



## Committee Report

**To:** Warden Mitch Twolan  
Members of the Transportation & Environmental Services  
Committee

**From:** Miguel Pelletier  
Director of Transportation & Environmental Services

**Date:** December 20, 2018

**Re:** Organizational Review Update and Budget Challenges

### Recommendation:

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The report Organizational Review Update and Budget Challenges is for information.

### Background:

On September 21, 2017, this Committee approved (in closed session) recommendations and responses from the Organizational Review prepared by Dobbie Consulting Limited. The Department has carried out/started the following actions:

- Change name of department from Highways to Transportation and Environmental services. Name has been changed, currently reviewing the mandate of the Department,
- Hire new Director to replace retiring County Engineer and create and staff new Engineering Manager position - Complete,
- Office Supervisor to manage all administrative responsibilities. In progress using Lean to improve workflow,
- Job descriptions review complete less three that should be complete in the next month,
- Work with Corporate Services to review processes to deal with procurement and payroll. Procurement and payroll review complete. Working on accounting processes such as work order management, process management, and asset management, and
- Transition from in house construction to contract construction. This has started in 2018 and will continue in 2019,

In 2018, the Trails and Forestry divisions have moved from Planning and Economic Development to Transportation and Environmental Services. The 2018 inter-department funding transfer did not fully cover the operations costs creating a gap.

The Asset Management Plan for the County of Bruce (2016) identified that there was an infrastructure funding gap for road and bridges/culverts. In order to close the gap, it was recommended that the investment in capital construction work increase above current levels.

### **Financial/Staffing/Legal/IT Considerations:**

There is a financial impact resulting from the changes in the Department. The monetary value of the impact and any corrective action will be further discussed during the 2019 budget discussion and deliberation.

In summary, the operations budget for Transportation and Environmental Services will increase in 2019 to accommodate the additional road maintenance work (operations) and to close the gap for Trails and Forestry. The increase in operations budget will be partially offset by a reduction in the capital budget. The reduction in the capital budget may have the impact of increasing the infrastructure funding gap identified in the 2016 Asset Management Plan.

The additional pressure on the operations budget to accommodate organizational change have led to the following initiatives not being proposed in the 2019 operations budget:

- County detailed road inspection program,
- County road designation study,
- County master transportation plan,
- Additional engineering studies,
- Comprehensive building maintenance program for the four operations facilities.

### **Interdepartmental Consultation:**

The Corporate Services Department was consulted to assess the financial impact of the Organizational Review and of the Asset Management Plan.

### **Link to Strategic Goals and Elements:**

None Identified.

### **Approved by:**

A handwritten signature in black ink, appearing to read "Marianne Nero". The signature is fluid and cursive, with a large loop at the end.

Marianne Nero  
Acting Chief Administrative Officer