



The Village of
PORT CLEMENTS
"Gateway to the Wilderness"

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7:00 PM, Monday, May 8th, 2023
Committee of the Whole

AGENDA

1. **ADOPT AGENDA**
2. **REPORTS & DISCUSSIONS**
D-1-Municipal Capacity
Consideration: - *Staff Capacity Report*



REPORT TO COUNCIL

Author: Marjorie Dobson
Date: May 8, 2023
RE: Staff Capacity

BACKGROUND:

Staff capacity is defined as the ability of employees to perform or withstand the work that needs to be done by an organization. Employees are a key determinant of an organization's success and are often the "face" of the municipality to customers and stakeholders. Employees in small municipalities like Port Clements are more visible to residents, and therefore more responsive to the needs of the citizens.

In general, small communities are noted for having inadequate staffing and limited potential to increase staff complement. Their resources are insufficient to attract staff to meet the needs of their communities thereby creating a gap between needs and resources. This gap is usually greater in small communities than in larger ones. This condition contributes significantly to among other things capacity deficit.

In ideal situations, it is easy to respond to the need for increased capacity, which leads to better services and more influential and a more popular local government. In small communities like Port Clements one of the main limitations to improved standards in municipal services is a deficit of personnel.

Policies & Legislative framework

Local governments must comply with any requirements set in provincial and federal legislations. These legislations are not adapted to the specific population size, or the needs of the small communities.

DISCUSSION:

The Village of Port Clements provides municipal services including but not limited to Water, Sewage, Roads, Street lights, Parks, Trails & Recreation, Protective services, Tax collection, small craft harbour, and Miscellaneous Services. To provide these services the Village has 4 full time employees, and 1 part-time. For the past couple of years, the Village also has had 2 part-time seasonal staff with the duration of employment ranging from 10 to 20 weeks, and 11 to 24 hours per work week. One of these temporary positions was mainly funded through the Youth Summer Jobs Programme.

How does the Village staff size compare with other municipalities on island and similar municipalities within the same population range off island? See Table below.

Comparison of Municipal Staff size

Municipality	Population (2021 census)	number of staff (total) 2022	# permanent admin staff	# permanent public works staff
Daajing Giids	964	10	5	4
Masset	836	13-14	4	4
Port Clements	340	5-7	*3	2
Granisle	337	7-10	4	3
Tahsis	393	14 -18+	6	5
Hazelton	257	6	3	3
Sayward	334	10-12	3	3
Slocan	379	6	3	2
		Average from peers	3.8	3.2
		Average of peers and neighbours	4	3.3
		Average of neighbours	4.5	4
		Port Clements comparison	3	2

****These figures are from research in 2022****

* one part-time staff

Compared with other municipalities on island and other locations within BC, Port Clements ranks the lowest when compared with permanent staffing.

Does size matter? Case in point are the Provincial and Federal legislations relating to Potable water & Wastewater treatment. Although Port Clements is smaller in both population and staff compliment than say Masset, and Victoria, Port is not exempt from these legislative requirements. In other words, the same responsibilities and obligations apply. In these cases, the size of the population does not influence the Regulations that must be followed by these municipalities. From the largest population to the smallest the requirements are the same.

From an administrative staffing perspective, smaller communities may process invoices of less value on a biweekly basis, but it requires staff to process anyway, and the processing must be done in accordance with accounting principles and accounting standards. Since municipal operations are governed to a large extent by higher government regulations, and Port Clements is no exception, population size is irrelevant.

Over the years, legislations have been changing with more responsibilities being downloaded on municipalities. Despite the added responsibilities, no provision is made for increased funding to employ additional staff. These added responsibilities make it more burdensome on small municipalities staff. At the same time, residents demand for services have also changed. In Port Clements the demand for improved standard of service, and more services have increased. Despite these changes, the staff complement has not changed pace to match the increased demand.

Some Port Clements residents are of the opinion that the Village is presently overstaffed, compared with operations 30 to 40 years ago. Back in those days there were little or no regulations. Port Clements did not require permits which come with stipulations to provide certain services, neither were there requirements to demonstrates the Village commitment to the

good stewardship of municipal infrastructure, and to improve accountability and transparency to the community. The primary argument is that the workload then and now is not comparable.

The term “lack of capacity” has been quite popular among staff in Port Clements and other communities on island. This is logical from the point of view where an operational task may require technical expertise, and or the equipment that is not readily available in the community or on island. Because of the limitations both in house and on island, the task may take several months before its completed. In other cases, here in Port Clements the demand for municipal services outweighs the capacity of staff, and as such will be prioritized instead of being addressed as they arise. Given the frequency of these situations, it would be imperative to analyse the staff capacity relative to the services demanded.

Respectfully submitted: Marjorie Dobson