



CAO2022-38 – 2022 Municipal Service Delivery Review Final Report

Date:	Monday, September 12, 2022
From:	Rob Armstrong, Chief Administrative Officer
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Recommendation

That Committee of the Whole recommend Council of the Municipality of Meaford adopt the 2022 Municipal Service Delivery Review Final Report as a guiding document.

Executive Summary

On May 31, 2022, KPMG presented the 2022 Municipal Service Delivery Review to Council. The report suggested a number of opportunities for consideration that could potentially improve the delivery of services. Five priority opportunities were identified.

Background

The Municipality of Meaford engaged KPMG to undertake a service delivery review and process mapping exercise for the Municipality. The process was to be an extension of the 2015 – 2017 Service Delivery process which confirmed the services that were to be delivered by staff and evaluate how the various processes could be delivered more effectively.

On May 31, 2022, KPMG presented their findings to Council. The report can be found at <https://meaford.civicweb.net/document/135485/>.

The plan presented by KPMG identified a total of 27 opportunities that the Municipality could implement to improve efficiencies. These have been categorized as top 5, modernize operations, those in progress and process improvements. For the top 5, KPMG undertook a more detailed analysis that

included impacts or risk, rationale and how it aligned with strategic priorities.

Analysis

One of the key findings from the report that staff concur with is the need to implement strategic corporate Key Performance Indicators (KPI's) to assist in decision making. This has been lacking in the past for certain services and is critical be able to track how the municipality is performing. The challenge however is determining the appropriate KPI's that would provide the applicable data and resourcing the ability to compile data beyond those that are legislatively required.

The key to addressing the variety of opportunities is to develop an implementation plan for each item that includes the following:

1. Implementation Structure which includes what structure will be put in place to lead the delivery of these opportunities.
2. Implementation Road Map will identify the actions, resourcing and timelines to implement each of the opportunities.
3. Implementation Scorecard will enable the Municipality to monitor progress and demonstrate success. The key to this will be the development of KPI's as noted earlier.
4. Develop a Change Management Framework that ensure buy-in from the organization and the public to ensure effect change.
5. A Communication Strategy that establishes a framework for effective communications of any changes.

Although staff agree with a number of these opportunities, there may be others that are unattainable with the resources available to implement. The Implementation Plan will evaluate each item to determine priorities and resourcing including costing. Those with budget implications will be included as part of the budget process with Council.

One of the top 5 opportunities noted was the need to split the Manager of Assets and Technology into two positions. The departure of the incumbent and the inability to recruit someone with both skill sets resulted in proceeding with partial implementation of this change immediately. This is on the basis that several of the opportunities noted in the report will require leadership from an Information Technology expert to implement. As such, a Manager of IT has been recruited. Staff will evaluate how to proceed with

the next phase of Asset Management to ensure compliance with the Provincial requirements.

Financial Impact

Any financial impacts to implement the Service Delivery Review will be analysed as part of the implementation plan and brought forward to Council at budget time.

Strategic Priorities

This report supports the mission, vision and values of the Municipality of Meaford, as well as the goals and objectives set out in Council's Strategic Priorities, particularly with respect to:

- Investing in Infrastructure
- Ensuring Sustainability
- Growing our Economy
- Leading Municipal Government
- Strengthening our Community

Community Well-Being

Developing of a culture of Continuous improvement to ensure delivery of services in the most effective and efficient manner is an element of community well-being.

Consultation and Communications

The KPMG report outlines the consultation undertaken with staff through a survey and interviews. Further the opportunity was provided to Council for input. On the basis that the 2015-2017 process included significant consultation and the fact that this study was to review how the services were to be delivered, it did not include public consultation.

Respectfully Submitted:

Rob Armstrong
Chief Administrative Officer