

DATE: January 15, 2024
REPORT NO: T-02-2024
SUBJECT: **2024 Budget Staffing Review**
CONTACT: Donna DeFilippis CPA CA, Director of Finance and Treasurer

OVERVIEW:

- This information report will inform Council of the staffing pressures that Senior Leadership have identified in developing the 2024 budget.
- Included in this report are details regarding the costs related to having the Township organize and execute the annual Santa Claus Parade.

RECOMMENDATION:

That, Information Report T-02-2024, regarding the “2024 Budget Staffing Review” dated January 15, 2024, be received.

ALIGNMENT TO STRATEGIC PLAN:

- **Advance** - organizational capacity and effectiveness

ATTACHMENTS:

- **Schedule A** Staffing Request Details
- **Schedule B** Recreation Report REC-05-2023

BACKGROUND:

As part of report T-23-2023 2024 Budget Process and Schedule, staff committed to providing Council with staffing requests prior to the commencement of formal budget meetings. The addition of staff to the current complement has an important impact to the budget as it results in a permanent allocation from the tax levy. In addition, appropriate staffing levels are required in order for the Township to continue to provide the services that residents have been accustomed to. In some cases, staffing requests may result in enhanced service levels. The Township currently has 64 Full-Time Permanent Positions Approved.

During the current term of Council, the following permanent positions have been added to the staffing compliment:

Title	FTE (Full-Time Equivalent)
Manager of Planning	1.0
Communication Specialist	0.4 (was 0.6, approval for full-time)

The Manager of Planning position was outlined in Planning Report PD-76-2022 dated August 11, 2022, which included the following two resolutions:

That, Council approve an additional Full Time Equivalent (FTE) in the Planning and Building Department and that a Manager of Planning position be created and the Planner I and Planner II positions be renamed Planner and Senior Planner respectively; and,

That, one of the Planner II positions be funded by the Land Owners Group for up to the next four years to help accommodate for planning approval pressures.

Unfortunately, the Land Owners Group will not be providing any funding towards the additional Planning Department Staff. Funding will now be through the tax levy which will be reflected when Council is presented the 2024 Draft Operating and Capital Budget on February 5th.

In addition to the items above, the Library Board approved a full-time Public Service Assistant while reducing hours related to part-time Public Service Assistants.

The following positions were approved by previous Council, however, final funding was included in the 2023 budget:

Title	2023 Funding
GIS and Asset Management Coordinator	Final allocation of the three year phase-in for this position. It was brought onto the levy over three years using Modernization Grants as a funding tool.
Human Resources Coordinator	Position was approved in 2022, however, 73% of the funding was allocated in the 2023 budget.

CURRENT SITUATION:

Attached as **Schedule A** to this report is a detailed listing of the permanent staffing requirements that Senior Management have identified. Also included in **Schedule A** is an estimate of the operating costs related to the Township organizing the Annual Santa Claus Parade. Further discussion regarding the Santa Claus Parade is later in this report. The positions on **Schedule A** are not listed in any particular order as they all will assist in filling gaps in service delivery.

In some cases, the service delivery is forward facing and has an impact on how the residents interact and view the Township. In other cases, the service delivery impact is of an internal or compliance nature, which may not be evident to the general public. The total cost of these staffing requests is \$546,600, which would require an increase in the tax levy of approximately 6%. Senior Management recognizes the pressure that Council faces in approving the annual budget and ultimately a tax levy. These items are being presented so that Council understands the pressure facing departments and how staffing enhancements would lessen any service delivery shortfalls and provide the required support.

The staffing requirements are listed below, with details on **Schedule A**. The Budget Impact includes all costs, including benefits:

Title	Budget Impact	Levy Impact
Construction Supervisor	\$125,000	1.38%
Community Engagement & Events Coordinator	\$ 62,300	0.69%
Arena/Parks Operator	\$ 72,000	0.79%
Climate Change Coordinator – Shared Position	\$ 20,000	0.22%
Accounting Supervisor	\$125,000	1.38%
Fire Administrative Assistant- Part-time to Full-time	\$ 38,000	0.42%
Fire Prevention Officer	\$ 92,000	1.00%
IT Help Desk Analyst- Part-time to Full-time	\$ 12,300	0.14%
Total	\$546,600	6.02%

Santa Claus Parade

The following resolution was adopted at the April 24, 2023 Council meeting:

- 1) *That, the Director of Finance/Treasurer's Recommendation Report No. T-09-2023 be amended to increase the West Lincoln Santa Claus Parade's Community Grant from \$5,000 to \$7,500.00; and,*
- 2) *That, staff be directed to report back in the Fall of 2023 on a plan for further involvement of staff and resources as part of the 2024 budget for the planning and execution of the West Lincoln Santa Claus Parade event commencing in 2024 while continuing to work with the volunteer committee members of the Parade Committee.*

Report REC-05-2023 Recreation Staffing and Resources Recommendation for Upcoming Programming and Events outlined to Council the approach staff were recommending. This report is attached as **Schedule B** to this report for Council's information. That report indicated to Council that a request would be part of the 2024 budget for one additional full-time staff position. One of the recommendations of this report was to extend the Recreation and Wellness Programmer contract from January 1, 2024 to March 1, 2024 funded through a transfer from the Contingency Reserve in the amount of \$14,000.

If Council were to approve the additional full-time staffing position, this transfer would not be necessary.

The projected cost for this new position, including all benefits, is \$83,100. This cost is mitigated by the fact that a Part-Time Farmer's Market Coordinator would no longer be required, removing \$20,800 from the budget. This results in a net impact to the operating budget of \$62,300 in 2024.

