




Service Review Ad-Hoc Committee

July 9, 2025



Service Review Update Project 1A3 and Engineering & Public Works Department Structure

Project 1A3

Purpose:

- Find efficiencies
- Streamline processes
- Reduce duplication of effort
- Maximize opportunities to coordinate and support the work



Background

2024 Update

Prior to 2008 – Public Work and Parks were a single department

2008 – Separated work based on internal requirements – not public facing

Over time resulted in:

Inconsistencies, gaps and overlaps in services

Lack of clarity

MNP Comments

Identified opportunity to combine Parks and Open Spaces with Public Works and Engineering

- Aligns the functional model with a redesigned organization structure
- Possibility to reduce headcount
- Simplifies communications and operations with less crossover
- Optimizes structure, roles, responsibilities and spans of control

Has the potential to create a **mega department** that may result in inefficiencies

2024 Update

Identified Overlapping work and Opportunities for Improvement

Sharing of Equipment

Cooperative Project Delivery

Coordination of work plans and key projects

Maintenance of Stormwater ponds

Establishment of SOPs for seasonally transitioning River District



Analysis

Public Works/Parks Alignment

- Determined that work should be aligned rather than amalgamated
 - Implications related to size of department (reason for separating the divisions in 2008)
 - Review of Report-A-Concern inconsistencies in addressing similar concerns across divisions
- Focused on Forward-Facing Services:
 - overlapping work
 - sharing of resources (human and equipment)
 - SOPs
- Determining what tasks/activities should be consolidated

Public Works/Parks Alignment

Focus Areas include:

- Trees – trimming and stump removal
- Winter Control
- Grass Maintenance
- Waste Collection
- Catwalks and Paths
- Events

Public Works/Parks Alignment

Alignment of Work = Re-alignment of staff

Anticipate up to 2 PW Employees support Parks temporarily each season

Anticipate 2 PW Employees moving to Parks to support realignment

Anticipate making 5 Seasonals Permanent to provide opportunities for advancement, timely transitions, reduction in time to hire

Public Works/Parks Alignment

Results in Enhanced Clarity for Staff & Public

Clarity enhances Trust

Ensures that City works toward its Vision:

Owen Sound - where you want to live, work and play

Public Works/Parks Alignment

Next Steps

- Move Tree related work and equipment to Parks (2026)
- Move Grass Cutting to Parks (2025)
- Finalize River District support
- Consider Winter Control Service Levels and Staffing – Project 5B1
- Further analyze Events and Catwalks to determine where this work is best completed



Engineering and PW Structure

Options

Base option

- Change Manager of Engineering to Manager of Public Works and Engineering
- Change Engineering Administrator to Project Coordinator

Mid-Option

- Base Option plus the addition of an Engineering Services Supervisor, and a Wastewater Collections Superintendent

Ideal Option

Mid Option plus an additional Engineering Technologist and a new Compliance Coordinator

Next Steps

Post for the new role of Manager of Public Works and Engineering

Post for the Superintendent of Public Works

Finalize Project Coordinator description and post

Develop with the Union a process to transfer staff between PW and Parks



Communication Strategy

Staff

- Discussions and input has been gathered by affected staff, leaders and the Union
- Affected Staff have been apprised of the proposed changes outlined in the report
- All Staff will receive communication after this meeting

Questions

