The Municipality of Meaford

Municipal Service Delivery Review

Final Report

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May 11, 2022

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This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Municipality of Meaford nor are we an insider or associate of the Municipality of Meaford. Accordingly, we believe we are independent of the Municipality of Meaford and are acting objectively.

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KPMG

Project Overview

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Project Overview

Project Drivers – What problem are we trying to solve?

– The Municipality is looking to evaluate opportunities to streamline operations and efficiencies in all departments, review gaps in guiding documents and policies, improve communications and develop new processes to improve service delivery and customer experience.

– Completing the review ensures that residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Project Objectives – *How will we define success?*

The Municipality of Meaford (the "Municipality") required a comprehensive evaluation of the services and programs currently being provided by the Municipality, how those programs and services are delivered, the resources required to deliver the services, and the level by which they are being delivered.

This review required creation of a long-term sustainable framework to ensure the Municipality has a solution-based plan to meet the increasing complexities the municipality faces such as limited resources, operational challenges, community expectations, and legislative changes.

The key objectives of the review included:

1. Performing a comprehensive service delivery review of existing services
2. Conducting online survey with departmental stakeholders
3. Conducting a process mapping exercise

Project Principles – *What is Important to Us?*

- The knowledge and expertise of the Municipality's staff and stakeholders was fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The development of the review was conducted in a way that engages the Municipality of Meaford employee's.
- The aim was to, wherever possible, transfer knowledge and necessary "tools" to the Municipality of Meaford staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach was based on leading practices from other municipalities, or other levels of government experience and/or private sector.
- Lastly, this was not an audit nor a deeper-dive operational review. This was a review to build on successes and identify opportunities to improve the efficiency and effectiveness of how Meaford delivers services to the community and citizens.

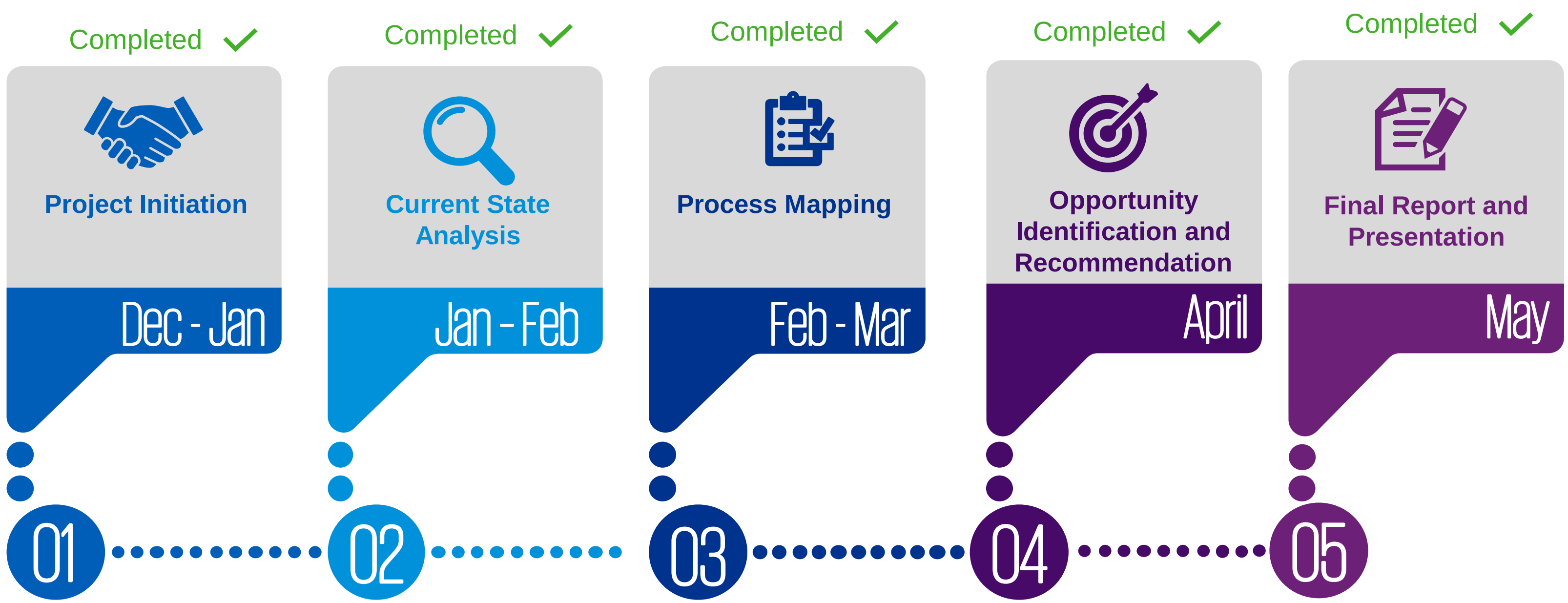
Project Timing

The project commenced on December 14, 2021 and will be completed when the Final Report is presented to Council, if necessary in May 2022.

Project Phases

Work Plan and Progress Report

The diagram below depicts the key phases as outlined in the Project Charter.



Key activities performed include the following:

- 18 interviews with Meaford's senior management team such as, Chief Administrative Officer, Directors, and department managers
- Organizational survey – 33 responses
- 65 process mapping sessions with key stakeholders
- 19 service profiles
- Interim Report
- Working session with Project Team to review and prioritize recommended opportunities
- Final report presentation

Summary of Findings

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Summary of Findings

The Municipality of Meaford engaged KPMG to conduct a comprehensive evaluation of the services and programs currently being provided by the municipality, how those programs and services are delivered, the resources required to deliver the services, and the level by which they are being delivered. The key objectives of the review included performing a comprehensive service delivery review of existing services, conducting online survey with departmental stakeholders and a process mapping exercise.

As part of this work, KPMG performed stakeholder engagement, process mapping and developed service profiles for all departments. In collaboration with Municipal staff, KPMG identified top five (5) opportunities that would lead to streamlined operations and improved service delivery. The opportunities are:

- Implement an end-to-end HRIS Solution
- Develop an IT Business Plan
- Coordinate Asset Management between Departments
- Implement plan to replace Keystone
- Perform an an-depth review of Planning Services

Each opportunity was supported by an assessment rationale including financial impact, citizen impact, underlying risks and alignment with Council priorities. Finally, KPMG developed a high-level implementation plan to support the recommendations. The implementation plan highlights the governance, change management and communications strategy required for successful execution of key initiatives. Key considerations for the Municipality include:

Is the Municipality ready?
Overall, the Municipality has initiated steps to increase the efficiency and effectiveness of services through automation, digitization, and process improvement. The work completed as part of this review will serve as a foundation to guide the Municipality towards a culture of continuous improvement.

Who will lead the transformation?
The adoption of new ways to doing things will require governance and oversight. The Municipality will have to determine the key personnel and stakeholders to be involved in the process and leading the change.

Is the transformation appropriately funded and resourced?
From our work and engagement with stakeholders, it is apparent that the Municipality has an ambitious and forward thinking agenda. We found that the Municipality is committed to excellence in service delivery and improving customer service. Nonetheless the Municipality will need to review its resourcing model because to achieve it's ambitious agenda will require significant more resources.

Top Opportunities

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Top Opportunities Themes - Legend

Each top opportunity theme was assessed with four key impacts if the Municipality implements the change. The definition for each assessment criteria is outlined below.

Assessment Criteria	Definition
FINANCIAL IMPACT	Opportunity's impact on the Municipality's operating and capital budgets. • Green: Positive impact or strongly aligned to operating and capital budget. • Yellow: Neutral impact or somewhat aligned to operating and capital budget. • Red: Negative impact or not aligned to operating and capital budget.
CITIZEN IMPACT	Opportunity's impact on municipal service delivery or citizen experience. • Green: Positive impact or strongly aligned to municipal service delivery or citizen experience. • Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience. • Red: Negative impact or not aligned to municipal service delivery or citizen experience.
RISKS	Assessment of the impact of potential barriers/risks to the implementation of the opportunity. • Green: No barriers/potential risks to the implementation of the opportunity. • Yellow: Some barriers/potential risks to the implementation of the opportunity. • Red: Multiple barriers/potential risks to the implementation of the opportunity.
STRATEGIC ALIGNMENT	The opportunity's level of alignment to the Municipality's Strategic Priorities. • Green: Positive impact or strongly aligned to the Municipality's Strategic Priorities. • Yellow: Neutral impact or somewhat aligned to the Municipality's Strategic Priorities. • Red: Negative impact or not aligned to the Municipality's Strategic Priorities.

Disruption Gauge

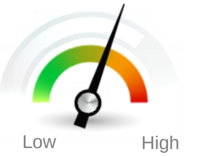
Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Municipality.

- Green: Positive overall impact to the organization.
- Yellow: Neutral impact to the organization
- Red: Negative impact to the organization.

Implement an end-to-end HRIS Solution



Disruption Gauge

Department	Services	Service Type
Office of the CAO Financial Services	Human Resources Financial Management	Essential

Financial Impact	Citizen Impact	Risks	Strategic Alignment

Opportunity Description

The Municipality's HR function was brought in-house in 2017-2018. The current HR team performed significant amount of work to re-establish HR services.

The Municipality's human resource records and processes are heavily reliant on paper and email records, and personnel have been over-burdened with manual processes. Operational efficiencies can be realized through the implementation of an end-to-end HRIS solution to manage workforce needs and enhance employee satisfaction. Key digitization areas include:

- Electronic/online timekeeping and scheduling across the Municipality to eliminate manual timesheet entries.
- Performance management to document goals and performance evaluations.
- Learning management of training records in a more consistent manner that integrates data from other training platforms.
- Record management of personnel data. Currently all employee files are maintained in hard copy documents which leads to manual filing and documentation management.
- Employee self-service functions to update personal information, retrieve information (e.g., tax forms, absence time balances, employment letters, etc.), and to request specific needs (e.g., medical leave request).

Assessment Rationale

Financial Impact

There is limited capacity to implement this opportunity within the HR Division. The Municipality can consider recruiting a part time resource to lead the digital transformation initiative. Annual financial investment for a cloud-based HRIS solution is needed.

Citizen Impact

The opportunity will have an overall **neutral impact** for residents and businesses.

Risks

There are **major risks/barriers** to this opportunity:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management
- Technology integration and implementation challenges
- Delays or lack of IT support from internal resources or external vendors

Strategic Alignment

This opportunity is **moderately aligned** with the Municipality's strategic priorities of **Leading in Municipal Government** by allowing the Municipality to improve workflows and promote more efficient and effective processes.

Develop an IT Business Plan

Disruption Gauge

Department	Services	Service Type
Office of the CAO	Assets and IT	Mandatory

Financial Impact

Citizen Impact

Risks

Strategic Alignment

Opportunity Description

In the past, the Municipality outsourced its IT function; however, the vendor was unable meet service expectations and the IT function was brought in-house. The Municipality is considered in its infancy stage of building its IT function.

Stakeholder consultations and process mapping sessions indicated that the Municipality has multiple competing IT project requirements and some solutions were deployed in a siloed approach leading to inconsistent processes across the organization. The organization as a whole needs more IT project management support. There is a need to split the Manager of Assets and IT into two positions to manage asset management and IT service needs.

There is an opportunity for the Municipality to mature its technology capabilities by developing an IT business plan. An IT business plan will assist in setting the Municipality's approach to IT decision making and service priorities in a cohesive manner. The Plan informs the organizational structure, resourcing levels (e.g., in-house resources, use of contractors), prioritized action items, and targets.

Implementation of any new/updated technology tool will require corporate-focus on change management. Users impacted by the change will need training to ensure employees acquire the necessary knowledge to utilize the technology tools efficiently and effectively and minimize manual workarounds.

Assessment Rationale

Financial Impact

Financial investment is needed to split the Manager of Assets and IT into two positions. Additional financial investment is needed if the Municipality wishes to grow the internal IT function and execute the IT Business plan.

Citizen Impact

The opportunity does not directly impact citizens or customers, but will have an overall **positive** indirect impact through improved technology capabilities that may lead to better service delivery.

Risks

There are **minor risks/barriers** to this opportunity. Some of the risks may include

- Resistance to change / lack of buy-in from stakeholders
- Unsuccessful change management
- Insufficient training for employees

Strategic Alignment

This opportunity is **strongly aligned** with the Municipality's strategic priorities of **Leading in Municipal Government** by allowing the Municipality to improve workflows and promote more efficient and effective processes.

Coordinate Asset Management between Departments

Department	Services	Service Type
Office of the CAO	Assets and IT	Mandatory

Financial Impact	Citizen Impact	Risks	Strategic Alignment
			

Opportunity Description

The Assets and IT division is currently responsible to centrally maintain all asset management data; however, individual departments responsible for maintaining the physical assets do not have access to the asset management system to update the asset registry and maintenance data in real time. The individual departments provide the data to Assets and IT for system update, and rely on the Division to provide direction/input on planning capital projects. There is a need to split the Manager of Assets and IT into two positions to manage asset management and IT service needs.

There is an opportunity to coordinate asset management responsibilities between various departments to improve the asset management program and maintenance of asset management data, specifically:

- Implement a work order management system to manage and track all operational and maintenance work by asset.
- Record building condition assessments in the asset management system (records are currently maintained manually).
- Develop a strategic funding approach to the Municipality's asset management program to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, buildings, etc.) and to clarify how capital projects are prioritized.
- Improve cross-departmental collaboration and information sharing. Clarify who is responsible for timely updating asset data in the asset management system.

Assessment Rationale

Financial Impact

Financial investment is needed to split the Manager of Assets and IT into two positions. The Municipality requires dedicated resources to successfully lead these two key functions.

Council has approved the procurement of a work order management system. Implementation is scheduled to start in the summer of 2022.

Citizen Impact

The opportunity does not directly impact citizens or customers, but will have an overall **positive** indirect impact through improved asset management practices of maintaining infrastructure.

Risks

There are **minor risks/barriers** to this opportunity:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management
- Lack of staff capacity to timely update asset management data

Strategic Alignment

This opportunity is **strongly aligned** with the Municipality’s strategic priorities of **Investing in Infrastructure**.