In addition to the staffing request, the operating budget would be impacted with costs related to the implementation of the event, such as payment for entertainment and music. Staff have also budgeted for some of these costs to be offset through sponsorship revenue. The net cost is estimated at approximately \$12,600. This increase can be mitigated if Council reduces the allocation to Community Grants by \$5,000, which represents the amount of funding that the Santa Claus Parade Committee would typically receive. This results in a net impact to the budget of \$7,600

The two items above total \$69,900.

FINANCIAL IMPLICATIONS:

The staffing requests outlined in this report would impact the operating budget by \$546,600, which would require a levy increase of approximately 6%. In addition, the operating costs related to the Santa Claus Parade would impact the budget by \$7,600. The Santa Claus Parade and the related Full Time Community Engagement & Events Coordinator costs will be reflected in the draft operating budget that will be presented to Council on February 5th.

The other positions outlined in this report, which have been identified by Senior Management, are also required to ensure that the Township is fulfilling all of its service obligations. However, given that \$90,800 represents a 1% increase to the tax levy, they will not be included in the draft operating budget presented to Council.

INTER-DEPARTMENTAL COMMENTS:

The staffing requirements outlined in this report have been identified by Senior Management.

CONCLUSION:

Staff is presenting this report to Council as information regarding the staffing pressures that have been identified by Senior Management.

Prepared & Submitted by:



Donna DeFilippis, CPA, CA
Director of Finance and Treasurer

Change Request Summary

Change Request: AUTO - 29 - Construction Supervisor
 Budget Year: 2024
 Change Request Type: Position/FTE Request
 Change Request Stage: Position/FTE Request Review [Position/FTE Request]

Acct. Reference:
 Publish Date:

Description: The Construction Supervisor is responsible for providing technical assistance for development reviews throughout the planning application process, engineering design and construction phases related to subdivision developments, providing site inspection and contract administration on capital projects, and permit approvals related to municipal infrastructure.

Comments: A new FTE is being requested to help support planning and engineering with development applications, engineering design and construction; undertaking site inspection and contract administration on capital projects, and permit approvals related to municipal infrastructure. This will be a non-union position within Salary Band 9.

Justification: Currently, the Township has 1 FTE that reviews all planning applications and development engineering submissions. When subdivisions proceed to construction, the Township relies on the developer's engineering consultant to undertake the necessary site inspections. With the Urban boundary expansion being approved and with the anticipated growth in the existing urban area, there is a need for an additional FTE to assist the existing staff resources to review planning and engineering submissions. This additional FTE will also allow the Township to provide on-site inspections when developers are constructing municipal infrastructure and to provide quality control and oversight over the developer's engineer.

For Capital Projects, the Township currently does not have a dedicated construction inspector and/or contract administrator to ensure compliance with the Contract Documents. This role is currently being done on a part-time basis by existing staff resources. It is industry best practices to have a dedicated staff member to administer capital construction projects and to provide regular site inspections. This FTE will have capacity to undertake these important functions to mitigate risk, liability, and cost on our capital projects.

This FTE will also help assist with road encroachment permits whenever a third party is undertaking work within the Township's road allowance and/or public lands; reviewing and approving municipal consents which are provided to public service utility companies (Bell, Cogeco, Rogers, Enbridge, Hydro, etc.) for the purposes of upgrading existing and/or installing new infrastructure within the Township's road right of way. This duty is currently being done on a part-time basis by existing staff resources.

Net Operating Budget: 125,000
 Net Capital Budget: -
 Net Budget: 125,000

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
06110 - RDS-PAV			125,000
Total Expenses			125,000
Total			125,000
Net Total			125,000

Change Request Summary

Change Request	AUTO - 33 - Community Engagement & Events Coordinator
Budget Year	2024
Change Request Type Change	Position/FTE Request
Request Stage	Position/FTE Request Review [Position/FTE Request]
Description	<p>This change request is for the consideration of the addition of a new full time non-union position in the Recreation Services Department. The Community Engagement & Events Coordinator position will be responsible for the following:</p> <ol style="list-style-type: none"> 1. Expanding the availability of recreational opportunities by fostering current partnerships between the Township and community groups and service providers and exploring and developing new partnerships. 2. The coordination of the Farmers' Market event. 3. The coordination of the Santa Claus Parade event while maintaining a volunteer group for collaboration and assistance. 4. The coordination and enhancement of Township events such as Family Day, Movie Nights, Music in the Park, Easter Egg Hunt, Canada Day through collaboration with community groups, the Township's Recreation and Wellness Programmer and service providers. 5. Supervision of all event staff and volunteers. <p>This position would fall within the non-union Salary Band 6 with an hourly wage of \$30.08 to \$36.88.</p> <p>The Township currently has a part-time Farmers' Market Coordinator position, with an annual budget cost of \$20,780. The proposed Community Engagement & Events Coordinator will take on the duties of the Farmer's Market Coordinator.</p> <p>The 2023-2026 Corporate Strategic Plan has identified the following theme and strategy: "BUILD A SAFE, CONNECTED, CARING AND ACTIVE COMMUNITY"</p> <p>"Leverage our facilities and develop partnerships to enhance quality and appropriate community programming and expand community events, gatherings and local attractions."</p>
Comments	
Justification	<p>The Farmers' Market event has been coordinated by a part-time contract position over the past two seasons. The wages for the part-time contract position will not be shown in the proposed 2024 budget, as the duties are proposed to be performed under the position of Community Engagement & Events Coordinator.</p> <p>The Santa Claus Parade event has been coordinated by the West Lincoln Santa Claus Parade Committee of volunteers. Due to recognized concerns in the areas of volunteer availability, liability, and accountability, staff recommend that the coordination of this event be conducted by Township staff. Please refer to Report REC-05-2023 presented to Public Works/Rec/Arena on September 18, 2023.</p>
Net Operating Budget	62,300
Net Capital Budget	-
Net Budget	62,300

