



Report Presented To:	Township of Southgate Council Meeting
Meeting Date:	2025-03-19
Report Number	HR2025-002
Title:	Proposed New Organizational Chart
Open/Closed Session:	Open Session
Prepared By:	Kayla Best Human Resources Manager
Approved By:	Kayla Best Human Resources Manager
Approved By:	Jim Ellis Interim Chief Administrative Officer

Executive Summary:

Staff have evaluated the Township’s current operational position and have provided recommendations on changes to the organizational structure and positions.

Recommendation:

Be it resolved that Staff Report HR2025-002 be received for information; and
That Council approve the proposed Organization Chart for 2025; and
That Council support staff to post appropriate job postings internally only.

Background:

In 2023 and 2024, the Township of Southgate used a third-party consultant to complete an Organizational Review. This review was to assess the Township’s operational framework, identify areas for improvement and recommend strategic changes to position our Township for sustainable growth and success. The consultant’s report and recommendations were thorough and based on feedback from various stakeholders as well as comparisons to other municipalities that are similar to Southgate or seen as comparisons of where Southgate is headed, taking our growth into consideration. The results and recommendations were summarized in report [CAO2024-004](#). The recommendations included some organizational chart changes that would be significant adjustments to how our Township is currently structured, with the main change being the implementation of Director level positions (referred to as Senior Managers in the report) and having less direct reports to the CAO. The implementation plan from the consultants was a phased-in approach in order to distribute the financial impacts over multiple years as well as give staff and Council time to adjust and evaluate as we work our way through this new proposed structure.

Analysis

Staff have assessed our current position and assessed various options for our organizational structure, taking these factors into consideration:

- Support current operations and staff;
- Growth impacts on our operations;
- Financial impact;
- Succession planning;
- Recruitment challenges.

Staff have prepared a new proposed organizational chart included as Attachment #1. Staff would like to highlight that the Township is currently in a rapidly changing environment, and therefore staff and Council need to make decisions based on the best information we have available at the time, however it is crucial to re-evaluate and adapt as needed.

Staff are recommending postponing the implementation of the two (2) Director positions that were slated for the next phase of the organizational review implementation plan. Staff are recommending a different structure for the near future and feel it is more appropriate to delay the implementation of these positions and revisit the Director positions in the future.

A summary of the changes is below:

Proposed changes to Finance & Clerks Department:

- Removal of Director of Corporate Services/CFO
- Addition of Asset Coordinator / Financial Analyst (20 weeks in 2025)
- The following changes are already included in the 2025 draft budget:
 - o Legislative Coordinator to Deputy Clerk
 - o Administrative Customer Service (Contract)

The recruitment of the Director of Corporate Services/CFO position since December 2024 has been challenging to find a candidate with appropriate experience and skills. The Municipal Finance Officers' Association of Ontario job board posting is overwhelmed with finance recruitment opportunities at all levels, demonstrating the challenges Ontario municipalities are facing.

Staff also have implemented plans forward with outsourcing the Southgate Asset Management Plan compliance for 2025, relieving staff resources at this time, as well as the 2025 Budget is nearing completion.

With the removal of the Director position, the finance department will still require additional staff to support the current operations of the department. Some of the challenges the department is currently facing is in relation to tax arrears, increase in property transfers (sales), supplemental information that is required to be processed and general increase in customer service and inquiries. The impact of removing the Director position is adding an Asset Coordinator & Financial Analyst in 2025. The Administrative Customer Service position may be required on a permanent basis to support the Finance and Clerks departments, but this decision does not need

to be made for 2025 since the current contract was approved for 2 years and ends October 2026.

Proposed Changes to Development & Community Services Department:

- Move Recreation to report directly to the CAO (no longer under the Director of Development & Community Services). This change will allow the Director position to focus on the development services of the Township, which continue to be busy and are anticipated to get busier.
- Rename the position of Director of Development & Community Services to Director of Development Services. This position will continue to oversee Planning, Economic Development and Building/By-Law.
- These changes have no financial impact.

Proposed changes to Public Works:

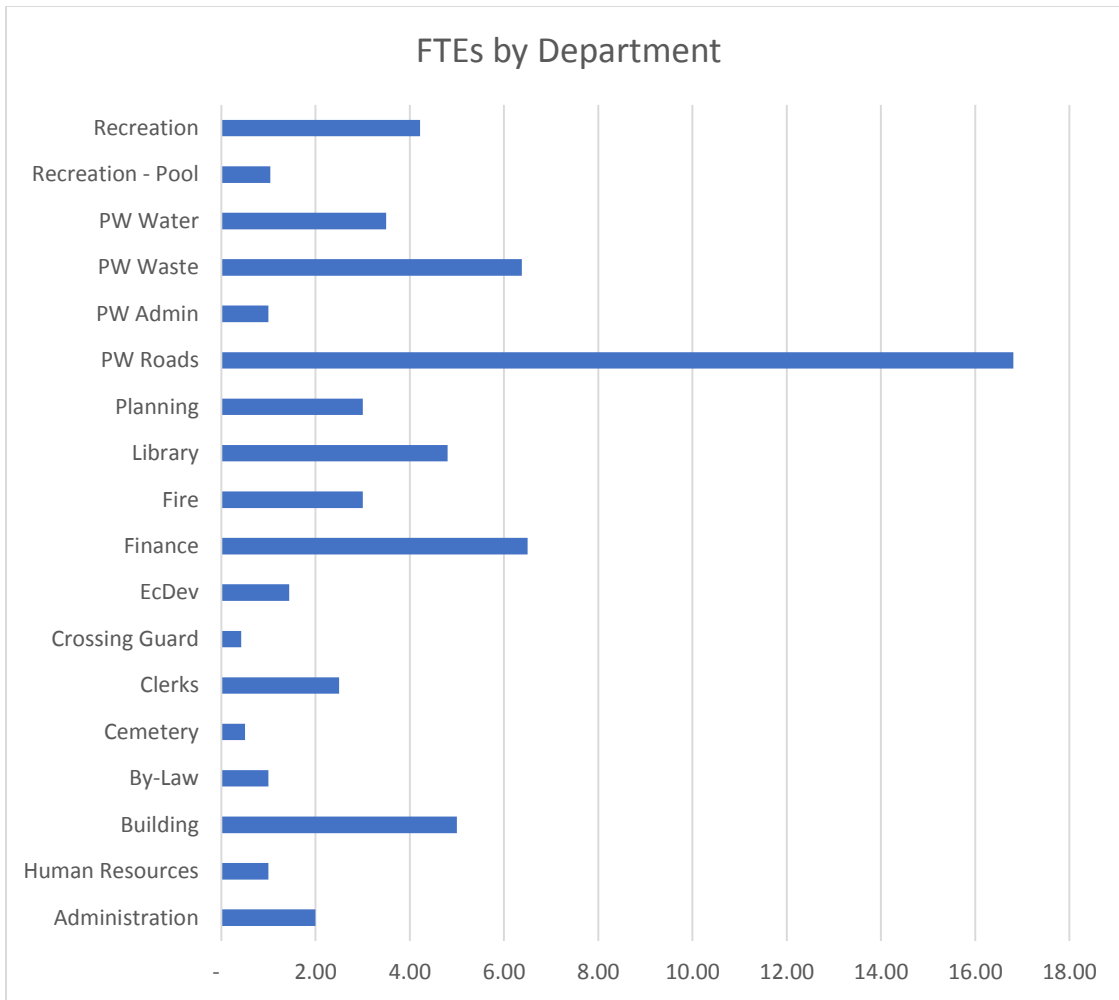
- Removal of Director of Public Works and Infrastructure
- Split the Public Works Manager position into two separate positions; "Manager – Roads & Waste Resources and Diversion Management" and "Manager - Water Operations".
- Dundalk may require an additional seasonal operator for snow removal duties in the winter.
- Public Works Foreman & Fleet Manager position to be combined with one of the Public Works Lead Hand positions.
- The following changes are already included in the 2025 draft budget:
 - o One Seasonal Operator/Labourer to Full-Time hours (Hopeville)
 - o Increase one Seasonal Patrol
 - o Waste Resources and Diversion Management Team Leader to Lead Hand
 - o Increased hours of Cemetery Caretaker (24 hours per week to 30 hours per week and benefits).

This proposed structure supports the succession planning for the Public Works department and ensures smooth transitions of responsibilities.

Current Staffing Complement:

The current staffing complement converted into FTEs is 64.10. The total includes all departments including Library but not volunteer firefighters. This calculation takes part-time, students and seasonal employees' total hours and converts them into a full-time equivalent. It is noteworthy that this number cannot be directly compared to other municipalities as there are multiple factors that need to be considered including the operations and services provided, the size of the municipality and the population.

The below is a further breakdown of the total FTE numbers by department:



The above numbers and chart include 1 CAO, 1 Director, 7 Managers and 1 Librarian CEO.

The proposed new organizational chart totals an equivalent to 66.70 FTEs; including 1 CAO, 1 Director, 8 Managers and 1 Librarian CEO. The additions are 1 new full-time position (Asset Coordinator & Financial Analyst), 2 new seasonal positions (Roads) and 2 positions increasing hours (roads and cemetery).

Internal Job Postings

In order to promote and support succession planning, staff recommend posting the Public Works positions internally only and ask that Council support this as per our Policy #8 Hiring Policy.

Internal Policy and Legislated Requirements:

Policy #8: Hiring Policy

Financial and Resource Implications:

The total overall savings on the draft 2025 budget with the proposed recommendations is \$263,800 for 2025, with \$61,000 of that being user-fee based funding (water/wastewater). The taxation impact is equivalent to (1.05%).

Strategic Priorities:

Priority: Operational Excellence

Goal: Goal 10: Position Southgate as a Leading Small, Rural Municipal Employer

Action Item: 10 b). Conduct and Implement an Organization Review to Assess Existing Structure and Current Practices Against Leading Municipal Trends and Practices to Improve Efficiency and Effectiveness Throughout the Organization

Attachments:

List Attachments:

Attachment 1: HR2025-002 – Proposed Organizational Chart