

**The Corporation of the Town of Lakeshore**  
**Report to Council**

**Chief Administrative Officer**



**To:** Mayor & Members of Council  
**From:** Truper McBride, Chief Administrative Officer  
**Date:** September 11, 2020  
**Subject:** Service Delivery Review

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**Recommendation**

This report is for information only.

**Background**

The Service Delivery Review (SDR) commenced on January 15, 2020. KPMG and the SDR Project Team established the project plan including objectives, deliverables, methodologies and timelines.

The second phase of the project included obtaining information concerning the Town's operations, staffing and financial performance in order to identify the types of services delivered, the level of resources and method of funding. An inventory of all services and programs provided by the Town were reviewed and 12 processes were mapped using KPMG's modeling and benchmarking six comparable municipalities to the Town listed below:

1. Innisfil
2. Leamington
3. St. Thomas
4. Stratford
5. Tecumseh
6. Woodstock

KPMG presented an interim report to Council April 7, 2020 summarizing their findings from this work to-date. As discussed during the April 7<sup>th</sup> 2020 presentation to Council, finding strong comparators for Lakeshore is difficult as the large geography and growing urban centres are not common amongst Ontario municipalities.

## Comments

The results of the Community Survey helped to inform the SDR. The Service Delivery Review Project Team worked with KPMG to develop the Service Delivery Review Final Report which contains the completed service profiles and identifies the opportunities for the Town to improve its delivery of municipal services.

## Key Themes

Based on the results from the Town's municipal service profiles, 81% of the Town's municipal services are either mandatory in nature (required by legislation) or essential. The balance of the Town's services (19%) fall into the traditional category. It is important to note, the Town does not have any discretionary services which limits Council's ability to reduce the overall municipal levy.

The Town of Lakeshore's financial indicators compares favourably in the comparative analysis.

Some of the Town's processes such as work order management, various financial transaction services and the Council agenda are primarily paper based as opposed to electronic format.

The Town utilizes several software programs across multiple departments. Increased automation and the elimination of manual processes and greater integration of information would increase efficiencies.

Administration will consider KPMG's final report along with the findings from the Corporate Service and Organizational Review to develop implementation plans to execute the specific recommendations for resourcing and staffing levels including the financial considerations required for 2021 through 2036. This would provide Council the opportunity to achieve the efficient and effective delivery of municipal services in our growing municipality.

It is important to note that the Service Delivery Review aligns with Council's Strategic Priority for organizational excellence.

Overall, approximately 18 high level opportunities were identified to improve the delivery of municipal services in the form of financial benefits and capacity benefits. Many of these opportunities will be further reviewed through the Corporate and Organizational Review.

## Opportunities for consideration

1. Explore the potential for a continuous improvement pilot project

Administrative Response: The Town does not currently have resourcing support and implement a fully structured continuous improvement process however management does review operational processes as well as conduct lessons learned exercises after the completion of a project. Further training with managers would be required to implement programs such as Lean Six Sigma. Continuous improvement initiatives will be considered further through the Corporate and Organizational Review

2. Develop and monitor key performance indicators (KPI) across the organization.

Administrative Response: Each division manager in 2021 will be tasked with at least two KPI for their division to be approved by SMT after review by their Director. KPI's will be used each year during performance review with staff and guiding future investment into the municipal corporation.

3. Explore the potential of financial service delivery to external agencies, boards and committees

Administrative Response: Administration agrees that developing a fee for service with external agencies and will be considered as part of a future budget.

4. Ensure the integration of corporate communications with respect to corporate activities

Administrative Response: Pending Organizational Review - The Communications Division currently has a staff of one and as a result communications work is supplemented by individual departments. Enhancing levels of service in corporate communications will be reviewed in depth through the Corporate and Organizational Review.

5. Explore the potential of development collection capacity with Public Works

Administrative Response: Pending Organizational Review – The Town will be completing a business case analysis over the next 3 to 4 years prior to the renewal of the current Ontario Clean Water Agency (OCWA) service delivery contract to consider the development of a blended service delivery model similar to other municipalities of comparable size where sanitary sewer collection systems are maintained by internal staff while wastewater treatment remains external by third party. This shift could potentially realize additional benefits of operational capacity and enhanced level of services.