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
16200 - RECPG			58,200
18980 - OTH			4,100
Total Expenses			62,300
Total			62,300
Net Total			62,300

Change Request Summary

Change Request	AUTO - 34 - Santa Claus Parade Event
Budget Year	2024
Change Request Type	Decision Package
Change Request Stage	Decision Package Review [Decision Package]
Acct. Reference	
Publish Date	
Description	This change request is to propose the addition of the Santa Claus Parade Event into the operating budget of the Recreation Services Department.
Comments	In summary, the total expected revenue would be \$5,000 and the total expenses would be \$17,600. The budget impact would be mitigated by reducing the grants to the community groups grant budget by \$5,000, which represented the traditional amount that was allocated to the Santa Claus Parade. The budget impact outlined below does not include staffing costs. The staffing costs fall under the request for a Community Engagement & Events Coordinator role.
Justification	Please refer to Report REC-05-2023 dated September 18, 2023.
Net Operating Budget	7,600
Net Capital Budget	-
Net Budget	7,600

Operating Budget Details

Object	Position	Description	<u>2024 Budget</u>
Expenses			
16200 - RECPG			7,600
Total Expenses			<u>7,600</u>
Total			<u>7,600</u>
Net Total			<u><u>7,600</u></u>

Change Request Summary

Change Request	AUTO - 35 - Arena/Parks Operator
Budget Year	2024
Change Request Type	Position/FTE Request
Change Request Stage	Position/FTE Request [Position/FTE Request]
Acct. Reference	
Publish Date	
Description	<p>Additional Arena/Parks Operator Position</p> <p>This change request is for an additional Full Time Arena/Parks Operator Position to add to our existing staff of four, for a total of five Full-Time Arena/Parks Operator positions within the Parks & Arena Department.</p> <p>This position is a Union Position with an hourly wage of \$28.69-\$29.26 (Union Salary Band 5).</p>
Comments	<p>The Parks & Arena Division is currently staffed with four Full-Time Union Employees (Arena/Parks Operators). Part-time staff cover the remaining hours and responsibilities that are not covered by Full-time union staff.</p> <p>Between the months of September to May, the West Lincoln Community Centre (WLCC) operates 7 days a week, 5:30AM to 12:30AM (19 hours of operation/day).</p> <p>Between the months of May to August, the WLCC operates 6 days a week, Monday to Friday from 8:30AM to 10:00PM (13.5 hours of operation/day); and Saturday 8:30AM to 5:30PM (9 hrs of operation/day).</p>

Change Request Summary

The 2023-2026 Corporate Strategic Plan has identified the following themes:

"BUILD" - A Safe, Connected, Caring and Active Community

"ADVANCE" - Organizational Capacity and Effectiveness

With the current staffing resources and capacity, the Township is finding it challenging to maintain service levels as recreational facilities have slowly been increasing over the years, while trying to provide additional recreational programs and community events. This is briefly outlined below for information:

Additional Recreational Facilities and Spaces:

- In 2023, Parks staff began to maintain the grounds of the Wellandport Community Centre due to contractor resourcing issue. The park is cut on a weekly basis during the season.
- Two additional playgrounds (Caistorville Library & Dennis Drive) were added in recent years. Every playground requires mandatory liability inspections to ensure safety and compliance. There is also additional garbage cans and green space that require regular service and maintenance.
- Staff currently maintain and service approximately 56 garbage cans at different locations throughout the Township. There is a demand to increase the number of garbage cans throughout the Township on a regular basis as the Township receives regular requests from residents. In 2023, 5 new garbage can locations were implemented.
- Newly planted trees at all park locations require maintenance (watering, fertilizing, pruning, mulching, etc).
- There is an emphasis on improving the garden culture at the Township. West Lincoln Public Libraries have proposed new gardens at the Smithville and Caistorville Libraries. Parks staff will be responsible for the task of maintaining these spaces.
- Regular maintenance of the roundabouts on Regional Road 20, in addition to all the other additional recreational facilities listed above, have proven to be challenging as it requires multiple staff to perform the maintenance activities/duties.

Additional Recreational Programs, Events, and Facility Rentals:

- The Township is offering more daytime programs resulting in the need for staff to do set up, tear down, and cleaning duties.
- Gym rentals and community space rentals have increased and there is a need to perform multiple changeovers throughout the day time, while still being able to perform and complete park maintenance duties.
- Local youth sports groups have requested an extension to their seasonal contract extending into the Fall, resulting in challenges to accommodate these request with existing staffing resources.
- Minor Hockey have also requested an extension to their seasonal contact from the end of March to mid May, resulting in additional staffing resources challenges.

If this position is approved, there are anticipated savings in the part-time staffing budget of approximately \$10,000.

