



## Report to Council

Department: Corporate Services  
Division: Finance and Business Services  
Date: March 7, 2022  
Prepared by: Kate Giurissevich, Director, Corporate Services/Treasurer and Kevin Girard, Director, Infrastructure Services (Administration Team)  
Report Number: Finance- 2022-06  
Subject: 2022 Wage Reallocations  
Number of Pages: 6

### Recommendation(s)

**That** Finance-2022-06 entitled 2022 Wage Reallocations prepared by the Administration Team dated March 7, 2022 be received, and

**That** Council approve the reallocation of funds currently held in contingency reserve for an Asset Management Specialist, to instead be used for consulting services to assist in the Ontario Regulation 588 Mandatory Asset Management Plan update in the amount of \$56,000.00

**And That** Council approve the reallocation of wages as detailed in Table A, including the contract extension of the Financial Analyst through to December 31, 2022 and the creation of a full-time permanent, Assistant Manager of Engineering Services.

### Purpose

Council Approval is required for expenditures proposed outside of the approved budget.

## Background and Discussion

Historically, new positions for a budget year were presented as part of budget deliberations. For the 2022 Budget year, the Final Draft was internally finalized at the end of October, 2021. This final draft did not include certain considerations, such as recruitment challenges, as described below. Since October 2021, it has become apparent that filling of vacant positions has been extremely difficult, if possible, at all. Because of this challenge administration has had to re-evaluate, examine savings at hand, and determine new recommendations in hopes of filling vacant positions while ensuring government regulations and levels of service are being met.

### Asset Management Specialist:

On October 18<sup>th</sup>, 2021 Council approved the contract position of "Asset Management Specialist." This was to be funded with 2021 wage savings that have been transferred into reserve as of December 31, 2021.

Recruitment began for this crucial position in October of 2021. The first posting resulted in one interview of a qualified candidate who rejected the offer of employment in early 2022. The job was posted a second time and after closing in early February, it was determined no qualified candidates applied. As O. Reg 588 has a deadline of July 1, 2022 for significant updates to the existing Plan, it is imperative that work on the required updates become a main focus of existing staff and any other means available. Given that the update deadline is fast approaching, and the capacity of current staff is limited due to vacancies and other demanding workload requirements, it is recommended that a Specialized Consultant be obtained to ensure the Town adheres to the required update deadlines.

### Financial Analyst:

Recruitment for a Manager, Finance and Business services began in late fall of 2021. After the first round of recruitment the Town was unsuccessful in filling the position. The position has

been posted and closed as of February 2022, and administration is hopeful that this position will be filled by April of 2022. Given the delay in the hiring and filling this position as well as the required training once it is filled, it is recommended that the Financial Analyst position be extended to ensure all required deadlines are met. The Finance department is a key player in the O. Reg 588 update and undergoes their year end process from February 2022 through to Council adoption in April of 2022. Also beginning in May of 2022 Administration plans to undergo a "budget reset" year which will require more resources to ensure the successful application and budget rebuild that accompanies such an exercise. The extension of this contract would ensure all of these value-added activities can be performed in a timely manner.

*Assistant Manager, Capital Works and Asset Management:*

After completing an internal GAP analysis, Infrastructure Services has identified the need for an Assistant Manager to continue the Town's current and expected level of service in the Capital Works and Asset Management Division. This position would assist Infrastructure Services to complete and address the following:

- Increased Third party utility and encroachment permit approvals and inspections
- Construction inspection and customer point of contact
- Subdivision development review and inspections
- Site Plan Control review and inspections
- Assist with quality control and accuracy of Geographic Information Systems (GIS)
- Asset inspections and assistance with long term capital forecasting
- Managing increased traffic related requests (parking, speed limit reviews, etc)

Although this position is being proposed to continue the current level of service in the Capital Works and Asset Management Division, Administration is also proposing a level of service increase for Site Plan Control Applications. The current practice for businesses to develop a new site plan or make changes to an existing one, is to send their engineering studies and plans for external peer review. This process could take

anywhere from 6-8 weeks per review, where the average site plan control application requires 3 reviews. This means that in addition to the Site Plan Control process administered by the Planning Department, the Town’s local businesses often experience Town reviews of 4-6 month until completion. The Town is proposing this position to bring these engineering reviews in-house and reduce the overall time it takes for the Town’s local businesses to develop.

In order to provide a comparison of staffing in the Capital Works and Asset Management Department related to growth, the following table was compiled to display staffing levels in neighbouring municipalities. As displayed, the table is ranked in order of growth from 2016 to 2021, per the 2021 census. According to the data provided in the 2021 census, the Town of Essex had the 5<sup>th</sup> highest growth level since 2016 but has not increased staffing levels in the Capital Works and Asset Management Division.

Rank	Municipality	Population Increase 2016-2021 (2021 Census)	No. of staff similar to the position proposed
1	Municipality of Lakeshore	3,799	3
2	Town of Lasalle	2,541	2
3	Municipality of Leamington	2,085	8
4	Town of Amherstburg	1,588	1
5	Town of Essex	789	0
6	Town of Kingsville	567	1
7	Town of Tecumseh	71	2

In addition to the justification above, the addition of an Assistant Manager to the Infrastructure Services Department would also provide a long-term succession plan for the Manager of Capital Works and Asset Management position. Succession planning for this management position is a critical need to ensure the Town retains capable and skilled employees in this

management position. It also provides opportunity for growth within the municipality for our current and future staff.

## Financial Impact

**Table A:**

<b>Table A: Proposed 2022 Wage Reallocation</b>	
<b>Positions</b>	<b>Amount</b>
1. Financial Analyst Contract Extension- December 31, 2022	\$40,530.61
2. Full-time permanent- Assistant Manager, Capital Works- Start date of May 1, 2022	\$84,926.86
<b>Total 2022 Impact</b>	\$125,457.47
2022 Vacant Position Wage Savings	(\$151,326.42)

As depicted above, by utilizing in year 2022 wage savings, the above additional requests result in no additional financial impact for the 2022 budget year. For 2023, the full-time permanent position proposed above would be funded through anticipated additional taxation revenues attributed to growth.

The deferral of an Asset Management Specialist does not have a financial impact for the 2022 budget year as the cost for the recommended consultant will be funded through already existing monies in reserve, established at the approval of the contract position.

## Consultations

Brandi Sieben, Manager, Human Resources

Lori Chadwick, Director, Development Services

## Link to Strategic Priorities

- Manage, invest and plan for sustainable municipal infrastructure which meets current and future needs of the municipality and its citizens.
- Create a safe, friendly and inclusive community which encourages healthy, active living for people of all ages and abilities.
- Provide a fiscal stewardship and value for tax dollars to ensure long-term financial health to the municipality.
- Manage responsible and viable growth while preserving and enhancing the unique rural and small town character of the community.
- Improve the experiences of individuals, as both citizens and customers, in their interactions with the Town of Essex.
- Improve the Town's capacity to meet the ongoing and future service needs of its citizens while ensuring the corporation is resilient in the face of unanticipated changes or disruptions.

## Report Approval Details

Document Title:	Wage Savings Reallocations.docx
Attachments:	
Final Approval Date:	Mar 1, 2022

This report and all of its attachments were approved and signed as outlined below:

A handwritten signature in black ink, appearing to read "Doug Sweet", with a long horizontal stroke extending to the right.

**Doug Sweet, Chief Administrative Officer - Mar 1, 2022 - 11:28 AM**