



Special Council Minutes

January 16, 2023, 5:30 p.m.
Council Chambers
Whitby Town Hall

Present: Mayor Roy
Councillor Bozinovski
Councillor Cardwell
Councillor Leahy
Councillor Lee
Councillor Lundquist
Councillor Mulcahy
Councillor Shahid
Councillor Yamada

Also Present: M. Gaskell, Chief Administrative Officer
S. Klein, Director of Strategic Initiatives
J. Long, Head of Organizational Effectiveness
J. Romano, Commissioner of Community Services
F. Santaguida, Commissioner of Legal and Enforcement Services/Town Solicitor
F. Wong, Commissioner of Financial Services/Treasurer
R. Saunders, Commissioner of Planning and Development
D. Speed, Head of Operations & Fire Chief
M. Dodge, Executive Advisor to the Mayor
C. Harris, Town Clerk
K. Douglas, Legislative Specialist (Recording Secretary)

-
1. Call To Order: The Mayor
 2. Call of the Roll: The Clerk
 3. Declarations of Pecuniary Interest
There were no declarations of pecuniary interest.
 4. Presentations

4.1 Jeff Macpherson and Sumita Matta, J. Macpherson and Associates

Re: Overview of Workforce Plan Study

M. Gaskell, Chief Administrative Officer, provided an introduction to the Workforce Plan Study. Mr. Gaskell noted the Service Delivery Review conducted in 2016 by KPMG with respect to the Town's operations and explained the need for a current Workforce Plan Study.

J. Macpherson, J. Macpherson and Associates provided a PowerPoint presentation regarding the Workforce Planning Project. Highlights of the presentation included:

- an overview of the project goals, including the development of a Workforce Plan and forecasted staffing needs for five (5) to ten (10) years;
- the project benefits;
- a summary of findings from the 2016 Service Delivery Review;
- the municipal benchmarking exercise, which followed a similar approach used in the 2016 Service Delivery Review and focused on full-time staff;
- key differences between the 2016 Service Delivery Review and the approach used in the benchmarking exercise, including the expanded number of benchmark municipalities from five (5) to sixteen (16);
- a summary of the benchmarking findings, including the below-average ratio of full-time staff per 1000 households (11.83), reasonable part-time to full-time staff ratio of 24%, and competitive administration staff ratio of 20.2%;
- an explanation of the workforce planning process;
- the four levels of the strategic Workforce Plan Maturity Model;
- an overview of the current state assessment, including sample stakeholder questions and themes;
- key findings from the document review exercise and current state assessment, which found that the Town is most closely aligned to level two on the Workforce Plan Maturity Model, Traditional Budget Planning Approach;

- results from the current state internal workforce scan, including the retirement and employee retention risk;
- the impact of estimated population growth on future staffing needs;
- 2023-2025 staffing implications, including the number of new full-time and part-time staff required to meet the industry standards based on the Durham Region Growth Management Study;
- the number of suggested new full-time and part-time staff required by the end of 2031;
- an overview of the 2023-2025 workforce planning exercise approach and its integration with other organization processes;
- internal drivers and external influences that impact workforce planning;
- workforce planning related reviews that provide an evidence based approach to connect staffing and resource needs, including the Fire Master Plan, Fleet operations, Asset Management Resource Strategy, and Customer Service Strategy;
- the 2023-2025 preliminary forecast of workforce planning staffing needs;
- next steps, including a comprehensive review of position requests and an updated Staffing Forecast that will be presented to Council in June 2023; and,
- a summary of the six (6) Workforce Planning Project recommendations.

A question and answer period ensued between Members of Council and J. Macpherson regarding:

- whether the review identifies which department(s) require the greatest number of new full-time permanent positions;
- the Town's current ratio of full-time staff per 1000 households compared to the 16 benchmark municipalities;
- clarification regarding the gap between the preliminary 2023-2025 staffing forecast and position requests identified by staff;
- the approximate budget impact of new full-time equivalent positions;

- whether other municipalities have indicated that assessment growth may be used to fund staffing needs related to population growth;
- rate of pay for Town staff compared to other municipalities;
- clarification on the process for determining the 2023-2025 position requests and staffing forecasts;
- whether positions funded through capital projects are typically short-term temporary positions;
- whether grant programs may be used to fund 2023-2025 position requests;
- clarification regarding the next steps in the Workforce Planning Project; and,
- the current number of vacant positions across the organization.

5. Adjournment

Motion to Adjourn

Moved by Councillor Lundquist

Seconded by Councillor Yamada

That the meeting adjourn.

Carried

The meeting adjourned at 6:30 p.m.

Christopher Harris, Town Clerk

Elizabeth Roy, Mayor