Net Operating Budget	72,000
Net Capital Budget	-
Net Budget	72,000

Operating Budget Details

Object	Position	Description	<u>2024 Budget</u>
Expenses			
16100 - PRK			6,400
16101 - PRK-LPX			16,400
16341 - RECFAC-ARN			49,200
Total Expenses			<u>72,000</u>
Total			72,000
Net Total			<u>72,000</u>

Change Request Summary

Change Request	AUTO - 36 - Climate Change Coordinator - Shared Position
Budget Year	2024
Change Request Type	Decision Package
Change Request Stage	Decision Package Proposal [Decision Package]
Acct. Reference	
Publish Date	
Description	Climate Change Coordinator - shared position.
Comments	This role would be shared with the Town of Lincoln.
Justification	This position would assist the Township with ensuring that all functions in relation of our Climate Change responsibility are carried out including working with the Green Team on the Implementation of the Township of West Lincoln's Plan to Mitigate Changes in Weather (2020-2025); and preparation for the refresh of this plan; coordinate energy data responsibilities; and education and training for Council, Staff and community.
Net Operating Budget	20,000
Net Capital Budget	-
Net Budget	20,000

Operating Budget Details

Object	Position	Description	<u>2024 Budget</u>
Expenses			
18101 - PLZ-PLN			20,000
Total Expenses			<u>20,000</u>
Total			<u>20,000</u>
Net Total			<u><u>20,000</u></u>

Change Request Summary

Change Request AUTO - 37 - Accounting Supervisor Position
Budget Year 2024
Change Request Type Position/FTE Request
Change Request Stage Position/FTE Request [Position/FTE Request]

This change request is for a new full-time Accounting Supervisor position in the Finance Department. Due to both the increasing growth and complexity in the Department's workload over the past several years, along with other factors described below, this position has been identified as a necessity to ensure that the current service levels and outputs from the Finance Department are maintained at acceptable and expected levels. Furthermore, additional staffing is crucial to ensure the continued efficiency and accuracy of our financial operations, given that the Finance Department is currently operating at full capacity with minimal ability to take on new tasks or an increased workload.

The main contributing factors, both internal and external, leading to this staffing need are noted in further detail below:

- 1) Growth in Township Customers: With the Township poised for significant growth, this will result in an increased number of customers, and thus significantly increase the amount of property tax rolls and water accounts, which Finance staff are responsible for maintaining and providing customer support for. Our current staff complement would not have the capacity to service these new customers. This would result in decreased quality in customer support if staffing levels were not increased accordingly.
- 2) Growth in Other Department Staff: As other department staffing grows, this puts increased workload demands on the Finance Department, such as with payroll and purchasing. It is important to remember that the Finance Department supports all departments (and their staff) with their financial needs; nearly all Township staff interact with Finance in some manner.
- 3) New Public Sector Accounting Standards (PSAS) and Changes to the Financial Information Return (FIR): In 2023, a number of new PSAS were introduced (some examples of which are Financial Instruments, Asset Retirement Obligations and Employee Future Benefits), which result in significant changes needed to the Township's accounting processes, financial statement presentation, and FIR preparation. Given the complexity of these new standards and the work involved not only to implement a new accounting standard but to ensure compliance with the standard on an annual basis, a dedicated staffing resource is necessary to take on this project.
- 4) New and Complex Development Charge Administration Tasks: Development Charge Act sections 26.1 and 26.2 allow for Development Charge DC instalment plans and DC frozen rates for certain types of development applications. This increases the complexity of the Township's DC administration program and involves Finance staff to help account for these new sections. This would involve changes needed to the Township's accounting system to track. With the Township's expected future growth, it is anticipated that developers will be leveraging these sections more, putting increased strain on the Finance Department staff.
- 5) Gaps in Financial Oversight within Departments: It has been identified that certain departments, such as Building and Planning, would benefit from having more financial staff involvement. For example, several types of planning applications involve fee calculations and different accounting treatments; in addition, building permits involve several types of fees, some of which involve more complex, exemption related calculations. In both examples, it would be beneficial for a finance resource to review prior to being finalized with the customer, to ensure accurate and complete calculations are being performed. At this time, this is not occurring. Some municipalities, such as City of Thorold, have a dedicated Development Accountant role that performs these types of tasks. Unfortunately Township Finance staff do not currently have regular capacity to provide oversight in these areas. Therefore, there is a risk that errors or lost revenue opportunities are occurring.

The Finance Department ensures that municipal finances are managed in accordance with legislative and contractual requirements. The department is responsible for the following important and broad responsibilities: full cycle accounting, financial reporting, budgeting and long-term financial management/strategy including reserve and debt management, cash management, property taxation, water and general invoice billing and collection of associated receivables, payroll and benefit administration, purchasing and accounts payable functions, intra-department financial assistance, and external customer service support.

The full-time complement in the Finance Department is comprised of 6 accounting/finance staff: 1 Treasurer/Director of Finance, 1 Deputy Treasurer/Manager of Finance, 1 Property Tax/Payroll Coordinator, and 3 unionized accounting/tax/water clerks. It is important to note that despite the growth of the Township's staffing in other departments, the Finance Department has not grown in size for over 14 years, with the exception of the Accounting Clerk role which was converted from part-time to full-time. Before this, the last full-time role added was in 2010 with the addition of the Deputy Treasurer/Manager of Finance.

