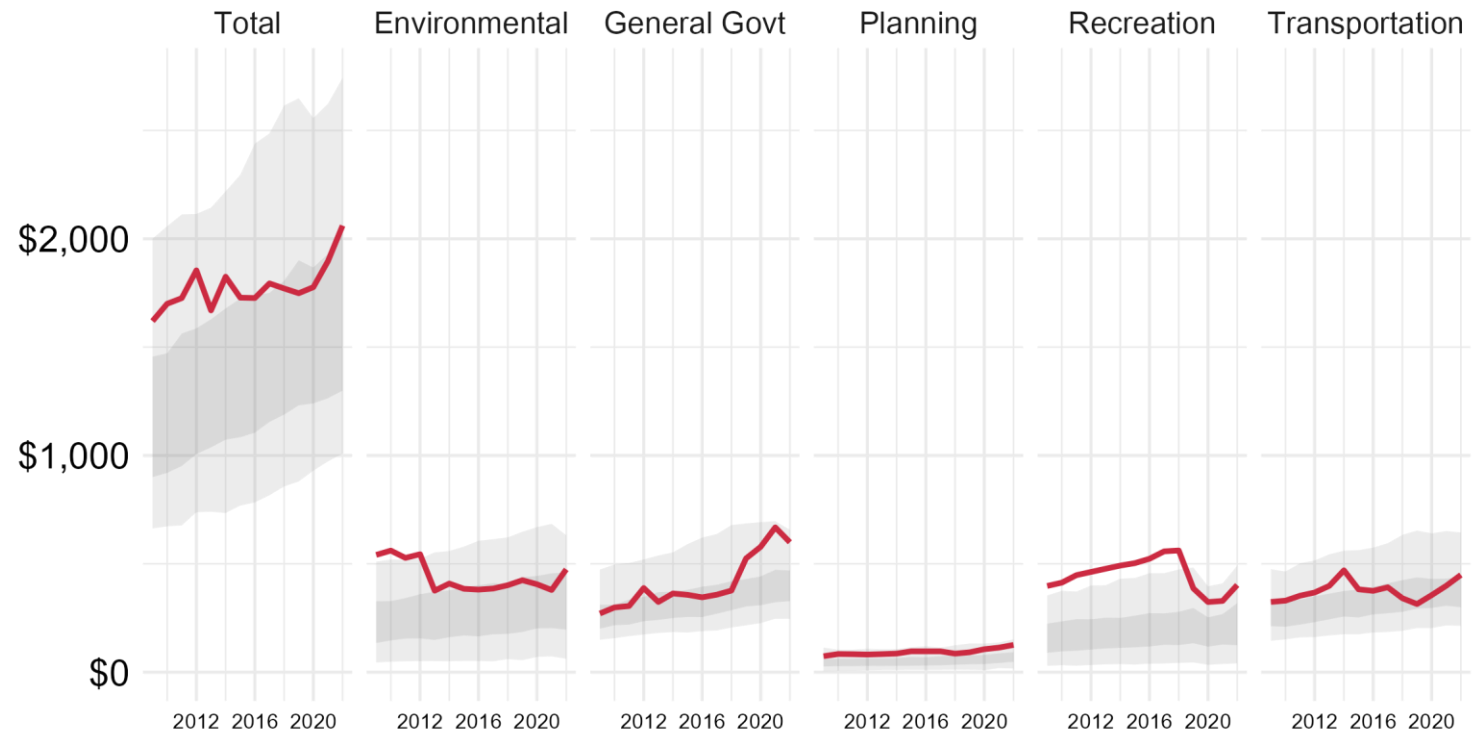
- This is helpful context for us to better understand future impact of growth (population and households)



Source: Ontario Municipal Financial Information Returns
Protection workforce expenses removed from total expenses

The Town has a higher workforce expense than other municipalities

- ▶ We use workforce expense as a proxy for understanding the adequacy of the total workforce
- ▶ This means there is likely opportunities for greater efficiency or excess capacity



Source: Ontario Municipal Financial Information Returns
Protection workforce expenses removed from total expenses

Workforce expenses are salaries, wages and benefits and contracted services.

Orangeville is the **RED** line; grey is all municipalities in Ontario.

Data is up to 2022.

We have compiled a set of initial observations based on our analysis to date



**Resident expectations
have increased since
the pandemic**

The Town will need to continue
to evolve services to meet
increasing work volume and
expectations



**Processes are highly
manual and paper-
based**

Efficiencies will exist in
automating processes and
training staff



**The Town's structure is
an improvement from
the previous**

Opportunities exist to ensure
the structure is fit for future
growth



**There are few measures
to manage service
performance /
expectations**

Using data to manage service
performance will be a
significant change to Town
staff

We compared staff survey results from Spring 2022 and Summer 2023

- ▶ Staff's top concerns have remained consistent
- ▶ Comparing survey results suggests the Town is heading in a positive direction

Theme	Date of Survey	Question	Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
Accountability	Spring 2022	People in our workplace are held accountable for their actions.	11.7%	20.0%	43.9%	24.4%
	Summer 2023	The quality of my work suffers because of the poor performance of others	4.0% ↓	33.1%	33.9%	29.0%
Communication	Spring 2022	I am informed about important changes at work in a timely manner	12.8%	23.3%	40.6%	23.3%
	Summer 2023	The Senior Management Team provides clear and consistent direction	14.5%	16.9% ↓	39.5%	29.0%
Relationship Management	Spring 2022	Employees and management trust one another.	11.1%	25.0%	39.4%	24.4%
	Summer 2023	I do not experience considerable tension on a regular basis from internal clients	3.3% ↓	30.1%	28.5%	38.2%

Note that questions are not identical. We have aligned responses from the 2023 survey for ease of comparison.

Sources: Town of Orangeville 2022 Employee Survey; Blackline's 2023 Employee Survey

Next, we will be....

- ▶ Completing our detailed analysis
- ▶ Drafting a report to summarize our analysis
- ▶ Developing an index of opportunities based on our analysis
- ▶ Conducting co-design sessions with management and staff

Our next presentation to Council will be the results of the final report

We will be working with Town staff and management to deliver on an actionable set of recommendations



**The Final Deliverable
will Include:**

- ▶ Recommended Key Performance Indicators (KPIs) the Town should adopt
- ▶ Alternative delivery options the Town could explore
- ▶ A 5-Year staffing plan and review method
- ▶ Prioritized set of recommendations to improve efficiencies



Questions

BLACKLINE CONSULTING