Develop Implementation Plan to Replace Keystone

Disruption Gauge

Department	Services	Service Type
Financial Services	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risks	Strategic Alignment
			

Opportunity Description

During stakeholder interviews and process mapping sessions, several staff indicated that Keystone (the Municipality's accounting and finance software) is no longer agile enough to support operational needs. The biggest challenge is the lack of system integration capabilities to pull data from other municipal software. Therefore, manual processes were created to workaround Keystone's limitations.

As service areas are looking to modernize their processes, there is an opportunity to develop an implementation plan to replace Keystone and modernize the Municipality's financial processes. Functionalities that Financial Services would like to explore include:

- Electronic billing capabilities
- Digital property records and property tax customer portal
- More efficient and stronger financial reporting features
- Stronger system integration capabilities (i.e., customer online payments, asset management data, building and planning approvals, bylaw enforcement records, utility data, etc.)

Assessment Rationale

Financial Impact

Significant investment is required to implement a new accounting and finance software.

Citizen Impact

The opportunity will have an overall **positive impact** for residents and businesses with more efficient processes to handle citizen-facing services.

Risks

There are **major risks/barriers** to this opportunity:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management
- Technology integration and implementation challenges
- Delays or lack of IT support from internal resources or external vendors

Strategic Alignment

This opportunity is **moderately aligned** with the Municipality's strategic priorities of **Leading in Municipal Government** by allowing the Municipality to improve workflows and promote more efficient and effective processes.

Perform an in-depth Review of Planning Services

Department	Services	Service Type
Development Services	Planning Services	Essential

Financial Impact | Citizen Impact | Risks | Strategic Alignment

Opportunity Description

Development Services is undertaking the initiative to digitize the building permit process. The software (“CloudPermit”) is being implemented; successful implementation of the system is contingent on adequate human resources, revised/updated processes and training.

Planning Services is currently not using any specific technology tool and place high reliance on manual procedures, which is not sustainable in maintaining service levels. There is an opportunity to also digitize the review and approval process of planning and development applications. The opportunity includes an in-depth review of Planning Services:

- Clearly define key process steps and develop standard operating procedures.
- Analyze and assess the impact of new provincial legislative requirements on resourcing and service levels.
- Re-evaluate the resourcing model to execute changes to improve the processing of development applications.
- Digitize the application review and approval processes to manage review timelines, track application status, streamline communication and documentation retention.
  - Leverage the CouldPermit solution that will be implemented by Building Services.
  - Document standard operating procedures.
- Improve public education of application procedures to facilitate submission of complete applications and minimize re-submissions/revisions.
- Review the fee structure to process planning and development applications.

Assessment Rationale

Financial Impact

- There is limited capacity to implement this opportunity with current resourcing levels. Financial investment is needed to add more resources to Planning Services to implement change and to meet legislative timelines.
- Additional financial investment is needed to implement an Planning Services software.
- There will also be a on-time fee to conduct a fee structure review.

Citizen Impact

An end to end review of the application process will have a **positive** citizen impact because digitization and process improvement initiative will lead to a leaner, more efficient and effective approach to service delivery for building, planning and development applications.

Risks

There are **major risks/barriers** to this opportunity:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management
- Technology integration and implementation challenges
- Delays or lack of IT support from internal resources or external vendors

Strategic Alignment

This opportunity **strongly aligns** with the Municipality’s strategic priorities of **Growing Our Economy**.

Other Opportunities

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Opportunities to Modernize Operations

These opportunities will lead to modernizing operations at the Municipality.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
6	Formalize a corporate performance management framework to measure success and progress towards goals; implement strategic corporate KPIs (no more than 6 KPIs) to assist decision making.	Office of the CAO	CAO Administration	Essential
7	Implement the Corporate Communications Strategic Plan to streamline the delivery of internal and external communication needs. • Refresh the Meaford website to enhance customer/user experience (the website currently has over 200 pages). • Establish procedures to carry out communication priorities.	Office of the CAO	Strategic Initiatives	Essential
8	Implement a Marketing Plan to increase awareness and participation of tourism, economic development, library/recreation/culture programming services, including strategic collaboration and coordination with the County, the Chamber of Commerce, and Destination Marketing Organizations (DMO).	Office of the CAO	Strategic Initiatives	Essential
9	Perform comprehensive user fee studies every three years to balance cost recovery and Council approved subsidization levels (e.g., clerks, parks, culture and recreation services, planning and building services, bylaw fines and penalties).	Finance Services	Financial Management	Mandatory
10	Streamline intake and response to citizen inquiries, complaints or requests across the organization for a consistent customer service delivery approach. Clarify the types of channels used (in-person, phone, mail, emails, foreAction, website forms). For example: • Property Information Requests • Service Inquiries and Complaints (e.g. snow removal, tree issues, traffic and speed concern, waste collection, etc.) • Bylaw Complaints • Licensing • Special Events Application	Community Services	Legislative Services	Mandatory
11	Provide consistent training and use of TOMRMS (and Microsoft 365 when implemented) for electronic document management and information sharing practices. Further digitize the management of key documents, such as legal agreements, personnel files, and property files.	Community Services	Legislative Services	Mandatory
12	Update the Recreation and Culture Master Plans • Synchronize recreation and culture programming with community needs and interest to increase service utilization and attendance. • Assess the facility maintenance approach of recreation and culture facilities. [Asset management plan for all assets is due by July 1, 2024]	Community Services	Cultural Services	Traditional

Underway Opportunities

These opportunities are underway.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
13	Modify the Building Services permit review processes with the implementation of an e-permitting system. • Implement a cloud-based platform to review/markup drawings • Re-assess the resourcing levels for Building Services to meet service demand and legislative timelines • Formal status notifications to applicants (e.g., application completeness) • Online inspection requests • Improve public communication of permitting information and instructions through the e-permitting system and the municipal website	Development Services	Building Services	Mandatory
14	Improve consistent use of foreAction (e.g., employee training, use of standardized templates) to track internal service requests for: • IT help desk and GIS map design requests • Communications, graphic design, and website updates • Fleet and equipment maintenance • Facility maintenance and repairs	Community Services	Legislative Services	Essential
15	Implement consistent online payment options for citizens to enhance operational efficiency and customer experience. Key service areas that need online payment options include Planning, Building, Transportation & Fleet services.	Development Services	Planning Services Building Services Transportation and Fleet Services	Mandatory
16	Deploy more mobile technology to further enable remote working capabilities for field employees (e.g., Building, Municipal Enforcement, Transportation & Fleet, Environmental, Parks and Facilities).	Development Services	Building Services Municipal Enforcement Transportation and Fleet Services Environmental Services Parks & Facilities Services	Mandatory
17	Establish a Project Management Office to manage capital projects, support development, and improve lifecycle management of assets. • Develop in-house expertise of project managers • Manage contractors/vendors/consultants • Facilitate and coordinate cross-departmental projects and service needs (e.g. development application and permit reviews)	Infrastructure Services	Transportation and Fleet Services Environmental Services Planning Services Building Services Parks & Facilities Services	Mandatory
18	Formalize a performance management program that involves planning, developing, coaching, providing feedback and evaluating employee performance. This will help the Municipality align their employees, resources, and systems to meet their strategic objectives.	Office of the CAO	Human Resources	Essential

Opportunities for Process Improvements

Additional opportunities from process mapping sessions are highlighted here:

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
20	Procedures for the following processes are not formally documented. The Municipality should also determine reports that are required to be presented to Council (for example formal complaints). • Disability management • Workplace incidents • Formal Complaints	Office of the CAO	Human Resources Legislative Services	Essential
21	The Water Billing Process is highly manual and reliant on non-integrated IT systems. The process requires data to be saved by different stakeholders on multiple IT systems (Keystone, TOMRMS, Neptune) resulting in triplication of effort in data readings and entries, and increased risks of errors in processing water bills.	Finance Services	Financial Management	Mandatory
22	Perform an end-to-end payroll process review to streamline operations and reduce reliance on hard copy documentation. • Pay runs occurs bi-weekly for regular full time employees, and monthly or as required for Councillors, firefighters, crossing guards, and Committee of Adjustments. • Paper timesheets are maintained for each pay run with non-standardized timesheet templates used for different employee groups/departments. • Clarify payroll approval roles and responsibilities (second approval sign-off by HR manager post pay run).	Finance Services	Financial Management	Mandatory
23	Both Fire and Municipal Enforcement use the FirePro system; however, the two service areas use different modules. Respondents would like the open burn permit data to be shared between the two service areas.	Development Services	Bylaw Enforcement Fire Services	Mandatory
24	Enhance the Meaford Museum record keeping practices. The Museum has not fully appraised its collection in recent years. The museum system, PastPerfect, was deployed 10 years ago and only captures 35-40% of the museum artifacts. The remaining artifacts are managed manually with the expectation that the system will be updated in 2024.	Community Services	Cultural Services	Traditional

Opportunities for Process Improvements

Additional opportunities from process mapping sessions are highlighted here:

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
25	Streamline the process for handling tree issue complaints. Currently, both Parks & Facility and Transportation & Fleet receive and address tree issue complaints. The division of responsibility is based on where the tree is located or which Division receives the citizen complaint.	Community Services	Parks & Facilities Transportation & Fleet Services	Essential
26	Clarify the tile drainage loan application process. • Information about the loan process is not available on the municipal website. Residents contact either the Clerks Office or Transportation & Fleet for application information. • The Municipality may not be aware of tile drainage work if a farmer elects to fund the work themselves. The building permit process may need to clarify tile drainage construction requirements.	Infrastructure Services	Transportation and Fleet Services	Mandatory
27	In-house fleet maintenance appears to be performing consistent with municipalities of similar size to Meaford. There is an opportunity to improve scheduling of fleet maintenance work to project work volume, the use of in-house or external mechanics, and to track repair and maintenance data.	Infrastructure Services	Transportation and Fleet Services	Mandatory

Implementation Plan

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Implementation Plan

This section includes the plan to implement the previously identified recommendations. The overall implementation plan includes considerations noted below which are based on KPMG leading practice:

01 Implementation Structure

High level resourcing and governance required to successfully implement the recommendations and promote continuous improvement

02 Implementation Roadmap

Specific actions and timelines for each of the recommendations outlined in the previous section

03 Implementation Scorecard

Performance measures to monitor progress and help demonstrate success

04 Change Management Framework

A framework to drive effective change management

05 Communications Strategy

A framework to structure effective communications

Implementation Plan

1. Implementation Structure

Successful implementation of the recommendations included in this report will require dedicated resources and effective governance.

Based on the scope of the identified recommendations , we recommend Management to appoint a stakeholder within the team to lead, monitor and report on the implementation of the report's recommendations. Based on the roadmap included in Section 2 below, we anticipate staff will be required for approximately 12-16 months, with the bulk of activity occurring during the first six months.

2. Implementation Roadmap

Here we present an implementation roadmap. It reflects the estimated time required for the completion of each recommendation keeping in mind the effort and time required for implementation. We have included a 12 month timeline, which assumes the appropriate resources and implementation structure described earlier. In some cases, noted in our roadmap, full implementation may stretch beyond 12 months.

		2022				2023			
#	Recommendation								
	Top Opportunities	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Implement an end-to-end HRIS Solution								
2	Develop an IT Business Plan								
3	Coordinate Asset Management between Departments								
4	Implement plan to replace Keystone								
5	Perform an an-depth review of planning services								

Implementation Plan

3. Implementation Scorecard

This section presents a scorecard to help measure the implementation of the identified recommendations. Demonstrating progress will help build buy-in with internal and external stakeholders, facilitating change.

This scorecard should be reviewed and approved by the management team and reviewed on a periodic basis.

Success Factor	Does this Exist? (✓/✗)
Implementation Structure	
• The recommendations and roadmap included in this report have been approved by Management	
• A clear project governance structure is in place and working well (see Section 1).	
• Sufficient staff capacity and resources are dedicated to the work ahead and are working well (see Section 1).	
Project Management	
• Work plans exist to support the implementation of all recommendations.	
• A holistic communications strategy and the accompanying communications plans are developed for the relevant recommendations.	
• Recommendations are implemented according to roadmap timelines; delays are justified and communicated.	
• Recommendations that have been implemented are reviewed every six to 12 months for effectiveness.	
Customer Centricity	
• Impacted customers are engaged in the implementation process	
• The customer experience is measured and improving	

Implementation Plan

4. Change Management Framework

Effective change management aligns leaders and staff around change that is clearly defined, justified and well-communicated. The figure below presents KPMG's change management framework as a starting point for the development of a detailed change management plan to support the implementation of the recommendations included in this report.

Make it Clear	Make it Known	Make it Real	Make it Happen	Make it Stick
Align leaders around the strategic aims, ambition and scale of change	Communicate the change vision and case for change and begin to create ownership of the solution	Translate the change vision into reality for people in the organization and define what it means for them	Move the organization towards the end state and equip people to work in new ways	Ensure there is capability in the organization to sustain the change

To help ensure internal and external stakeholders are ready, willing and able to implement change, the Municipality should:

1. **Make it Clear**: Ensure senior leadership understands and is committed to the importance of visible, aligned and ongoing support for an improved service delivery processes.
2. **Make it Known:** Develop and implement a detailed communications plan that clearly articulates the overall case for change to each stakeholder group. Consider identifying champions in different departments to help spread the message. Ensure approval of this report and its roadmap is widely communicated.
3. **Make it Real**: Clearly define the team roles, responsibilities and mandate. Develop detailed change management plans for the recommendations included in in this report.
4. **Make it Happen**: Begin implementation. Resolve issues and mitigate risks by escalating them through appropriate channels. Focus on high-impact recommendations and continuously monitor the effect of implementation on each stakeholder group.
5. **Make it Stick**: Use the implementation Scorecard to measure progress and maintain momentum.