The Accounting Supervisor would be responsible for directing and ensuring daily, efficient operations of departmental employees, and providing oversight to the Township's accounting services and tasks. The Supervisor would ultimately absorb the more routine accounting tasks that are currently performed by the Deputy Treasurer/Manager of Finance and Treasurer/Director of Finance, allowing these two roles to more effectively devote their skillset and time on complex financial tasks, such as long-term financial planning, to benefit the overall Township community in ensuring its future financial viability. In addition, this would allow staff more time to focus on the Township's corporate insurance program and related risk mitigation strategies, as staff currently do not have capacity to fully engage in this. This would help the Township by lowering costs and liability risks. Finally, it should be highlighted that the Treasurer/Director of Finance also oversees two other important portfolio areas, outside of the Finance function: Information Technology and Asset Management. As the Township continues to grow, there will be increased demand for these service areas. With a new Finance position, responsibilities can be shifted to allow the Treasurer/Director of Finance more time to allocate to these. Furthermore, the Finance Department does not currently have a dedicated staff member to ensure compliance with the Township's Purchasing Policy. Therefore, the Supervisor would help fill this void and lower the exposure risk of the Township not being in compliance with the Policy. Even with this assistance, there would still be gaps in the Township's procurement delivery services, however it would be moving us in the right direction. This position would be positioned on the Township's Non-Union Salary Grid at Band 9, where other Supervisor roles are rated.

Change Request Summary

Staff reviewed the Finance Department organizational charts of several neighbouring municipalities of similar populations (such as Towns/Cities of Pelham, Lincoln Thorold, and Grimsby). It was noted that, on average, these municipality's Finance Departments have 13 full-time staff resources dedicated solely to the Finance function. This demonstrates that the Township's Finance Department is significantly understaffed compared to our neighbouring municipalities.

As previously presented to Council, the Finance Department has been successful in taking full advantage of modernization funding granted to us, to assist in several finance department modernization initiatives, such as the user fees and charges study, software to increase efficiency with annual financial statement preparation, MyWESTLINCOLN customer online portal, and bulk water software upgrades. While these projects have resulted in some staff time savings, and staff have worked hard to find efficiencies in other areas, staff are still faced with a full workload with no capacity to expand, that will not improve unless a new position is added to our department complement.

Justification

If the Accounting Supervisor position is not approved, the Township risks a decrease in service levels provided to both internal and external stakeholders. This would result in the following negative impacts:

- Decrease in the high quality service that the Finance Department currently prides itself on providing to customers and departmental staff. This could be in the form of long wait times at the counter, on the phone, or via email; or increase in errors made in providing information or processing requests due to high volume-to-staffing ratio.
- Inability to implement efficiency process improvements or internal control improvements that would otherwise result in cost-saving measures and staff time savings. This would be a result of staff workload demands being too high and not having the capacity to review areas that can be made more efficient.
- Delays in payroll processing for staff and Elected Officials and increased risk of payroll-related errors made.
- Increase in lack of compliance of filing deadlines for payroll, financial statement reporting, and FIR reporting, leading to increase in penalties/fines and strain on Township relationships with important stakeholders, such as government bodies and financial institutions.
- Missed or delays in both internal and external vendor accounts payable payments, resulting in potential late fees and decreasing quality of relationship with Township vendors.
- Delays in property taxation and water billing processes, resulting in cash flow management issues for the Township which could lead to short-term borrowing resulting in high interest costs.
- Increase in overtime staffing costs, and deterioration in department mental and physical well-being from the feeling of being overworked and burnt out.

Net Operating Budget	125,000
Net Capital Budget	-
Net Budget	125,000

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
02502 - CRPMGT-CLK			125,000
Total Expenses			125,000
Total			125,000
Net Total			125,000

Change Request Summary

Change Request	AUTO - 38 - Fire Administrative Assistant - Change from Part-Time to Full-Time
Budget Year	2024
Change Request Type	Position/FTE Request
Change Request Stage	Position/FTE Request [Position/FTE Request]
Description	<p>The request is to move the current part-time Fire Administrative role to a full-time role to more accurately reflect the administrative requirements of the Fire Department staff, as recommended in the 2016 Master Fire Plan.</p> <p>The West Lincoln Fire and Emergency Services Master Fire Plan recommended the provision of a full-time Fire Administrator in 2016. The addition of the Part-Time Fire Administrator role in 2021 was a successful start to satisfying this recommendation. However, the evolving nature of administrative duties, including payroll, fire permits, and revenue-generating tasks, now necessitates a more comprehensive approach. Moving the Fire Administrator role to full-time could provide the following benefits to the Township:</p> <ol style="list-style-type: none">1. Revenue Generation and Cost Offsetting The Fire Administrator's implementation of the fire permitting process resulted in revenue generation. A full-time commitment would allow for the exploration of additional revenue streams, including grant research and application work, contributing to the overall fiscal sustainability of the role.2. Growing Complexity Due to Firefighter Certification Provincially required certification of firefighters has significantly increased the administrative load, especially in terms of training for volunteer firefighters. A full-time Fire Administrator can efficiently manage the intricate administrative requirements associated with these certifications, ensuring compliance and optimal training outcomes.3. Department Growth and Increased Administrative Demands The expansion of the Fire Department's complement to meet community needs has naturally led to a surge in administrative tasks. A full-time Fire Administrator is essential to handle the heightened workload, particularly as the number of firefighters grows, along with associated administrative duties.4. Strategic Redistribution of Chief Responsibilities To allow Fire Chief and Deputy Fire Chief to focus on core responsibilities, certain administrative tasks have been shifted to the Fire Administrator. A full-time commitment ensures seamless integration of these responsibilities, enhancing the efficiency of the entire leadership team.
Comments	<ol style="list-style-type: none">5. Enhanced Support for Volunteer Firefighters The Fire Administrator's role as a point of contact for volunteer firefighters is crucial for maintaining a supportive environment. A full-time commitment allows for more comprehensive support, including outside regular work hours, fostering a stronger connection between the administration and volunteer firefighting force.6. Comprehensive Emergency Management Compliance The Fire Administrator has also assumed some administrative tasks related to Emergency Management requirements, contributing to ensuring compliance. A full-time commitment ensures thorough attention to detail and timely execution of tasks, aligning with provincial regulations and bolstering the municipality's emergency preparedness. <p>Conclusion: The Fire Administrator plays a pivotal role in the efficiency and success of the Fire Department. To address the expanding scope and complexity of administrative responsibilities, the transition from a part-time to a full-time position is essential. This shift not only ensures financial sustainability through revenue generation but also allows for enhanced support for the growing department and comprehensive compliance with provincial regulations, ultimately strengthening the overall effectiveness of the Fire Administrator's role.</p>

