

CORPORATION OF THE TOWN OF RENFREW
BY-LAW NO.81-2020

Being a by-law to authorize the Mayor and Clerk to enter into an agreement with Stephen Fournier, Fournier Consulting Services (FCS) to Implement a Work Plan for Municipal Structure Transition to a Chief Administrative Officer Model for the Town of Renfrew.

WHEREAS Section 11 of the Municipal Act, 2001, empowers the Corporation of the Town of Renfrew to pass by-laws and to enter into agreements respecting matters within governance structure of the municipality and its local boards; and

WHEREAS the Council of the Corporation of the Town of Renfrew is desirous to proceed with the implementation of a work plan for a municipal structure transition to a Chief Administrative Officer model.

NOW THEREFORE the Council of the Corporation of the Town of Renfrew enacts as follows:


- 1) THAT the 'Revised Addendum to Municipal Structure Review Final Report' dated November 30, 2020, attached hereto as Schedule "A", be made part of this By-law and constitute a contract between the Corporation of the Town of Renfrew and Fournier Consulting Services (FCS).
- 2) THAT the Mayor and Clerk are hereby empowered to do and execute all things, papers and documents necessary to the execution of this by-law.
- 3) THAT this By-Law shall come into force and take effect immediately upon the passage thereof.

Read a first and second time this 15th day of December, 2020.

Read a third and final time this 15th day of December, 2020.



Don Eady, Mayor



Kim R. Bulmer, Clerk

Town of Renfrew

Revised Addendum to Municipal Structure Review Final Report

November 30, 2020

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Purpose:

Fournier Consulting Services (FCS) presented the final report regarding the Town of Renfrew's Municipal Structure Review to members of Town Council and the Senior Management Team (SMT) on the evening of October 28, 2020. Specific questions were raised at this meeting, which resulted in FCS preparing an addendum to the final report dated November 5, 2020, and presented to Council and SMT on November 10, 2020.

The purpose of the Addendum was to clarify the roles and title associated with the work to be performed through an external contracted service, together with a more detailed draft implementation plan to assist Council and the SMT with the transition to a CAO model. Following the review of the Addendum by Council and the SMT on November 24, 2020, FCS agreed to revise the draft implementation plan in consultation with the Town's MSR Project Manager and Clerk on November 25, 2020.

The *Revised Draft Implementation Work Plan* will enable Council to arrive at a final decision on the CAO model through a full understanding of the transitional implications in terms of the costs and staffing changes associated with each step in the plan. In addition, certain steps set out in the draft initial (November 5, 2020) implementation plan are not directly related or required to advance the transition to a CAO model. As such, the implementation of these tasks will be more effective once Council arrives at a final decision and the administrative model is in place. Such tasks include: team building, strategic planning, updating policies and procedures and formalizing staff meetings and staff appreciation programs.

The key elements to be examined by the *Transitional Facilitator (FT)* include:

- The status of all SMT contracts, retirements and any supporting legal implications;
- Identification of position shifts and specific additional supports for the CAO structure realignment (Human Resource support, Committee Secretary, shifting of responsibilities) and impacts of job evaluations on each managerial position;
- Timing for each specific transition step and costs;
- Identification of cost efficiencies to support revised structure, including any LEG proposals.

The implementation strategy will be influenced and shaped by the outcomes arising from all of the information gathered at each step. The tasks are not cast in stone and may be adjusted to reflect changes that may arise during the course or completion of each task. The decisions on each transitional step in the implementation plan should rest with Council and/or COTW. This addendum concludes with a revised Option Two proposal by FCS

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that reflects the changes to the implementation plan.

<i>Town of Renfrew MSR Report-Draft Implementation Work Plan Initial Stage Revised November 30, 2020</i>			
Task	Responsible	Start Date	End Date
<i>Final MSR Report</i>			
Complete review & establish transitional implementation plan directions	Council/COTW/ SMT	Dec 15/20	Dec30/20
<i>Initial Implementation Tasks</i>			
Select Transitional Facilitator (TF) option (1 or 2)	Council/COTW	Dec 15/20	Dec 30/20
Provide schedule for the timing and obtain costs to confirm status of all SMT contracts in consultation with the Town's HR legal counsel; prepare report and obtain Council approval to obtain all pertinent contract and legal information;	TF-SMT & Council/COTW	Jan 1/21	Jan 30/21
Determine retirement dates for the SMT- and advise Town's legal counsel;	TF & SMT	Jan 4/21	Jan 8/21
Present advice and findings to Council from the Town's legal counsel regarding the status of the SMT contracts and the SMT retirement schedule; and advise SMT of Council's directions;	Law Firm, TF Council/COTW & SMT	Feb 1/21	Feb 26/21
Compile appropriate HR resource and committee staff support options and costs for Council review and approval;	TF-SMT /Council/COTW	Jan 1 /20	Jan 28/21

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Conduct and compile initial round of organizational cost efficiencies, including LEG proposals; and	TF-SMT /Council/COTW	Jan 1/21	Feb 26/21
Compile findings including all implementation costs and timing for each of the foregoing steps for Councils 'review and decision(s) and develop a strategy to implement Council's decision on a preferred organizational structure.	TF-SMT /Council/COTW	Feb 28/21	March 26/21

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Option 2-Revised Proposal:

The TF services provided by FCS is based on the following proposal:

- The contract to complete the work in the initial transitional stage set out in the *Revised Draft Implementation Work Plan* would commence on or about January 1, 2021 and be completed on or about March 26, 2021;
- FCS proposes to provide the services based on a total of two (2) days a week for four (4) weeks for each month during the remainder of the contract for a total of twenty-four (24) days;
- Each day is based on seven (7) hours, for a total of 168 hours over the course of the contract;
- FCS will charge an hourly rate of \$125.00 plus HST for a total upset limit of \$21,000.00 plus HST to complete the tasks in the initial phase of implementation work plan;
- Monthly invoicing will be based on the actual hours worked; and
- The hourly rate of \$125.00 is inclusive of all disbursements.

Respectfully submitted,



Stephen Fournier

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