Implementation Plan

5. Communications Strategy

Communications is a critical change-enabler. This section presents five strategic principles to support effective communications during a significant, process-driven transformation:

1. **Equip leaders and change agents**: equip leaders and other change agents with easy-to-use key messages and communication tools.
2. **Develop tailored key messages**: identify different stakeholder groups and develop targeted key messages for each group.
3. **Communicate consistent messages**: communicate consistent messages emphasizing the case for change and anticipated benefits.
4. **Reinforce messages**: repeat and reinforce key messages and progress through a variety of tactics and channels with each stakeholder group.
5. **Engage industry:** communicate directly and regularly with this stakeholder group.

These principles should be used as a starting point for the development of a tactical communications plan to support the implementation of the recommendations identified in the report. A tactical communications plan should define the communications-related activities that accompany each recommendation/change as well as the overall improvement project. An effective tactical communications plan should include:

- The overall case for change;
- The unique key messages that accompany each initiative or recommendation;
- The key audience(s) when communicating each key message;
- The roll-out timelines; and
- The methods and channels that are to be used when communicating.

The figure on the following page provides additional detail on each of the five communications principles included in this section.

Implementation Plan

5. Communications Strategy (cont'd)

Principle	Outcomes	High Level Tactics
Equip leaders and change agents.	Organizational leadership and change champions have the tools needed to promote the case for change.	• During the first 90 days, provides a refresher course in change management and effective communications for leaders and change agents. • Continuously update key messages and communication tools for leadership to ensure they remain relevant and effective.
Develop tailored key messages.	Different stakeholder groups are targeted with specific key messages, increases the chances of success.	• Identify different internal and external stakeholder groups involved in the building and planning review process. • Review how the overall implementation roadmap will impact each group as well as the implementation of specific recommendations. • Develop targeted key messages that speak to how each stakeholder group will be impacted by the change, identifying each group's unique case for change.
Communicate consistent messages	Key messages are developed and are consistent across initiatives and time, and align with the broader goals of the property/land development service.	• Identify near-term milestones and any quick wins. • Develop and leverage key messages consistently through all communications to build consistency, credibility and support. • Create a common look and style for change communications. Use it consistently in materials so that communications are recognizable.
Reinforce messages	Multiple opportunities are created for key stakeholders to provide input.	• Provide regular communications which set specific, clear and relevant expectations and then report back on progress. • Use existing communication channels (email, internal portals, the online planning portal) to regularly share information. • Develop standards and messages for the change writ-large, and cater messaging in tactical communications plans that support individual initiatives. • Encourage two-way dialogue and feedback from stakeholders to continuously improve communication approaches.
Engage industry	Initiatives underway are consistently communicated to industry stakeholders to maintain their awareness and buy-in.	• Provide structured, formal updates to industry groups, leveraging existing mechanisms. • Follow up with all industry stakeholders engaged by KPMG to provide a status update and opportunity to review and validate this report.

Appendix A - Stakeholder Consultation Summary

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Target Operating Model

Framework to structure the review

KPMG’s Target Operating Model (TOM) framework is used to structure the review. The six TOM dimensions provide a consistent means and structure to engage stakeholder feedback, evaluate existing processes, validate business goals and objectives, and identify and recommend business improvement opportunities.

Domains	Description of what it means
Governance & Strategy	The manner in which strategic direction is provided throughout the Municipality; how collaboration between departments and external stakeholders is established and maintained; and how the organization measures the performance.
Service Standard	The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.
Process & Delivery Model	The core operations, processes, and approaches to delivering services.
Data & Technology	The information technology required to manage information / data and support service delivery.
Equipment & Infrastructure	The equipment and infrastructure that enable operations and processes.
People	The structure, reporting and accountability hierarchy, composition, capabilities, and skills of employees to meet service standards.

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Stakeholder Engagement

The Engagement Process

- As part of the Municipality of Meaford's Service Delivery Review, 18 interviews were conducted with senior management and management staff of each department.
- In addition, an organization wide survey was circulated to better understand the organizational structure, roles and responsibilities, services provided and the processes carried out by each department (there were 33 responses).
- A separate survey was circulated to Council to obtain their perspective on the current state of the Municipality of Meaford services and the needs of its residents (there were 2 responses).

Interviewed Stakeholders	
Leadership	**Departmental Managers**
• CAO • The Municipal Clerk / Director of Community Services • Director of Financial Services • Director of Development Services • Director of Infrastructure Services	• Manager of Human Resources • Manager of Strategic Initiatives • Manager of Assets & IT • Deputy Clerk • Fire Chief • Manager of Parks & Facilities • Manager of Cultural Services • Chief Building Official • Manager of Planning Services • Manager of Municipal Enforcement • Manager of Environment Services • Manager of Transportation & Fleet Services

Council Survey Summary

A survey was circulated to Councillors to obtain feedback on the delivery of current services.

Key themes from the survey:

- Improve responses to customer complaints.
- Service levels may not align with Council priorities; however, Councillors somewhat agree that service levels are appropriately set given the needs of the community and Meaford's resource capabilities.
- Overall, current human resource levels appear appropriate to meet expected service levels. The Municipality could benefit from additional investment in front line public works personnel.
- There are gaps in the Municipality's technology capabilities to support change.
- There is a need to improve public education and communication on the return of investment from taxes and user fees.

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Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here.

Key Theme Messages:

– The Municipality does not have department wide business plans or a performance management framework.

– Customer service delivery model remains inconsistent across the organization.

Governance and Strategy

- Stakeholders indicated that departments do not maintain formalized business plans with key strategies and expected outcomes. This has led to confusion about each department's vision, purpose and resources required to meet their objectives. Without formalized business plans, departments have been unable to roll out key measures to track performance.
- All stakeholders believed that the Municipality's information technology needs to be improved and better synchronized to enhance customer services by establishing an IT business plan.
- Respondents indicated that strategic communication could be improved and departments could make better informed decisions if communications flowed smoothly and consistently across the organization.

Service Standard

- Majority of stakeholders believed that the Municipality's service levels are set appropriately; however, to meet growing community needs, the Municipality will need additional resources and investment in technology capabilities.
- The Municipality does not have established service level standards for customer service. Intake and handling of customer service inquires and requests are inconsistent across the organization.

Process and Delivery Model

- Stakeholders indicated that the Municipality was quick to adopt remote operations during the pandemic; however, workflows are still manual.
- Participants expressed the need to improve file management practices. Each department is maintaining documentation in their own way.
- Key processes are not all documented and standard operating procedures are not consistently maintained across the departments.
- With growth, the Municipality's infrastructure portfolio and service volume is growing; limiting staff to deliver services reactively than proactively. Backlogs create a spillover effect on other departments or downstream processes. Addressing high volume of customer impromptu inquiries often takes staff away from core job responsibilities as customer service is considered first priority.
- Stakeholders highlighted opportunities to streamline asset management responsibilities between departments to improve work flow management and the maintenance of asset management data. The Municipality is behind on funding its asset management needs (e.g. the Meaford Museum is in a poor state of repair and assessment is needed in how the Museum fits into the local community).

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here.

Key Theme Messages:

– The Municipality has multiple IT systems that do not integrate well each other

– The Asset Management program needs to be enhanced by leveraging of technology and "real-time" logging of asset related information

Data and Technology

- Participants noted internet speed and connectivity is a consistent challenge across the organization.
- The Municipality does not have a formalized IT business plan to manage modernization needs.
  - Several software solutions (i.e. Keystone) run on local servers and staff have challenges logging into the systems remotely through Virtual Private Network (VPN), especially when servers are down. Staff have to be physically present in the office to use the software(s) more efficiently. This was cited as a key challenge during the pandemic.
  - IT systems do not integrate well with one another due to siloed procurement efforts. As a result, employees are required to navigate through multiple systems to complete tasks.
  - Departments own and manage their own IT software solutions (e.g. managing access, document retention requirements, etc.).
  - There is a backlog of IT projects due to insufficient IT project management and staff resources.
  - The Municipal website is cumbersome and difficult to navigate and find information.
  - The Municipality has adopted foreAction to process customer inquiries/requests and act as a work order management system; however, this software is inconsistently used across the organization.
  - The Municipality needs a Human Resource Information System and electronic timekeeping system to move away from paper records and manual processes.

Equipment and Infrastructure

- Stakeholders indicated that the Meaford's Asset Management Plan is on track to meet O.Reg. 588/17 requirements (the core asset management plan is due in July 2022). However, the Municipality is not actively leveraging technology to collect and maintain asset data and places a high reliance on manual processes and excel files. Repair and maintenance activities are not tied back to the asset management system on a timely basis.
- Development and population growth is increasing service demand as more infrastructure is added to Meaford's asset portfolio. With limited resources, unplanned service requests are often prioritize over planned maintenance and capital projects. Service level expectations from the public have increased.
- All stakeholders agreed that the Municipality does not have an effective work order management system. foreAction is being used to serve the function; however, the Municipality needs to deploy an actual work order management system.
- The Municipality has been making efforts in deploying remote working capabilities; however, not all employees are provided with the necessary tools (cell phones, laptops, remote access to systems) that they need to perform their roles and responsibilities.

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Themes from Stakeholder Consultations

Key Theme Messages:

– Staffing constraints to keep up with service demand

People

- Stakeholders identified staff capacity as a major concern to balance service demand and to maintain service levels.
- Respondents noted that roles and responsibilities were often unclear within their departments.
- The Municipality does not have a learning management system to deliver training, monitor compliance and create personalized learning paths:
  - Training and onboarding processes are not always consistent and standardized across the organization. Certain cross-departmental processes (i.e., customer services, cash handling) lack standardized training leading to inconsistent service delivery.
  - Employees could benefit from more training to up skill in technology, data analysis and project management areas.
  - Departments do not use KPIs to measure employee performance.

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Appendix B - Survey Summary

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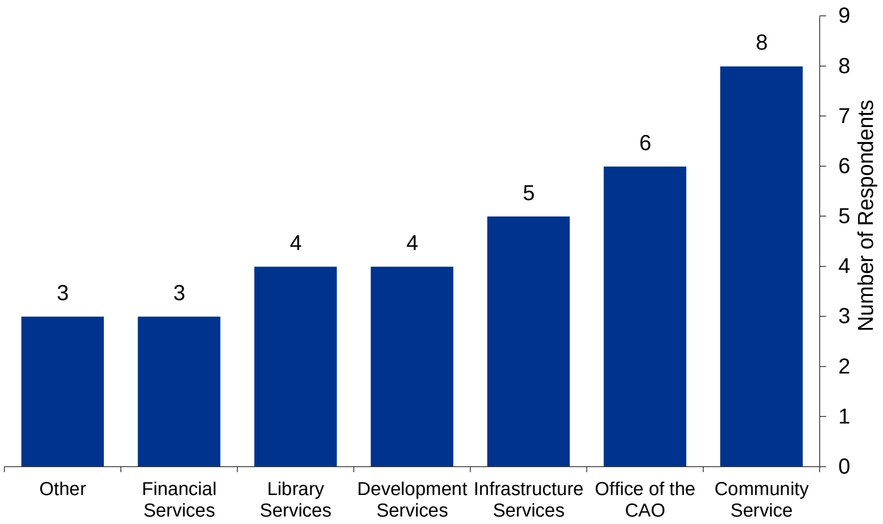
Employee Survey - Feedback Summary

An organization wide survey was circulated to better understand the organizational structure, roles and responsibilities, services provided and processes carried out by each department. In total, 33 respondents participated in the survey.

Survey Demographics

Departments of Respondents



Other = Environment Services, Fire department and Strategic initiatives

Employee Survey - Feedback Summary

Alignment with Council's Strategic Priorities

62% of the respondents agreed that the service areas and levels aligned with the Council's strategic priorities

Clarity around Department's Key Objectives

80% of the respondents were clear about their department's key objectives

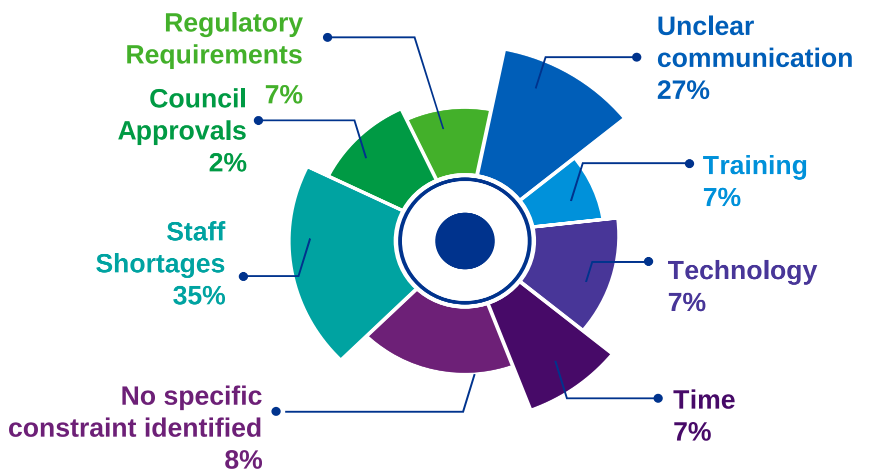
Setting of Levels of Service

50% of the respondents agreed that service levels were set appropriately according to the needs of the community and resource capabilities

20% of the respondents were neutral about service levels being set appropriately according to the needs of the community and resource capabilities

30% of the respondents disagreed that service levels were set appropriately according to the needs of the community and resource capabilities

Areas of Challenges in Meeting Department's Key Objectives



Most respondents were clear about the department's key objectives. Top challenges identified to meeting these objectives, particularly by the employee and manager level respondents, were **staffing levels** and **unclear communication.** The top challenge faced by the senior management respondents was mainly related to technology (both systems and functionality).

Majority of the respondents agreed that service areas were aligned with Council's strategic priorities, however 30% of the respondents did not think that service levels were set according to community needs and the Municipality's resource capabilities.