Change Request Summary

Justification Growth in the number of firefighters, changes to the requirements in training and certification, larger fire call volumes and increases in administrative duties assumed in-house from other departments have created a situation where the hours provided by a part-time administrative role are now insufficient to address all of these duties in a timely fashion.

Strategic Theme Alignment: Advance Organizational Capacity and Effectiveness

Net Operating Budget 38,000
 Net Capital Budget -
 Net Budget 38,000

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
04101 - FIR-ST1			38,000
Total Expenses			38,000
Total			38,000
Net Total			38,000

Change Request Summary

Change Request	AUTO - 39 - Fire Prevention Officer
Budget Year	2024
Change Request Type	Position/FTE Request
Change Request Stage	Position/FTE Request Review [Position/FTE Request]
Description	<p>Addition of a FTE in the role of Fire Prevention Officer for West Lincoln Fire and Emergency Services. Request is for a full-time Fire Prevention Officer to carry out the Fire Prevention Inspection and Education duties required of the Department as laid out in the Establish and Regulate By-law 2013-102, the Ontario Fire Prevention and Protection Act and as recommended in the Master Fire Plan.</p> <p>The Township of West Lincoln is experiencing significant growth, necessitating a proactive response to ensure compliance with the Fire Prevention and Protection Act and West Lincoln's Fire Department Establish and Regulate By-law. In light of these requirements, we recommend the creation of a full-time Fire Prevention Officer position to enhance community safety.</p> <p>Fire Prevention Significance: Fire Prevention plays a pivotal role in safeguarding residents, business owners, and their properties. Many occupancies require fire inspections for licensing and operational approvals, making it imperative to have dedicated personnel overseeing these critical activities.</p> <p>Master Fire Plan Recommendation: The West Lincoln Fire and Emergency Services Master Fire Plan, devised in 2016, advocated for the hiring of a full-time fire prevention officer within a 1 -3 year timeframe. Despite an extensive section emphasizing the importance of a comprehensive Fire Prevention program, this crucial aspect of the plan remains unimplemented.</p> <p>Scope of Responsibilities: To ensure the safety of our community, comprehensive inspections in commercial, industrial occupancies, schools, and institutions are essential. This multifaceted role involves inspecting physical properties for Fire Code compliance, supporting organizations in maintaining fire-safe environments, and developing pre-fire plans for emergencies in large or complex commercial/industrial buildings.</p>
Comments	<p>Historical Context: Traditionally, the Deputy Fire Chief has assumed this role as part of their duties. However, due to the Township's growth and evolving Fire Department needs, coupled with shifts in provincial requirements regarding Emergency Management and Training Certification, there is insufficient time available for the Deputy Chief to dedicate to this vital work. Ensuring firefighters are appropriately equipped and trained is crucial, but equally important is making preparations before emergencies occur and supporting the reduction of unsafe activities and occupancies.</p> <p>Revenue Generation: To address budgetary concerns, we propose leveraging revenue generated from inspections and other fire department activities to offset the costs associated with the Fire Prevention Officer position. Many municipalities already include fire prevention activities in fee schedules, helping address administrative costs to some degree.</p> <p>In conclusion, the creation of a full-time Fire Prevention Officer position aligns with the Township's growth and evolving regulatory landscape. This budgetary request seeks Council's support to allocate funds for this critical role, enhancing our community's overall safety.</p>
Justification	<p>Strategic Theme Alignment: Advance Organizational Capacity and Effectiveness Strategic Theme Alignment:</p> <p>Build – A Safe, Connected, Caring and Active Community.</p>
Net Operating Budget	92,000
Net Capital Budget	-
Net Budget	92,000

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
04101 - FIR-ST1			92,000
Total Expenses			92,000
Total			92,000
Net Total			92,000

Change Request Summary

Change Request	AUTO - 40 - IT Help Desk Analyst - Increase to Full Time
Budget Year	2024
Change Request Type	Position/FTE Request
Change Request Stage	Position/FTE Request [Position/FTE Request]
Acct. Reference	
Publish Date	
Description	Request to increase 0.86 FTE IT HelpDesk Analyst position to 1.0 FTE.
Comments	The IT helpdesk position has a current FTE of 0.86, working 60 hours in a pay period. Staff is requesting that the position be changed to an FTE of 1.0. The impact to the budget on an annual basis is estimated at \$12,300.
Justification	This request for a minor increase in budget would give much-needed full-time IT support for staff and Council. As the FTE complement of the Township continues to grow, it makes sense the support functions will also need to increase to support this growth. Year over year, there has been a dramatic increase in IT support requests, with the introduction of new technologies, coupled with an increase in staff. This position also fully supports the technical requirements of all Council and Committee meetings including live streaming, support of Zoom/Virtual attendance, and technical assistance for all guests, staff, and Council members. The position is heavily relied on for assistance by all staff, and when it is only staffed part-time, it impacts service levels to staff. It is anticipated we will see increased efficiency, improved response time, and enhanced security.
Net Operating Budget	12,300
Net Capital Budget	-
Net Budget	12,300