## Opportunities in progress or already complete

### 1. Review of the Town's overall approach to user fees (Scheduled for 2021)

Administrative Response – Administration has included in the 2021 budget, cost to bring in a subject matter expert to review user fees in building, planning and recreation.

### 2. Centralize grant programs pursuits and applications

Administrative Response – Complete - Grant programs and pursuits are already centrally managed.

### 3. Operational approach to special events and festivals

Administrative Response: Underway - Corporate and Organizational Review will take an in depth look at the special events and festivals management process.

### 4. Review and refresh the Town's procurement policy

Administrative Response - Underway – Administration has been working on a new procurement bylaw for Council's consideration. With the implementation of bids and tenders, procurement opportunities will reach a broader market and are now being administered electronically.

### 5. Facility rationalization

Administrative Response – Complete – The Strategic Facilities Plan was approved by Council in 2017.

### 6. Conduct a Fire Services Review

Administrative Response – Underway – the Corporate and Organizational Review will provide an indepth review of Fire Services and Administration included funds in the 2021 budget for an update to the Fire Services Master Plan.

### 7. Use of third party service providers – Engineering Services

Administrative Response – Underway – the Draft 2021 Budget will be recommending increased resourcing for Engineering Services

### 8. The Town's approach to economic development

Administrative Response: Underway - Council has funded a new Economic Development Officer position that is currently being recruited. Once this resource has been hired, they will begin developing a new Economic Development Strategy for Lakeshore based on Council's vision and goals for the municipality. The Corporate and Organizational Review will provide further instruction on the placement of economic development within the corporation.

9. Explore the potential of redeveloping the Town's approach to solid waste management.

Administrative Response: Underway – The Town's garbage contract is up for review this year. While a change in level of service over the short term may be difficult, Administration is exploring a shift to modernize solid waste management services in the three to four year horizon. Potential for additional solid waste reduction will be explored over a gradual multi-year period.

10. Operational approach to advertising/sponsorship programs

Administrative Response: As discussed previously with Council, Administration agrees a formalized approach to advertising and sponsorship is needed. Staff continue exploring this opportunity in 2021. This may be addressed through the user fee review in the recreation area.

11. Explore the increased use of technology across the organization

Administrative Response: Underway - Administration is in the process of upgrading City View that will streamline operations in Buildings, Planning, and EIS. A new Enterprise Resource Planning and Human Resource Management System is also being recommended for Council consideration at the Oct 6<sup>th</sup> meeting. An IT Master Plan is being developed within the Corporate and Organizational Review project and will be provided to Council in early 2021 for consideration. Administration is exploring further permitting options available under the Town's currently records management software. Administration has completed phase 1 of implementation of the electronic agenda software and anticipates implementation of phase 2 in 2022.

12. Explore the development of a delegation of authority bylaw

Administrative Response: In addition to the delegations that will be proposed in the new Procurement By-law, Administration has presented and Council has approved a number of new delegations, including those related to real estate, permitting and miscellaneous others over the past few years. Administration anticipates bringing a consolidated by-law to assist Council in operating at a strategic / board of directors level of governance and assist the municipal corporation in operating more efficiently and effectively for citizens and stakeholders. The draft bylaw is anticipated to be presented in 2021.

13. Review the Town's current approach to issues management/customer service

Administrative Response: Pending Organizational Review - Citizen Service and issues management are both items being reviewed in depth through the Organizational and Corporate Review. Recommendations for implementation will be brought to Council in early 2021.

Administration has also reviewed the sample prioritization template and will explore opportunities to implement.

## Financial Indicators and Benchmarking

The analysis in KPMG's report indicates that the Town does not appear to be facing a significant affordability constraint with taxation levels consistent with or lower than its comparator municipalities. The Town's financial position is also consistent with other comparator municipalities however it may be less favourable if debt servicing costs on existing debt are excessively high.

## **Financial Impacts**

There are no immediate financial impacts as a result of the completion of this report.

## **Report Approval Details**

Document Title:	Service Delivery Review.docx
Attachments:	
Final Approval Date:	Oct 1, 2020

This report and all of its attachments were approved and signed as outlined below:

Rosanna Pellerito

Kristen Newman