Employee Survey - Feedback Summary

Key Risks of Changing Service Delivery Approaches

Insufficient resources to support the implementation	Gap in technology / systems to support the change	Impact to operations and customer service	Resistance or lack of buy-in from users	Too much change impacting the Municipality
88%	54%	39%	19%	15%

Top 5 Constraints Employees Encounter in Service Delivery

- Capacity/time constraints
- Communication between team members and departments
- Continuity of staff
- Inconsistency of operations between departments or service locations
- IT or online services

Additional Survey Respondent Feedback

- Employees get additional workload without consultation; staff shortages and high turnover
- Communication between departments is a challenge. Additional training is needed to understand different departmental priorities
- Divide between managers and employees. Lack of communication and trust
- Some departments have too many managers and some don't have any
- Communication around safety during the pandemic.
- Need to use cost data to measure the impact on changes to service delivery

Human Resource Perspective

Most of the staff (66%) were satisfied with the number of upper management staff (Supervisors, Managers, Directors and Executive Directors) overseeing the departments. The respondents were divided about right positions working together as needed, clarity around roles and responsibilities and allocation of work & responsibilities.

Appendix C - Process Map Observations

Municipality of Meaford
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Process Mapping

Overview

As part of the Municipality of Meaford's Service Delivery Review, KPMG conducted 25 process mapping sessions with management and service area staff for in-scope processes. Meaford's project team scoped processes as high, medium, low based on service complexity or service priority need. KPMG drafted process maps for processes rated as high or medium.

Process Maps

In total, **65** process maps were drafted covering services across the entire Municipality.

Divisions	Number of Processes	Workshop Participants
Human Resources	5	Manager of Human Resources, HR and Health & Safety Coordinator
Assets & IT	2	Manager of Assets & IT, IT Coordinator, GIS Coordinator
Strategic Initiatives	5	Manager of Strategic Initiatives, Marketing & Events Coordinator, Communications Coordinator
Finance Services	7	Director of Financial Services, Financial Analyst, Utilities Clerk, Tax Clerk
Planning Services	8	Director of Development Services, Manager of Planning Services, Development Services Assistant
Building Services	7	Director of Development Services, Chief Building Official, Deputy CBO, Development Services Assistant
Municipal Enforcement	1	Manager of Municipal Enforcement, Protective Services Coordinator
Legislative Services	7	The Clerk, Deputy Clerk, Records Coordinator, Legislative/Wellbeing Coordinator
Cultural Services	5	Manager of Cultural Services, Cultural Services Assistant, Recreation Program Coordinator, Museum Coordinator
Parks and Facilities	4	Manager of Parks & Facilities, PFS Foreperson, PFS Coordinator
Fire Services	1	The Fire Chief, Protective Services Coordinator
Transportations & Fleet Services	8	Manager of Transportation & Fleet Services, Transportation Coordinator
Environmental Services	5	Manager of Environment Services, Environmental Coordinator

Process Map Themes (1/2)

Key themes that span across multiple Departments, Divisions, or Processes are highlighted here.

Intake of citizen inquiries, complaints, requests or applications:

Citizens can use various channels (email, phone, front counter, foreAction, the Municipal website) to contact the Municipality for service needs. Each Division or Service Area has a different citizen intake process which sometimes lead to communication challenges, process inefficiencies, or citizen/customer confusion. For example, Planning Services is looking to formalize a Property Information Request process.

Lack of online application capabilities:

Application and approval processes are highly manual (e.g., Building, Planning, Transportation & Fleet Services) and the Municipality is looking for opportunities to modernize processes with the use of technology workflows. For example, Fire Services is implementing BurnPermits to process Open Burn Permit applications; Building Services is implementing CloudPermit to digitize the review of building permit applications.

Inconsistent online payment capabilities:

The Municipality lacks consistent online payment options to collect user fees creating inefficiencies for both the Service Areas and the customer.

Tracking of work orders or tasks:

The Municipality uses variety of tools and manual processes to track work orders and tasks. Some tools and processes are considered outdated and could benefit from the use of foreAction to track internal service requests (e.g. fleet and equipment maintenance, facility maintenance and repairs, graphic design, municipal website updates, IT help desk). Current ways of tracking tasks may be inadequate if service volume continues to increase.

- Municipal Enforcement uses FirePro.
- Transportation & Fleet Services uses a mix of MESH and foreAction.
- Building Services uses shared calendars and Keystone.
- Planning Services uses foreAction, shared calendars, spreadsheets, Microsoft Office tools to track tasks and application statuses.
- Finance Services uses TOMRMS, Keystone, and Neptune to track water billing data.

Process Map Themes (2/2)

Key themes that span across multiple Departments, Divisions, or Processes are highlighted here

System integration challenges:

The Municipality uses a suite of IT solutions that do not always integrate well with each other causing manual workarounds outside the system. The full functionalities of the systems are not well understood and/or utilized by staff. Most notable example is the integration of water meter data between TOMRMS, Keystone, and Neptune. Fleet maintenance data are not tracked in the asset management system.

Habitual use of paper instead of digital processes:

Maintenance of signed legal agreements, personnel files, and submission of timesheets are still done manually. Certain information hand-offs between departments rely on printed documents (e.g., Finance Services provides dog tag renewal documents to Municipal Enforcement).

Lack of remote working capabilities:

Participants noted that there is opportunity to create operational efficiencies if staff have remote working capabilities to complete reports in the field instead of travelling back to the office or requesting other staff to complete such tasks (e.g., building inspection reports, bylaw enforcement notes, closing out foreAction complaints, locates).

Record management practices could be further streamlined:

TOMRMS is Meaford’s main record management system; however, certain files are still maintained in both hard and soft copy formats and certain data are documented twice in TOMRMS and in Keystone (e.g. property files). Also, with the lack of online services or technology workflows, staff perform additional steps to scan application files or save emails into TOMRMS.

Further clarification of roles and responsibilities:

The roles and responsibilities within several processes could be further clarified through documentation of policies or operating procedures. For example:

- HR Services – disability management, incident reporting, workplace investigation, payroll signoff
- Legislative Services – formal complaints, insurance claims
- Finance Services – tax history request, water billing
- Planning Services – minor variances and land severances (the Secretary Treasurer’s roles and responsibilities to facilitate Committee of Adjustment meetings), preparation of site plan/subdivision/condominium agreements (the CAO prepares the agreements).

Appendix D - Service Profiles

Municipality of Meaford
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Service Profiles - Legend

Legend	
Service Type	**Description**
Mandatory	Service is mandated or required by legislation from a higher order of government. Deemed to be a required service.
Essential	Not legislatively required, but service is necessary for the Municipality in order to operate reasonably. Deemed to be a required service.
Traditional	The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.
Other Discretionary	Service is offered by the Municipality to respond to particular community needs, based on a positive business case, or other specialized purposes. Each service will be further reviewed to determine if the business case is still valid and the service is still required.
*Some departments may deliver a combination of different service types. The main service type is captured in the summary.	

Council

Elected Representatives

Department	
Council	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($,000s)	
Compensation & Benefits	$232
Material, Operating and Other Cost	$53
Transfers	-
Total Operating Costs	**$285**
User Fees and Recoveries	-
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**-**
Net Levy	**$286**
Capital Budget	**-**
FTEs	**7.0**

Service Description

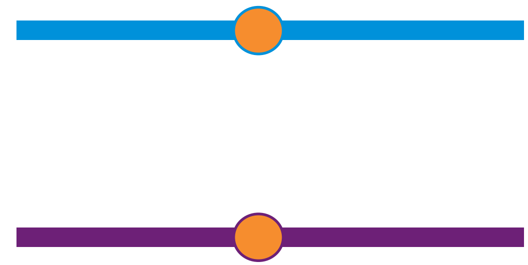
Council is an elected body that conducts regular meetings to address issues facing the Municipality; representing the public and considering the well-being and interests of the Municipality, including:

- Strategic direction of operations and services provided by the Municipality;
- Developing and evaluating the policies and programs of the Municipality, and;
- Maintaining the financial integrity of the Municipality.

The Municipality of Meaford is currently governed by the Mayor, the Deputy Mayor, and five Councillors.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Governance and Civic Engagement			
Council and Committee Meetings			



Sub-Services	Service Description
Governance and Civic Engagement	Governance and civic engagement includes activities conducted by Council to support public interest and how staff deliver on those interests. Activities include understanding priorities and concerns, and establishing action plans to address public concerns.
Council and Committee Meetings	The Municipality of Meaford's Council meets twice per month for regular meetings with one additional public planning meeting. There are a number of advisory committees which hold meetings once a month or every other month. The Mayor or the CAO can call special and emergency meetings.

Service Level Rationale

- Elected Representatives is a mandatory service required pursuant to Municipal Act and Municipal Elections Act.
- Council is operating at the target service level of providing leadership and governance and also serving as the voice of the community.

Office of the CAO

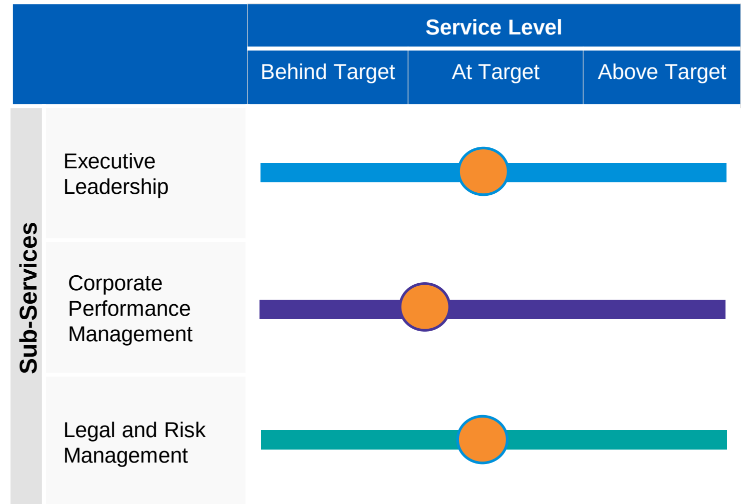
CAO Administration

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget ($,000s)	
Compensation & Benefits	$950
Material, Operating and Other Cost	$127
Transfers	-
Total Operating Costs	**$1,077**
User Fees and Recoveries	($344)
Transfers, Grants, Other Funding Sources	($168)
Total Operating Revenues	**($512)**
Net Levy	**$565**
Capital Budget	**-**
FTEs	**5.6**

Service Description

The CAO provides overall leadership and direction for each of the Municipality's departments and service areas. The CAO is supported by the Clerk/Director of Community Services, the Director of Financial Services, the Director of Development Services, and the Director of Infrastructure Services. Collectively, the CAO and the four Directors make up Meaford's executive leadership team.

The executive leadership team exercises general oversight and management of municipal affairs for the purposes of ensuring efficient and effective operation of the Municipality. The executive leadership team recommends organizational plans and policies for Council consideration and approval in order to meet strategic goals and objectives.



Sub-Services	Service Description
Executive Leadership	Provides strategic and operational leadership to the Municipality's departments and business units. Key activities include goal setting, strategic thinking and effective execution of strategic priorities.
Corporate Performance Management	Monitor service delivery and operational performance of the Municipality's departments and business units.
Legal and Risk Management	Strategic oversight of risk management, legal agreements and any litigation activities of the Municipality. Oversees outside legal counsel services of litigation support, realty services, and legal advice.

Service Level Rationale

- CAO administration is an essential service that provides strategic direction and support to departments, business units, and service areas.
- The Municipality is experiencing development growth. Balancing the Municipality's resource capabilities to meet increasing service demand has been a challenge.
- The department is responsible for reporting to Council on the progress of achieving Council's Strategic Priorities. The organization as a whole is performing at target with opportunities for continuous improvement, specifically on monitoring performance management. The organization currently does not formally use performance indicators and does not have a consistent process of tracking and reporting performance. Additional improvement could be made in tracking and analyzing performance measures.
- Traditionally, the CAO handled legal agreements with developers. With development growth, it is anticipated that the organization will be entering into more legal agreements and negotiations. There is an opportunity to delegate more legal and risk management responsibilities to departments or outside legal counsel.

Human Resources

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$239
Material, Operating and Other Cost	$128
Transfers	$0
Total Operating Costs	**$367**
User Fees and Recoveries	($97)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($97)**
Net Levy	**$270**
Capital Budget	**-**
FTEs	**2.0**

Service Description

Human Resources (HR) provides strategic and operational human resource management programs and services to support Meaford's workforce and enable the Municipality to meet its business objectives and regulatory requirements.

HR was previously outsourced and brought in-house in 2018. Payroll was moved from HR to Finance Services in September 2021.

Key service activities include:

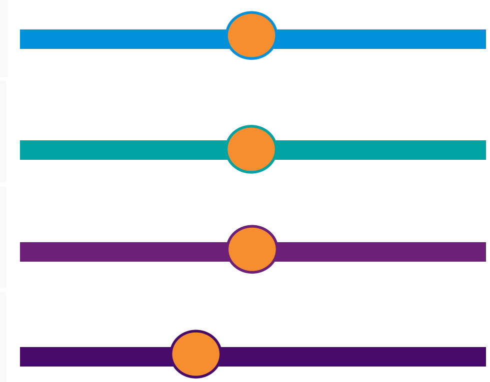
- Human resources strategy and workforce management
- Talent acquisition, on-boarding, and development
- Performance management
- Total rewards (compensation, benefits and other rewards)
- Health, safety and wellness (work place investigations, incident reporting, disability management)

Service Level

Behind Target | At Target | Above Target

Sub-Services

- Workforce Planning and Recruiting
- Talent Development
- Total Rewards
- Health, Safety, and Wellbeing



Sub-Services	Service Description
Workforce Planning Recruiting, Onboarding	Strategic recruitment and workforce planning support and advice to the Municipality's departments. Also includes recruitment and onboarding activities
Talent Development	Talent development, leadership development, and succession planning.
Total Rewards	Organizational compensation, job evaluation, benefit administration, and performance management.
Health, Safety, and Wellbeing	Occupational health and safety management of employees through implementation of regulatory protocols and processes. Facilitate processes for work place investigations, incident reporting and disability management

Service Level Rationale

- Human Resources is an essential service to support the Municipality's workforce in terms of creating a healthy and productive workplace environment.
- Services are delivered at targeted service levels in accordance with regulatory requirements; however, processes are still highly manual and formal documented procedures are not always maintained. There is an opportunity to explore the business need for an end-to-end HRIS solution to increase operational efficiency.
- Human Resources is working to ensure Meaford is competitive with other municipal employers. Stakeholders believe the Municipality is behind on talent acquisition with turnover of several key positions and disciplines. Succession has become a challenge in a competitive job market to attract and retain talent.