Operating Budget Details

Object	Position	Description	2024 Budget
Expenses			
02502 - CRPMGT-CLK			12,300
Total Expenses			12,300
Total			12,300
Net Total			12,300



REPORT
PUBLIC WORKS & RECREATION
COMMITTEE

DATE: September 18, 2023
REPORT NO: REC-05-2023
SUBJECT: **Schedule B to T-02-2024.docx**
CONTACT: Wendy Beaty, Coordinator of Recreation Services
Mike DiPaola, Director of Public Works & Recreation

OVERVIEW:

- At the April 24, 2023 Council meeting a resolution was adopted directing staff “to report back on a plan for further involvement of staff and resources as part of the 2024 budget for the planning and execution of the West Lincoln Santa Claus Parade event commencing in 2024 while continuing to work with the volunteer committee members of the Parade Committee”.
- The purpose of this Report is to report back in response to the resolution from April 24, 2023 and to recommend an interim solution to provide more support and resources to the 2023 West Lincoln Santa Claus Parade event. The solution will also serve to improve services to the community.
- The Recreation and Wellness Programmer secondment contract has been extended by the Director of Public Works & Recreation and the CAO until December 31, 2023 and will be funded through savings in the 2023 Operating Budget.
- This report recommends the further extension of the Recreation and Wellness Programmer secondment contract from January 1, 2024 to March 1, 2024 and recommends the extension be funded through reserve transfer of \$14,000.
- The recommended extension will:
 1. support the request and needs of the Santa Claus Parade Committee and the 2023 Santa Claus Parade event.
 2. mitigate risk and liability to the Corporation related to the Santa Claus Parade event
 3. provide an opportunity to enhance service delivery by implementing new processes and programming.
 4. assist with the execution of the Senior’s Community Grant programs.
 5. provide continuity for the 2023 Harvest Routes event.
 6. assist with the training of part time staff for the provision of additional financial services at the Community Centre in the Point of Sale system.
 7. allow staff to fully evaluate event planning needs for the community so that a thorough proposal can be developed for the operation of the Parade event and the recommendation for an events planning staff position in the proposed 2024 budget.
 8. Allow staff to revisit the Santa Claus Parade Committee structure and the Terms of Reference.

1. That, Recommendation Report REC-05-2023, re: West Lincoln Santa Claus Parade Event, dated September 18, 2023 be received; and,
2. That, Council approve the extension of the Recreation and Wellness Programmer contract from January 1, 2024 to March 1, 2024 funded through a transfer from the Contingency Reserve in the amount of \$14,000.

ALIGNMENT TO STRATEGIC PLAN:

Theme #1

- **Build** – a Safe, Connected, Caring and Active Community

Theme #4

- **Advance** – Organizational Capacity and Effectiveness

BACKGROUND:

Prior to 2019 Parade Event and Staff Resources

The Coordinator of Recreation Services served as the Township Liaison on the Christmas in the Village Santa Claus Parade Committee (currently known as the West Lincoln Santa Claus Parade Committee) and attended meetings from September to December. This staff person also assisted with putting out garbage cans and minimal parade line-up assistance before the Parade event. The main role of the Liaison was to connect Committee members with the appropriate Township staff for any questions that were Township related.

The Committee's Traffic Coordinator would meet with Public Works staff prior to the event to discuss locations for barricades for the road closures. Public Works staff would place the barricades at the locations on Friday afternoon and Committee members would put them in place on the day of the event.

Committee members and volunteers managed all other aspects of the parade.

At the completion of the 2019 event, the Christmas in the Village Santa Claus Parade Committee Chair and members resigned from their positions on the Committee.

2020 Parade Event & Staff Resources

A new Committee was developed and appointed with no returning members. The West Lincoln Santa Claus Parade Committee Terms of Reference is attached as Appendix A. The Committee's positions and roles are explained in the Terms of Reference, Duties & Responsibilities section. The Terms of Reference clearly describe an event that is planned and executed by Committee members with the Staff Liaison providing guidance.

The 2020 West Lincoln Santa Claus Parade was not held due to Covid-19.

2021 Parade Event & Staff Resources

The West Lincoln Santa Claus Parade Committee held meetings virtually in 2021 and decided that a lights competition and reverse parade would be offered for the 2021 season.

The Coordinator of Recreation Services served as the Township Liaison on the West Lincoln Santa Claus Parade Committee and attended meetings. The Coordinator advised

and gave guidance on safety for the execution of the event and prepared training for the volunteer Committee members and created an Emergency Plan.

The event was presented at the West Niagara Fairgrounds and Committee members managed all aspects of the event.

2022 Parade Event & Staff Resources

The Coordinator of Recreation Services was a member of the West Lincoln Santa Claus Parade Committee as the Township Liaison. Prior to 2022, there were minimal Township resources used to execute the Parade event. In 2022, the Township Liaison attended meetings aside from Committee meetings and spent many hours managing the following aspects:

- the road closure permit process
- the Niagara Regional Police Services contract
- the traffic management plans
- the volunteer training program
- the float marshalling for the execution of the parade.

Also in 2022, senior Public Works Roads' staff assisted with traffic management plans and operational staff worked several hours on the day of the event. There were no Public Works staffing resources on the day of the event before 2022.