Service Profiles

IT Services

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
Behind Target	
2022 Budget ($,000s)	
Compensation & Benefits	$169
Material, Operating and Other Cost	$472
Transfers	$111
Total Operating Costs	**$752**
User Fees and Recoveries	($671)
Transfers, Grants, Other Funding Sources	($75)
Total Operating Revenues	**($746)**
Net Levy	**$6**
Capital Budget	**$111**
FTEs	**2.0**

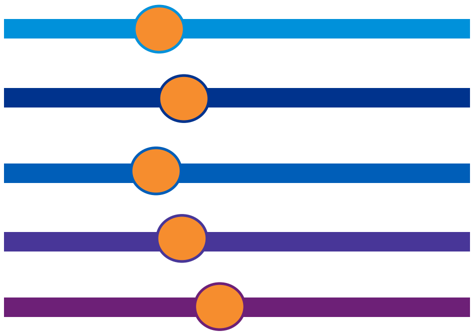
Service Description

The Asset & Technology Division manages the Municipality's IT infrastructure and provides technology solutions to support operations and business processes.

- Help desk and routine maintenance support
- Hardware and software support of devices, networks, servers, databases, applications, and telecommunications
- Security, back up and recovery services
- Technical infrastructure, project implementation and support
- Maintenance of GIS information

Service Level

Sub-Services	Behind Target	At Target	Above Target
Project Delivery			
IT Infrastructure			
Information & Application Services			
Help Desk			
Cyber Security			



Sub-Services	Service Description
Project Delivery	End-to-end project management and solution delivery for the Municipality's IT projects.
IT Infrastructure	Manages and maintains Meaford's existing IT Infrastructure.
Information & Application Services	Manage enterprise and business applications. Support data quality and system integration for analytics and decision-making.
Help Desk	Provide technical assistance to municipal staff. Manage end-user devices, and monitoring and mitigation of issues with hardware, software or services.
Cyber Security	Provide protection to Meaford's computer systems and networks against cyber threats. Advise on technology risks and provide cyber-security awareness information to all employees.

Service Level Rationale

- Information technology services are essential to supporting operations across the Municipality.
- Meaford currently does not have a current Technology Strategic Plan that sets its approach to IT decision making and service priorities across the organization. Stakeholders noted there are several IT initiatives and projects in the pipeline. Project delivery, system integration and change management will be critical to the success of these projects.
- foreAction is used to manage and track service requests; however, IT is not using it as IT hep desk solution.
- Stakeholders have identified several technology gap areas:
  - The Municipality lacks online payment options for several departments (e.g. planning, building, transportation services).
  - Better use of application case management tools that integrate with TOMRMs for records management.
  - More technology training is needed across the organization in order to effectively use systems and tools.

Asset Management

Department	
Office of the CAO	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget ($,000s)	
Compensation & Benefits	$409
Material, Operating and Other Cost	$40
Transfers	-
Total Operating Costs	**$449**
User Fees and Recoveries	($122)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($122)**
Net Levy	**$327**
Capital Budget	**-**
FTEs	**4.4**

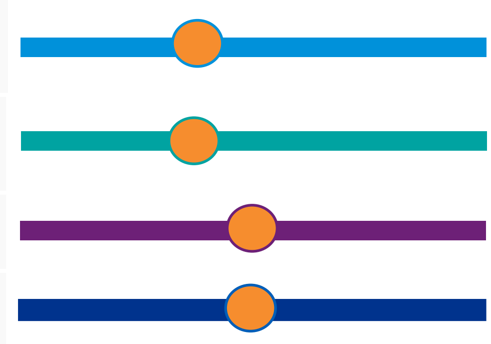
Service Description

The Asset & Technology Division manages and coordinates the delivery of the Municipality's asset management program, including development of asset management plans, maintenance of asset data, preparation of capital forecasts and funding strategies, and assistance with capital projects in terms of supporting project managers.

The Division also manages the procurement process of the Municipality.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Asset Management Program			
Asset Management Data			
Capital Planning			
Procurement			



Sub-Services	Service Description
Asset Management Program	Coordinates Infrastructure, Community and Development Services in terms of implementing and delivering Meaford's Asset Management Program, including the development and update of the Municipality's Asset Management Policy and Asset Management Plan.
Asset Management Data	Maintenance of the Municipality's asset management system and asset data.
Capital Planning	Support all departments in the preparation of capital forecasts and funding strategies for short-term and long-term planning of capital projects.
Procurement	Processes and policies that support the purchasing of goods within the Municipality.

Service Level Rationale

- Asset management is a mandatory service per O. Reg. 588/17 to report tangible capital assets by provisioning a corporate management approach to managing and maintaining municipal assets.
- There is an opportunity to better coordinate asset management responsibilities between various departments to improve the asset management program, work flow management and maintenance of asset management data. The Municipality is behind on funding its asset management needs.
- The asset management system is not updated to reflect key data (i.e., maintenance and repair data, building condition assessments).
- The Municipality has recently implemented use of the Bids & Tenders portal and has benefitted from electronic bid submissions and proper record keeping for procurement documents.

Service Profiles

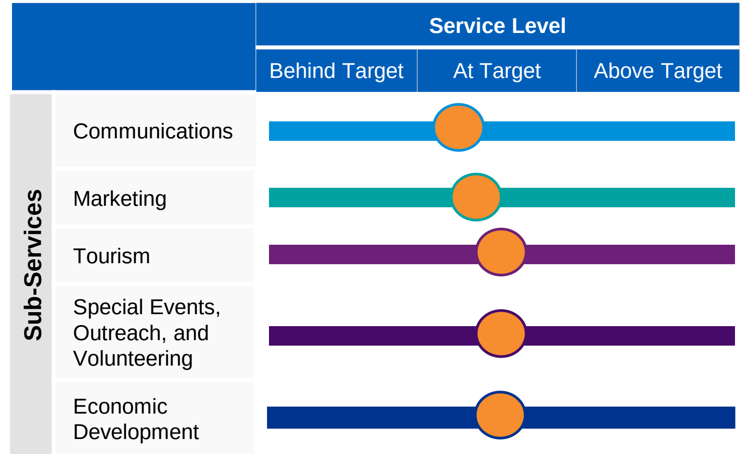
Strategic Initiatives

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget ($,000s)	
Compensation & Benefits	$325
Material, Operating and Other Cost	$398
Transfers	$27
Total Operating Costs	**$750**
User Fees and Recoveries	($158)
Transfers, Grants, Other Funding Sources	($102)
Total Operating Revenues	**($260)**
Net Levy	**$490**
Capital Budget	**$18**
FTEs	**3.3**

Service Description

Strategic Initiatives supports the organization by providing strategic and tactical communications services that enable the Municipality to meet its business and service goals through various engagement channels (website, social media, email, print media). The Division is also responsible for managing the Community Improvement Plan applications. The Division focuses on building relationships to support economic development, tourism, and special events, including marketing of Meaford services.

Sub-Services	Service Description
Communications	Provide strategic communication of engaging and informing the public, stakeholders, and employees about Municipal services and activities. Maintain corporate website and social media accounts to ensure effective two-way communication that promotes open and transparent government and services.
Marketing	Provide support for marketing activities and initiatives. Manage physical and digital graphic design, print production, and corporate publications.
Tourism	Promoting tourism for the Municipality by supporting the development of attractions, events, and partnerships.
Special Events, Outreach, and Volunteering	Support events on municipal property. Targeted outreach to specific community groups and management of volunteer groups.
Economic Development	Provides services in the form of building relationships between businesses and the local government, by means of business attraction and retention, investment, initiatives and developing opportunities to support local communities and businesses



Service Level Rationale

- Corporate Communications is an essential service to inform the public of Municipal activities. There is an opportunity to enhance service delivery by developing an annual business plan to streamline and prioritize internal and external communication needs.
- The Municipal website has over 200 pages and it is difficult for users to navigate and find information.
- Tourism and Special events are traditional services delivered by the Municipality as part of a holistic approach to promoting Meaford as a place to visit and live. There is an opportunity to enhance strategic collaboration and coordination of tourism services with the County, the Chamber of Commerce, and Destination Marketing Organizations (DMO)
- Economic Development is a traditional service that serves as a liaison between local businesses and the municipal government.
- Service levels are set based on Council and management direction. The Division believes that it is performing at target in terms of delivering its key service mandates.
- Stakeholders noted that there is an opportunity to improve data collection and monitoring capabilities to measure performance for strategic decision-making.

Finance Services

Financial Management

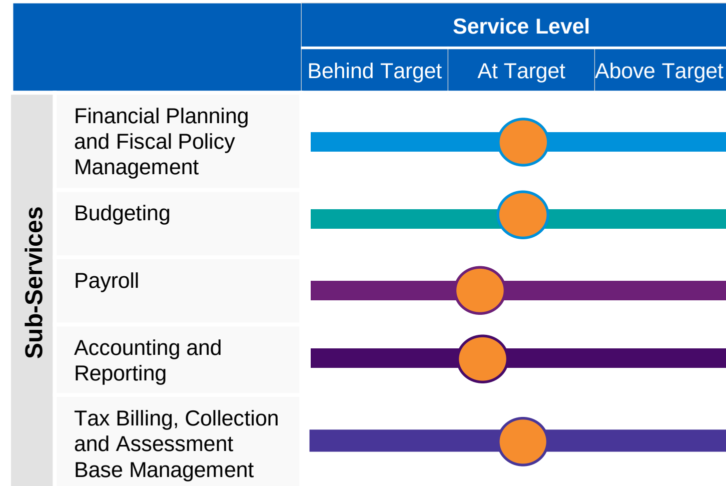
Department	
Finance Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget ($,000s)	
Compensation & Benefits	$507
Material, Operating and Other Cost	$582
Transfers	-
Total Operating Costs	**$1,089**
User Fees and Recoveries	($161)
Transfers, Grants, Other Funding Sources	($15)
Total Operating Revenues	**($176)**
Net Levy	**$913**
Capital Budget	**-**
FTEs	**6.0**

Service Description

Finance Services operates under the Treasurer and is responsible to ensure that the Municipality's finances are managed in accordance with the legislative and contractual requirements, and provides strategic fiscal advice to Council and departments. The department is responsible for operating and capital budgeting, customer service, taxation, accounts payable and receivable, payroll, utility, and general accounting.

The department provides the overall comprehensive financial strategy and its development of accountable and implementation of services, policies programs provided including financial planning, budget, accounting, revenue, purchasing and the management of all Municipal assets and technology.

Payroll was moved to Finance Services from HR in September 2021.



Sub-Services	Service Description
Financial Planning and Fiscal Policy Management	Develop and oversee corporate fiscal policies, internal control structures, annual budget and long-term resourcing strategies to support strategic priorities.
Budgeting	Business support for budget and resource planning, strategic procurement support, and other corporate initiatives.
Payroll	Manages payroll distribution and reporting.
Accounting and Reporting	Financial accounting and reporting of the Municipality's financial activities.
Tax Billing, Collection and Assessment Base Management	Preparation, mailing and collection of property taxes (and other corporate revenues). Also includes proactive review of assessment related issues and relationship management with MPAC.

Service Level Rationale

- Financial Management Services are classified as mandatory as they are required under provincial legislation: Municipal Act, Pension Benefits Act, Trustee Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, Development Charges Act, O.Reg. 588/17, and Grant agreements.
- Multiple stakeholders expressed the need to offer online payment options as part of process improvements via the use of technology platforms.
- Finance uses a legacy system (Keystone) for all key financial activities. This system is server based and often difficult to access remotely. The system also does not integrate well with other key systems used within the Municipality.
- Payroll uses different timesheet templates for different stakeholders. Timesheets are manually maintained and printed. There is an opportunity for the Municipality to leverage a timesheet management system that would enable faster payroll calculations and reduce paper consumption.

Development Services

Planning Services

Department	
Development Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget ($000s)	
Compensation & Benefits	$390
Material, Operating and Other Cost	$184
Transfers	-
Total Operating Costs	**$574**
User Fees and Recoveries	($248)
Transfers, Grants, Other Funding Sources	($59)
Total Operating Revenues	**($307)**
Net Levy	**$267**
Capital Budget	**-**
FTEs	**9.0**

Service Description

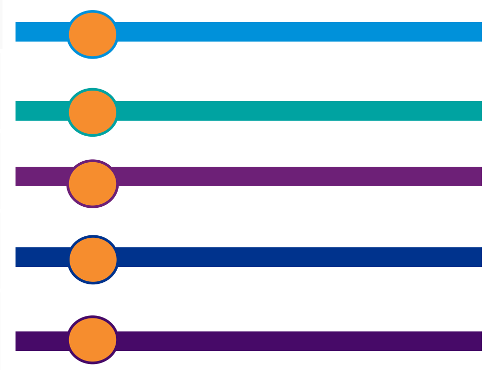
Planning Services is responsible for the planning and coordination of growth within the community. This includes land use planning policy and regulations review, waterfront strategy and climate change planning, heritage planning, community improvement plans (CIP), zoning administration, Committee of Adjustment, and all other development under the Planning Act, including review and approval of development applications.

Planning Services also generates advisory reports to address Councils Notices of Motion.

Meaford's Official Plan outlines the objective and policies to guide the short and long term physical development of lands within the municipality.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Policy Planning			
Zoning Administration			
Heritage Planning			
Urban Design			
Development Review and Approval			



Sub-Services	Service Description
Policy Planning	Establishes strategic priorities and programs to manage the long-term development of the Municipality.
Zoning Administration	Zoning by-law compliance review for planning, building permit and public applications.
Heritage Planning	Heritage planning services include designating, registering, and protecting heritage properties.
Urban Design	The development and implementation of urban design plans and policies to make Meaford a beautiful, sustainable and enjoyable place to live and work.
Development Review and Approval	The review and approval of development applications. Development applications include site plans, zone changes, subdivision, official plan changes, consent and minor variances.