Staff can confirm that there was a significant increase in staff hours dedicated to the planning and execution of the Parade event in 2022, over previous years. This was a result of several factors such as the availability of Committee members, mitigating Township liability, ensuring the success of the event and in response to the Committee's request for additional Township resources.

In 2022, several duties that had been previously managed through positions on the Committee were managed by staff.

West Lincoln Santa Clause Parade Committee - Letter from the Chair

At the April 17, 2023 Admin/Finance/Fire Committee meeting, a letter from the West Lincoln Santa Claus Parade Committee Chair was read (attached as Appendix B). The letter outlined the Committee's financial struggles as support for their request for an increased amount through the Community Grants program. The letter also requested increased Township staff and resources to support the Parade event. Further, the letter identified a concern from the Committee for the safe operation of the event through trained and experienced staff rather than volunteers.

At the April 24, 2023 Council meeting, a resolution was adopted to direct staff "to report back on a plan for further involvement of staff and resources as part of the 2024 budget for the planning and execution of the West Lincoln Santa Claus Parade event commencing in 2024 while continuing to work with the volunteer committee members of the Parade Committee".

CURRENT SITUATION:

2023 West Lincoln Santa Claus Parade Committee & Event Execution

Two Committee members have recently resigned and only one new member has recently joined the Committee for 2023. This new Committee member has reported that they will not be available on the Parade day. The Committee will be functioning with fewer members than last year's event. As the Chair mentioned in the letter, Committee members have full time jobs, are busy with children and other commitments that limit their availability. The result is an increased need for Township staff and resources immediately with the event being less than two months away.

2024 Budget Proposal

Staff are currently preparing the 2024 budget proposal for Council. The need for staffing support for the Santa Claus Parade event coupled with a need for staff resources in the area of event planning in general will be addressed through the 2024 budget process. Staff's preliminary proposal is for one (1) additional FTE (full time equivalent) in the 2024 budget to assist with the Santa Claus Parade and other community events.

Interim Staffing Solution

As a means to create a well-informed 2024 budget proposal, and to support this year's 2023 West Lincoln Santa Claus Parade Committee and event, staff is recommending the extension of the current secondment contract (Recreation & Wellness Programmer).

In June of 2022 the Recreation and Wellness Programmer began a leave of absence, which was followed by a parental leave. This leave was filled by secondment by existing staff resources after a thorough recruitment process. This secondment contract ended September 15, 2023 but has been extended until December 31, 2023 by the Director of Public Works & Recreation and the CAO. Sufficient funds are available in the 2023 operating budget for this extension through savings in youth and adult programming and the Canada Day operating budget. These savings are attributed to a combination of higher revenue, lower staffing costs and a federal grant received for the Canada Day event.

Staff recommend a further extension of the secondment contract until March 1, 2024 to align with the timeframe of the 2024 budget approval process for the following reasons:

- It will support the request and needs of the West Lincoln Santa Claus Parade Committee and the 2023 Parade event.
- It will mitigate risk and liability to the Corporation related to the Parade event.
- It will provide an opportunity to enhance service delivery by implementing new processes and programming.
- It will assist with the execution of the Senior's Community Grant programs.
- It will provide continuity for the 2023 Harvest Routes event.
- It will assist with the training of part time staff for the provision of additional financial services at the Community Centre in the Point of Sale system.
- It will allow staff to fully evaluate event planning needs for the community so that a thorough proposal can be developed for the operation of the Parade event and the recommendation for an events planning staff position in the proposed 2024 budget.
- It will allow staff to revisit the West Lincoln Santa Claus Parade Committee structure and the Terms of Reference.

The Strategic Plan has identified the following theme and strategy:

BUILD a safe, connected, caring and active community

- Leverage our facilities and develop partnerships to enhance quality and appropriate community programming and expand community events, gatherings and local attractions.

The extension will provide an opportunity to evaluate and define an events planning staff position for the 2024 budget proposal that is guided by the Corporate Strategic Plan.

FINANCIAL IMPLICATIONS:

The 2023 portion of the recommended contract extension will be funded through savings in the 2023 approved operating budget in the amount of \$26,000. Sufficient funds are available in the 2023 operating budget for this extension through savings in youth and adult programming and the Canada Day operating budget. These savings are attributed to a combination of higher revenue, lower staffing costs and a federal grant received for the Canada Day event.

The 2024 recommended contract extension from January 1, 2024 to March 1, 2024 will be funded through a transfer from the contingency reserve in the amount of \$14,000. Should the proposed service level request of 1 FTE be approved through the 2024 budget approval process, the transfer from the contingency reserve would not be required.

INTER-DEPARTMENTAL COMMENTS:

This Report was reviewed by the Township CAO, the Director of Finance and the Clerk's Office.

CONCLUSION:

Staff recommend the extension of the Recreation & Wellness Programmer secondment contract until March 1, 2024. This will support the needs of the 2023 Santa Claus Parade event and will provide an opportunity to assess event planning needs for the development of the 2024 budget proposal.

The extension would be funded through savings in the 2023 operating budget and through contingency reserve until the 2024 budget approval process is complete.

ATTACHMENTS:

APPENDIX A – Terms of Reference Parade Committee

APPENDIX B – West Lincoln Santa Claus Parade Committee - Letter from Committee Chair

Prepared & Submitted by:

Approved by:



Wendy Beaty
Coordinator of Recreation Services



Beverly Hendry
Chief Administrative Officer



Mike DiPaola, P.Eng
Director of Public Works & Recreation