Service Level Rationale

- An Official Plan is mandated by the Planning Act and is required to be reviewed every 10 years. Development approvals is a mandatory service under the Planning Act.
- The Municipality is experiencing a significant increase in the number and complexity of development applications impacting the department's capability to meet Planning Act timeframes.
- Staffing shortages and personnel turnover has impacted Planning Services' service capacity. Moreover, Planning Services does not have clearly defined processes and standard operating procedures. The Division is set to work on refining / improving its development application review processes along with refreshing the Municipality's land use planning policies to support economic growth.
- There are opportunities to digitize the development application review and approval process. Current processes are highly manual (emails, excel spreadsheets, etc.) and requires diligent tracking and communications with applicants and between departments and commenting agencies.

Building Services

Department	
Development Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget ($000s)	
Compensation & Benefits	$350
Material, Operating and Other Cost	$196
Transfers	-
Total Operating Costs	**$546**
User Fees and Recoveries	($546)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($546)**
Net Levy	**-**
Capital Budget	**-**
FTEs	**3.0**

Service Description

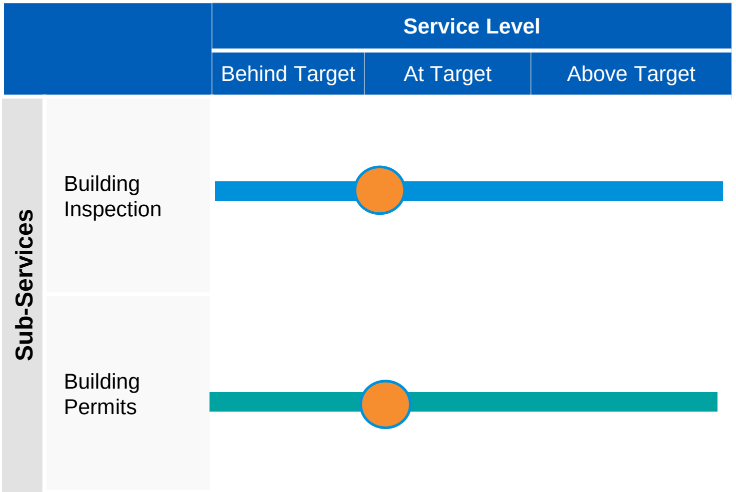
Building Services is responsible for the issuance and inspection of building permits and ensuring the Municipality's buildings are compliant with the Ontario Building Code Act, Municipal Act, and Planning Act.

Building Services also works with developers on permit processing and approval and educates the public about the Building Code.

Services include:

- Accepting, processing and issuing building permit applications
- Inspecting construction worked proposed under building permits
- Inspecting unsafe buildings / construction without permits

Service Level



Sub-Services	Service Description
Building Inspection	Provides building and construction inspections and enforcement; and to exercise powers and perform duties under the Building Code Act in connection with reviewing plans, inspecting construction, conducting maintenance inspections, and issuing orders in accordance with the Building Code Act.
Building Permits	Administration, review and issuance of building permits for construction of residential, industrial, and commercial buildings.

Service Level Rationale

- Building Services is a mandatory service guided by the Building Code Act and municipal bylaws.
- With economic and population growth, Building Services is experiencing increases in volume and complexity of building construction. Due to the volume of inspections and permit requests, staffing capacity has become a challenge. With the CBO retiring, talent attraction and retention will be a challenge. There is an opportunity to review the Division's staffing model.
- Current processes are highly manual further contributing to staff capacity challenges. The Department lacks mobile working capabilities to facilitate operational efficiency while working in the field. In addition, the Municipality lacks online payment options to collect user fees.
- The Municipality is in the process of obtaining CloudPermit to manage building permits digitally. AMO and MPAC recently announced a partnership with CloudPermit for an integrated e-permitting system for Ontario municipalities. Meaford has expressed interest in participating in AMO/MPAC's pilot program to implement CloudPermit. The Division is also looking at digital drawing review tools.
- The Building Services is at the risk of not meeting service levels with current resources and processes.

Municipal Enforcement

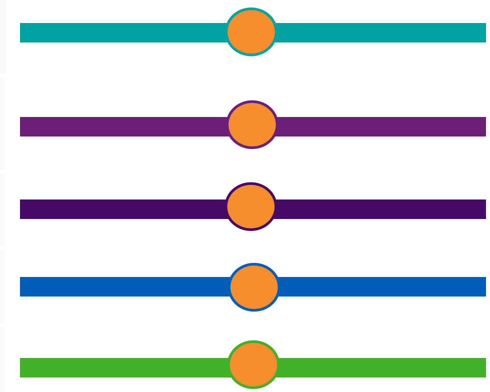
Department	
Development Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$252
Material, Operating and Other Cost	$152
Transfers	-
Total Operating Costs	**$404**
User Fees and Recoveries	($113)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($113)**
Net Levy	**$291**
Capital Budget	**-**
FTEs	**3.0**

Service Description

Municipal Enforcement is responsible for enforcement of municipal bylaws. Enforcement of the bylaws is governed by the bylaws themselves, the Provincial Offences Act (POA), and the Municipal Act.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Bylaw Enforcement			
Animal Control			
Crossing Guard			
Parking			
Licensing			



Sub-Services	Service Description
Bylaw Enforcement	Responsible for the enforcement of various municipal bylaws, such as animal control, noise, littering, property standards, etc.
Animal Control	Enforces the animal control bylaw to regulate the keeping, registration, licensing, control and welfare of certain classes of animals within the Municipality.
Crossing Guard	Provision of crossing guard locations along pedestrian routes to public schools to ensure the safe travel of students.
Parking	Enforces Meaford's parking bylaw rules and restrictions.
Licensing	The issuance of business, lottery, and animal licenses.

Service Level Rationale

- The Municipality has the authority to enact a broad range of municipal bylaws pursuant to the Municipal Act and other applicable provincial legislation. Enforcement of bylaws is governed by the Provincial Offences Act, the Municipal Act and other applicable legislation.
- With economic and population growth, the Division is experiencing increases in volume and complexity of compliance issues. The Municipal Enforcement team has been proactive in using technology (FirePro) to track enforcement cases and analyze response data for reporting and decision-making. Stakeholders noted that there is opportunity to improve data integration between FirePro and other municipal systems for operational efficiency (e.g., being able to review open burn permit data).

Community Services

Legislative Services

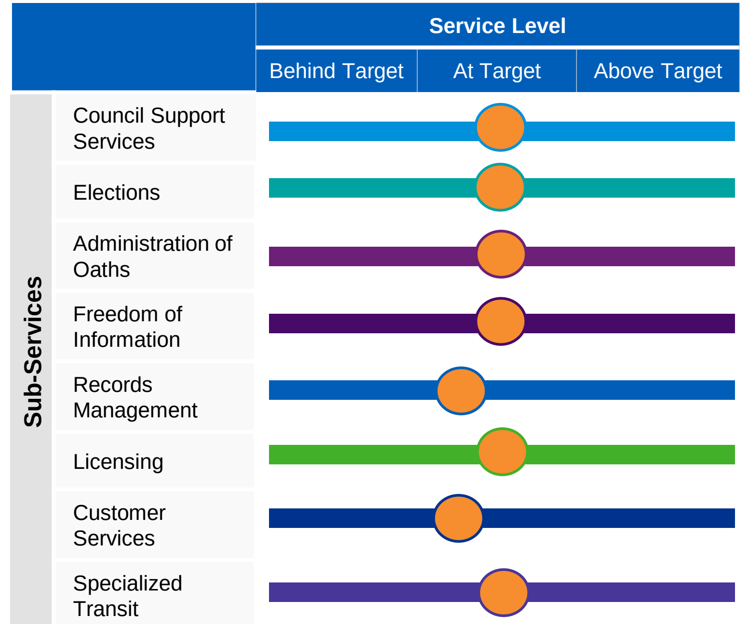
Department	
Community Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$228
Material, Operating and Other Cost	$676
Transfers	$0
Total Operating Costs	**$904**
User Fees and Recoveries	($121)
Transfers, Grants, Other Funding Sources	($49)
Total Operating Revenues	**($170)**
Net Levy	**$734**
Capital Budget	**-**
FTEs	**2.7**

Service Description

The Clerk's Office provides support to Council and Committees of Council. Key activities include council administration and support (agendas, minutes, etc.), elections, administration of oaths, Freedom of information (FOI) requests, licensing, claims, formal complaints, easement requests, sale of municipal lands and records management. The Clerk's Office is tasked to lead Meadford's accessibility program and community well-being initiatives.

The Clerk's Office also oversees the Municipality's customer service by supporting citizens with general inquiries and services needs. Individual departments also provide direct customer service for specific queries.

Sub-Services	Service Description
Council Support Services	Provides administrative support for council and committees (e.g., agenda preparation, minutes).
Elections	Administer municipal elections, including election results and election information in accordance with the Municipal Elections Act.
Administration of Oaths	Services include a formal signing or sworn statements/documents, such as affidavits.
Freedom of Information	Process FOI requests per the Municipal Freedom of Information and Protection of Privacy Act.
Records Management	Controls the creation, receipt, maintenance, use and disposition of Municipal records, including claims, legal agreements, real estate transactions, and service activities.
Licensing	The issuance of marriage licenses.
Customer Service	Provide front-desk and phone support for citizen inquiries and service requests.
Specialized Transit	Oversees contract performance of Meaford Moves+.



Service Level Rationale

- Legislatives Services is a mandatory service per the Municipal Act. Aspects of the Clerk's responsibilities are required to be provided by law, for example, the Clerk has authority to deliver municipal elections under the Municipal Elections Act, 1996.
- Services are delivered within legislative requirements; however, processes are still highly manual.
- Customer Service is an essential service to responding to inquiries and ensuring communication between the Municipality and its citizens and customers. Various stakeholders express opportunities to further streamline citizen inquiries and complaints via the foreAction platform and improve integration with other municipal systems for better workflow management.
- The Municipality currently uses TOMRMS as its key records management system. There is an opportunity to assess whether this system is serving the current and future needs of the Municipality, or should the Municipality explore alternative solutions.

Cultural Services

Department	
Community Services	
Service Type	
Traditional	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$662
Material, Operating and Other Cost	$933
Transfers	-
Total Operating Costs	**$1,595**
User Fees and Recoveries	($952)
Transfers, Grants, Other Funding Sources	($8)
Total Operating Revenues	**($960)**
Net Levy	**$635**
Capital Budget	**-**
FTEs	**10.8**

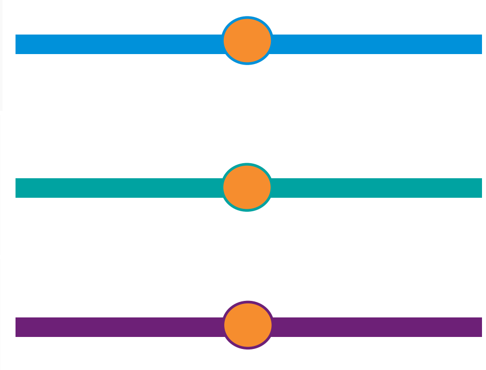
Service Description

Cultural Services is responsible for the delivery of community recreation programs to Meaford residents. At the same time, the Division facilitates and supports arts and culture activities of the Municipality. Service responsibilities include event management, facility rentals, program registration, and operations of Meaford cultural facilities.

The Division provides ongoing implementation of the Meaford Museum Strategic Plan, the Recreation and Culture Strategic Master Plan, Meaford Hall Strategic Marking Plan, and in collaboration with Parks Services, the Memorial Park Master Plan.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Recreation Programming			
Facility Bookings and Program Registration			
Arts and Culture Facility Operations			



Sub-Services	Service Description
Recreation Programming	Delivery of recreational programming for children, youth, adults, and seniors, such as summer camp, aquatics/sports, recreation, arts and cultural programming.
Facility Bookings and Program Registration	Provide customer service to manage bookings, rentals, and events at Meaford Hall and across all cultural and recreational facilities.
Arts and Culture Facility Operations	Operations of the Meaford Hall and Meaford Museum.

Service Level Rationale

- Cultural Services is a traditional service guided by Council direction, as well as industry maintenance and safety practices. Services have been significantly impacted by the COVID-19 pandemic with shut downs and limited operating hours. Achieving community expectations with limited resources has been a challenge.
- Cultural and recreational facilities are part of the Municipality's Asset Management Program of capital planning led by Asset & IT Services. Facility maintenance and capital project management is led by the Parks & Facility Services Division.
- The Meaford Museum is in a poor state of repair based on building condition assessment, and stakeholders indicated that the Museum's fit into the local community should be re-assessed.
- Socio-demographic changes are driving changes in service usage and citizen expectations. One of the key service priorities is to find a balance of program offerings to all community groups within resource capabilities.

Parks & Facility Services

Department	
Community Services	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$881
Material, Operating and Other Cost	$2,602
Transfers	$852
Total Operating Costs	**$4,335**
User Fees and Recoveries	($2,289)
Transfers, Grants, Other Funding Sources	($197)
Total Operating Revenues	**($2,486)**
Net Levy	**$1,849**
Capital Budget	**$2,118**
FTEs	**12.1**

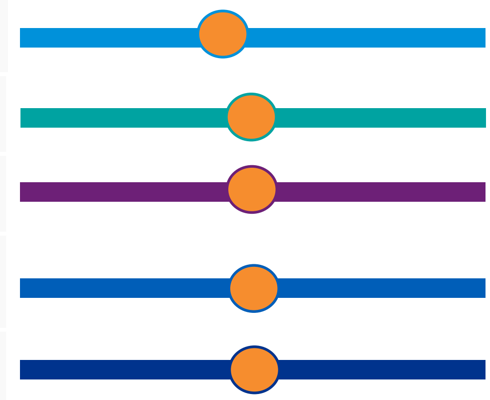
Service Description

Parks and Facility Services is responsible for the maintenance of all municipal owned buildings, such as the municipal office, cultural and recreational facilities (museum, arena, outdoor pool, community halls, harbour), public works garages, fire halls, and libraries. Individual departments occupying these buildings manage the daily operations.

The Division is also responsible for parks infrastructure, cemeteries, outdoor sport fields, trails, landscape, and green space operations and maintenance, landscape operations and management, as well as services for the Meaford Harbour and Memorial Park campgrounds.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Facilities Maintenance			
Cemetery Services			
Park Operations & Maintenance			
Sport Fields & Recreation Surfaces			
Business Services			



Sub-Services	Service Description
Facilities Maintenance	Provides proactive and reactive maintenance of all municipal facilities. This includes routine maintenance of buildings and unplanned maintenance activities resulting from unexpected emergencies and downtime.
Cemetery Services	Provides the community with attractive properties that are protected and preserved for the respectful disposition of the deceased while meeting legislated requirements.
Park Operations and Maintenance	Responsible for the maintenance of Meaford's park areas, campgrounds, trails, boat launches and waterfront areas, including the care and maintenance of horticulture displays.
Sport Fields and Recreation Surfaces	Responsible for the care, operation, and maintenance of these assets for long-term sustainable use for residents and stakeholders.
Business Services	Provides park-related customer service and operational coordination needs.

Service Level Rationale

- Facilities management is often considered an essential service to maintaining the building conditions of municipal facilities. Customer service has been a service priority; hence, reactive maintenance work often takes priority over preventive maintenance work.
- Parks is a traditional service guided by Council direction, as well as industry maintenance and safety practices.
- Parks and facilities are part of the Meaford's Asset Management Program to maintain these assets; however, current repair and maintenance data are not entered into the asset management system.
- Socio-demographic changes are driving changes in service usage and citizen expectations.

Fire Services

Department	
Community Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$562
Material, Operating and Other Cost	$572
Transfers	$177
Total Operating Costs	**$1,311**
User Fees and Recoveries	($180)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($180)**
Net Levy	**$1,131**
Capital Budget	**$277**
FTEs	**3.0**

Service Description

Meaford Fire Services provides fire prevention, suppression, technical rescues, investigation, public education, emergency medical services, and emergency management.

Fire Services is split between two fire stations – the Meaford Fire House, which covers the east side of the Municipality, the Inter Township Fire Department (ITFD) which covers the west portion of the Municipality. The ITFD is jointly owned with the Township of Georgian Bluffs. Fire Services deploys a volunteer firefighter model.

Sub-Services	Service Level: Behind Target	At Target	Above Target
Suppression		●	
Prevention		●	
Training and Safety		●	
Emergency Management		●	

Sub-Services	Service Description
Suppression	Respond to calls for service of emergency and non-emergency events that include fires, rescue, medical emergencies, hazardous materials and other public inquiries.
Prevention	Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and risk assessment of the community fire profile.
Training and Safety	Activities include completing skills maintenance and competency based training and education programs, routine maintenance and equipment checks, public interaction and site/building pre-planning activities.
Emergency Management	Provides the community with action plans and information on how to prepare and react to unexpected emergencies. Assists Departments with the development and implementation of business continuity plans.

Service Level Rationale

- Services are delivered as per the Fire Prevention and Protection Act (FPPA), municipal bylaws, and other relevant legislation and service agreements.
- Maintaining a volunteer fire department model has become a challenge with development growth. In an effort to reduce the risk and amount fire and emergency incidents, additional focus is needed for prevention work, specifically on public education and awareness. The Municipality is updating its open air burn bylaw to better manage the risks of open air fires.
- FirePro is the main system used to manage records and service activities. Fire Services is implementing a digitized system to process open burn applications to as part of modernizing internal processes for greater efficiency.

Police Services

Department	
Community Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
Out-of-Scope	
2022 Budget ($000s)	
Compensation & Benefits	-
Material, Operating and Other Cost	$2,121
Transfers	-
Total Operating Costs	**$2,121**
User Fees and Recoveries	($3)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($3)**
Net Levy	**$2,118**
Capital Budget	**-**
FTEs	**n/a**

Service Description

The Ontario Provincial Police (OPP) Grey-Bruce detachment is responsible for ensuring the safety and well-being of the community.

The detachment services the municipalities of the Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Municipality of Meaford, Township of Southgate, Town of South Bruce Peninsula, Municipality of Northern Bruce Peninsula, Saugeen First Nation and assistance to the Neyaashiinigmiing First Nation Police Service.

Services are focused on crime prevention and investigation, roadways, waterways and trails enforcement, and addressing local issues. The contract with OPP is managed by the Clerk's Office.

Sub-Services	Service Description
Crime Prevention and Investigation	Primarily focused on driving down and preventing crimes through investigation, public education, and community collaboration.
Roadways, Waterways, and Trails Enforcement	Focused on reducing fatality, injury and property damage on roadways, waterways, and trails.
Other Operational Commitments	Focus on building community well-being by working with communities on mental health, victim/family assistance, transfer of care protocols with healthcare facilities, and streamline collision reporting.

Sub-Services	Service Level: Behind Target	At Target	Above Target
Crime Prevention and Investigation			
Roadways, Waterways, and Trails Enforcement			
Other Operational Commitments			

Service Level Rationale

Out-of-scope

Infrastructure Services

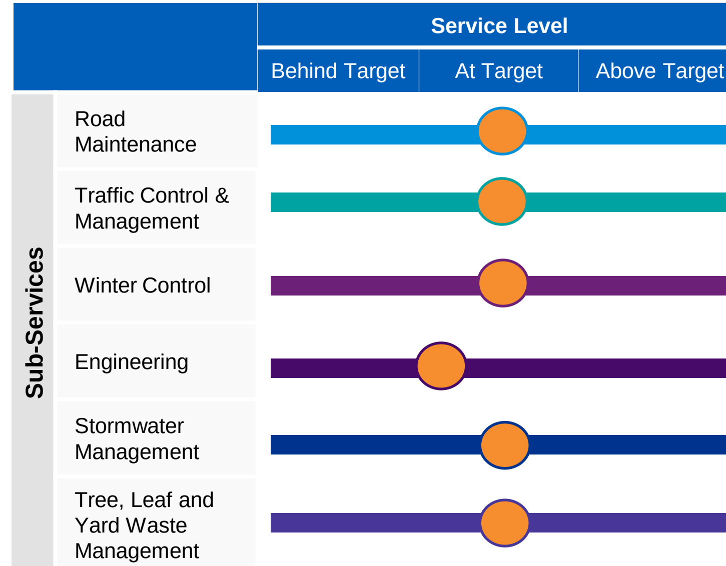
Transportation Services

Department	
Infrastructure Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$1,982
Material, Operating and Other Cost	$3,341
Transfers	$2,840
Total Operating Costs	**$8,163**
User Fees and Recoveries	($1,328)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($1,328)**
Net Levy	**$6,835**
Capital Budget	**$7,875**
FTEs	**22.5**

Service Description

Transportation Services is responsible for maintaining and responding to issues related to the Municipality's road network, winter control program, sidewalks, bridges, culverts, traffic signals, signs, storm management, tree removal, etc.

Sub-Services	Service Description
Road Maintenance	Provides road, bridges, sidewalks, and municipal parking lot maintenance and repair.
Traffic Control and Management	Responsible for traffic control and maintenance of the Municipality's traffic signals, street signs, street lights and pavement markings.
Winter Control	Winter Control Services (ploughing, snow removal, pre-treating, sanding/salting) are provided along roads, laneways, sidewalks and municipal parking lots.
Engineering	Oversee vendor performance of engineering services and construction of municipal infrastructure. Key activities include capital project management, engineering design and review, long-range infrastructure planning, site servicing and utility coordination.
Stormwater Management	Maintenance of the Municipality's stormwater and drainage system. Respond to and address any flooding issues.
Tree, Leaf and Yard Waste Management	Forestry management of trees on municipal property. Operate Meaford's Yard and Waste Depot.



Service Level Rationale

- All maintenance activities are delivered in accordance with Minimum Maintenance Standards (MMS) and Council directions.
- Transportation Services is operating at target according to legislative requirements; however, it is becoming a challenge to keep up with service needs as more infrastructure is added to the Municipality's portfolio with development growth.
- Managing customer complaints has been a challenge. There is an opportunity to improve work order management with the use of a work order management system.
- The Municipality as a whole needs to improve infrastructure data management processes and better usage of the asset management system, especially when multiple departments are involved.
- The Municipality currently does not have in-house engineering resources and rely on contractors for subject matter expertise. With development, there is an opportunity to re-assess Transportation's resourcing model.

Fleet Maintenance

Department	
Infrastructure Services	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	-
Material, Operating and Other Cost	$997
Transfers	$350
Total Operating Costs	**$1,347**
User Fees and Recoveries	($560)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($560)**
Net Levy	**$787**
Capital Budget	**$450**
FTEs	Provided by Transportation Services

Service Description

The Municipality deploys a centralized model of managing the preventative and reactive maintenance of municipal vehicles and equipment used for service delivery, including managing fuel, parts, and small tools inventory. The procurement and lifecycle costing data is managed by Assets & Technology as a whole; however, specific asset procurement, replacement, or renewal plans are determined by each department.. Vehicles are primarily used for the following services:

- Fire
- Transportation / Public Works
- Water and Wastewater
- Building
- Bylaw Enforcement
- Parks
- Transit

Sub-Services	Service Level: Behind Target	Service Level: At Target	Service Level: Above Target
Vehicle & Equipment Management and Maintenance		●	
Fuel, Parts and Small Tools Inventory Management		●	

Sub-Services	Service Description
Vehicle & Equipment Management and Maintenance	Conducts preventative and reactive maintenance on the Municipal vehicle fleet and equipment.
Fuel, Parts and Small Tools Inventory Management	Manages the Municipal stockrooms and inventory rooms containing fuel, parts and small tools.

Service Level Rationale

- Fleet maintenance is delivered in accordance with corporate policies to meet service needs.
- Better data integration is needed to manage municipal fleet data.

Water and Wastewater Services

Department	
Infrastructure Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$845
Material, Operating and Other Cost	$2,720
Transfers	$2,043
Total Operating Costs	**$5,608**
User Fees and Recoveries	($5,493)
Transfers, Grants, Other Funding Sources	($115)
Total Operating Revenues	**($5,608)**
Net Levy	**-**
Capital Budget	**$2,140**
FTEs	**8.0**

Service Description

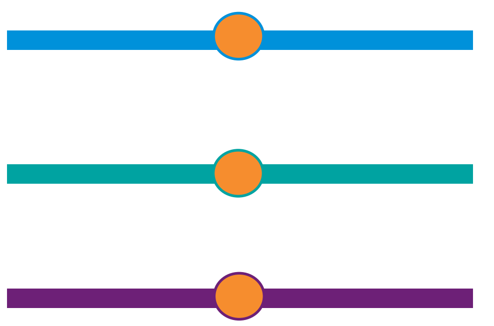
Water and Wastewater Services is responsible for providing all residents and businesses of Meaford with safe drinking water and the collection and treatment of sanitary wastewater from all connected properties within the Municipality to the sewage system.

The supply, treatment and distribution of safe drinking water is a mandatory service provided by the Municipality. The Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and Municipal by-laws dictate the service level for water treatment and distribution.

Wastewater services must comply with various ECAs, Federal and MECP legislation and municipal By-laws, and adhere to service level standards set by various legislations.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Water Supply, Treatment, and Distribution			
Wastewater Collection and Treatment			
Engineering and Compliance			



Sub-Services	Service Description
Water Supply, Treatment, and Distribution	The treatment and distribution of clean, safe drinking water to the municipal water customers of Meaford. In addition, the division works with neighbouring communities to protect and preserve water resources.
Wastewater Collection and Treatment	The collection and treatment of sanitary wastewater from all connected properties within the Municipality.
Engineering and Compliance	Oversees water and wastewater infrastructure. Responsible for ensuring water and wastewater services meet minimum compliance and quality standards set out in relevant legislation

Service Level Rationale

- Water Services are delivered in accordance with the Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and municipal by-laws.
- Wastewater Services are delivered in accordance with various ECAs, Federal and MECP legislation and municipal by-laws.

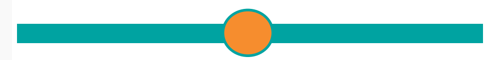
Waste & Recycling Services

Department	
Infrastructure Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget ($000s)	
Compensation & Benefits	$13
Material, Operating and Other Cost	$1,384
Transfers	-
Total Operating Costs	**$1,397**
User Fees and Recoveries	($632)
Transfers, Grants, Other Funding Sources	($130)
Total Operating Revenues	**($762)**
Net Levy	**$635**
Capital Budget	**-**
FTEs	**0.3**

Service Description

Waste & Recycling Services provide bi-weekly curbside garbage collection and weekly recycling and compost collection. Waste & Recycling also provides waste diversion options via the Miller Waste Transfer Station and drop off locations for special waste, such as electronic and hazardous waste, leaf and yard waste, and bulk items. Services are delivered by a contracted vendor.

Sub-Services	Service Level: Behind Target	At Target	Above Target
Solid Waste Collection, Management & Processing			



Sub-Services	Service Description
Solid Waste Collection, Management & Processing	The collection and management of solid waste and recyclable material. Collection is contracted to a 3rd party vendor and the Department oversees contract performance. Household hazardous waste drop-offs are available at designated locations.

Service Level Rationale

- Environmental Services is operating at target in accordance with municipal bylaws, MECP legislation and ECAs.
- Service volume is increased with the growth of population and residential neighbourhoods.

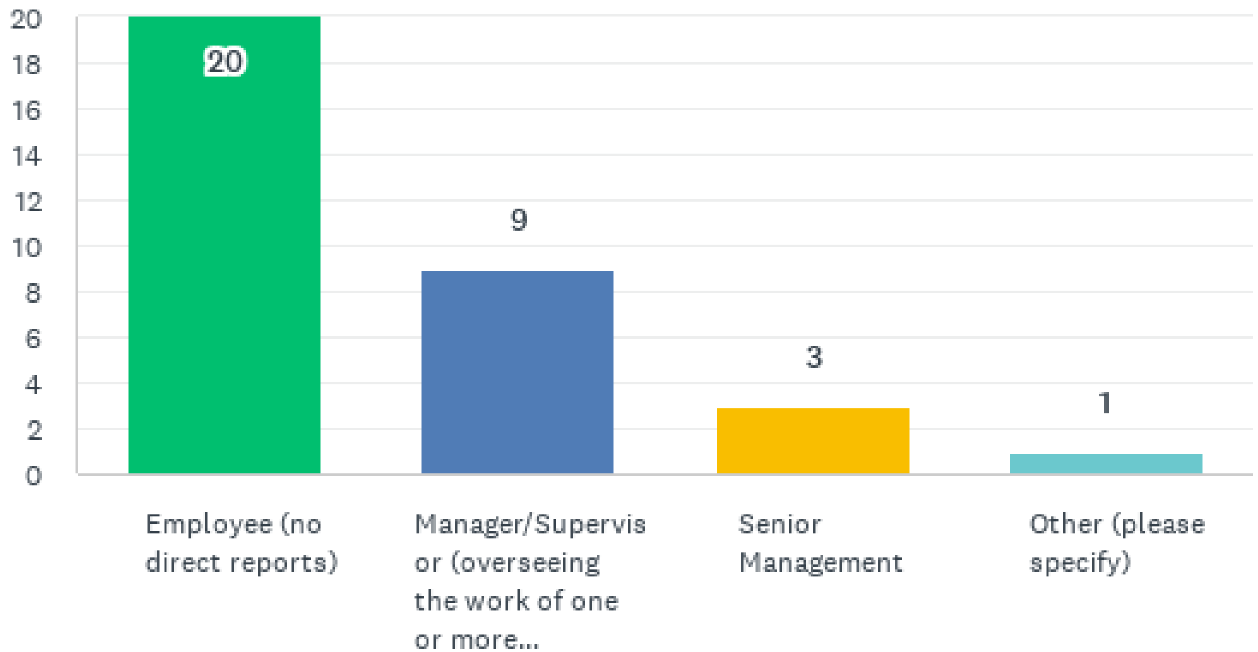
Appendix E - Employee Survey Results

Municipality of Meaford
Municipal Service Delivery Review
Final Report

Employee Survey Results

Q1: What is your current level of responsibility at the Municipality?

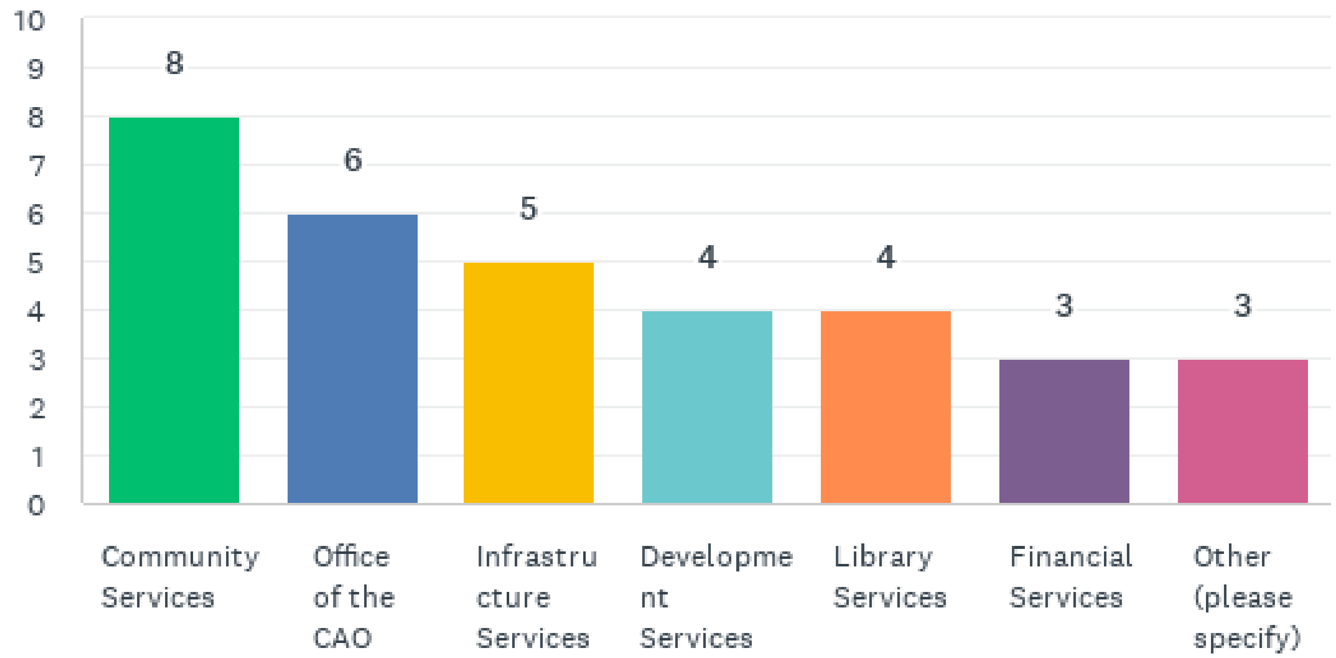
Answered: 33 Skipped: 0



Employee Survey Results

Q2: Please identify your department.

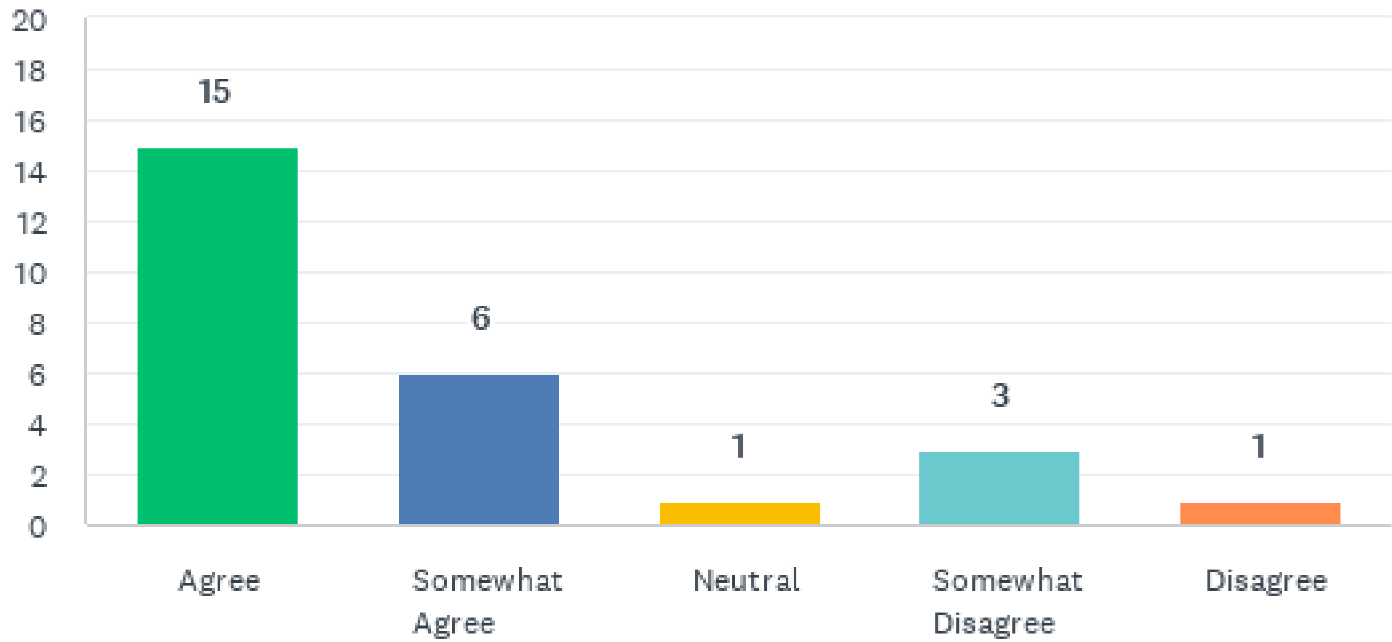
Answered: 33 Skipped: 0



Employee Survey Results

Q3: Are you clear about your department's key objectives or priorities?

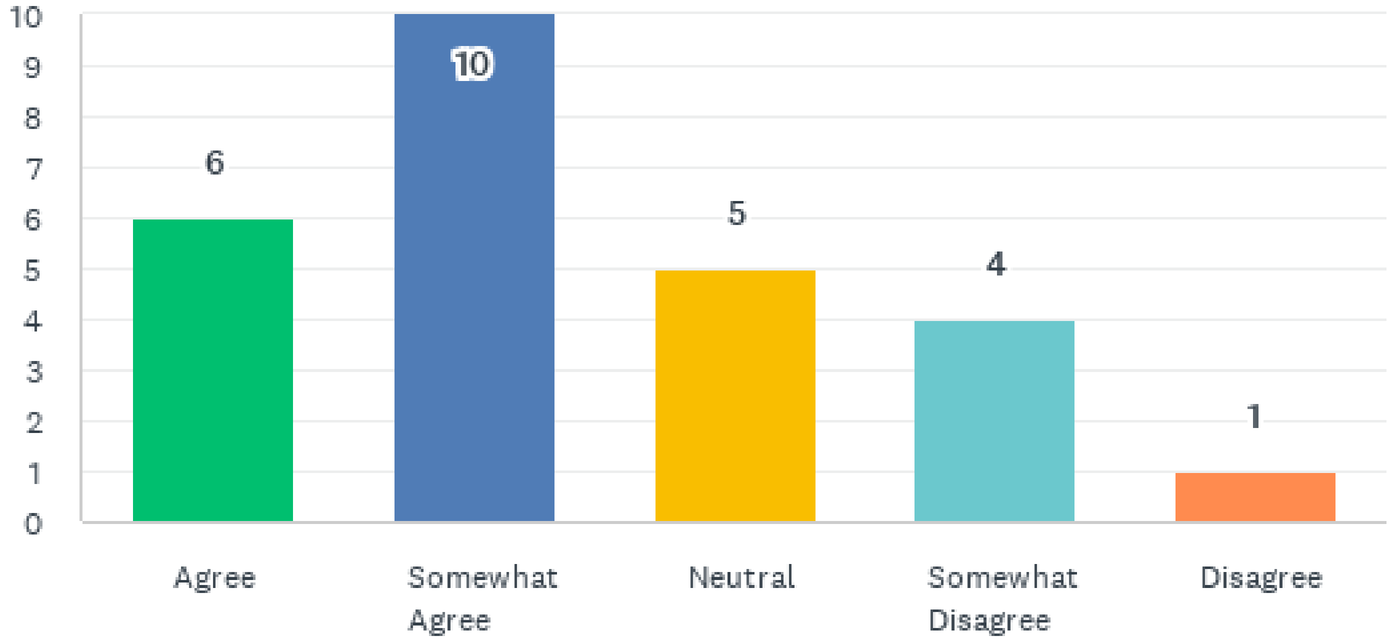
Answered: 26 Skipped: 7



Employee Survey Results

Q5: For your department, the service areas and service levels are aligned with Council's strategic priorities.

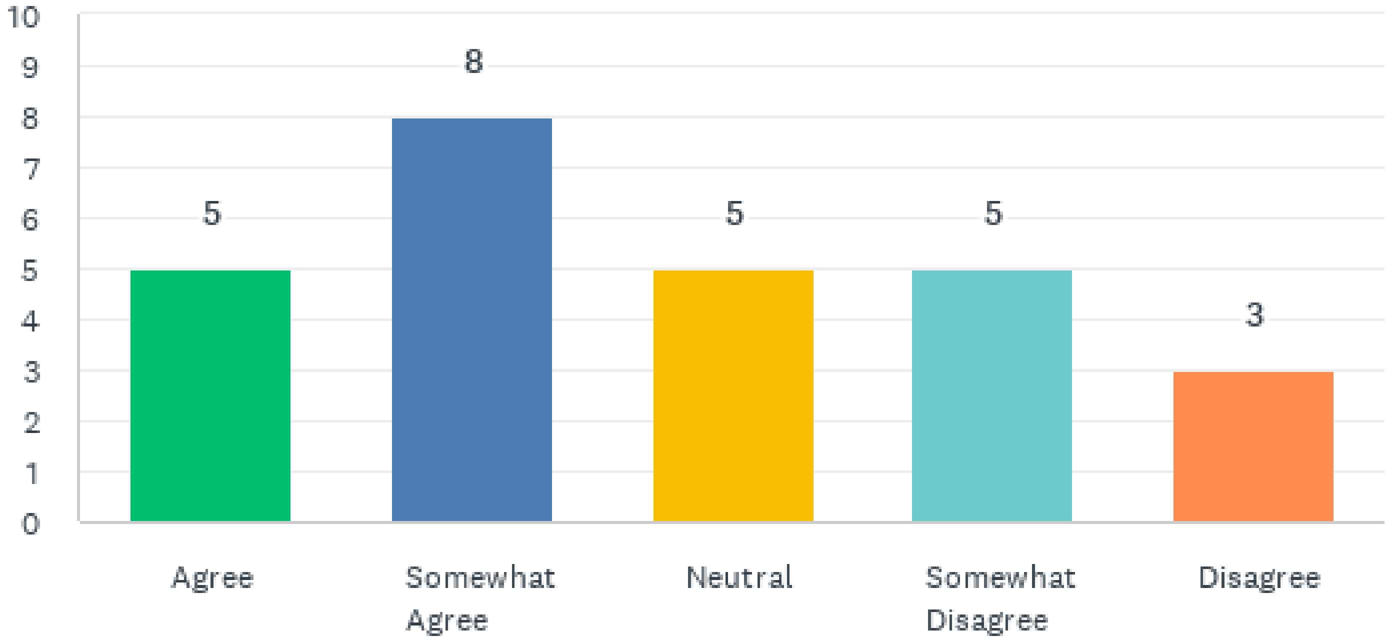
Answered: 26 Skipped: 7



Employee Survey Results

Q6: For your department, do you think the service levels are set appropriately given the needs of the community and your resource capabilities?

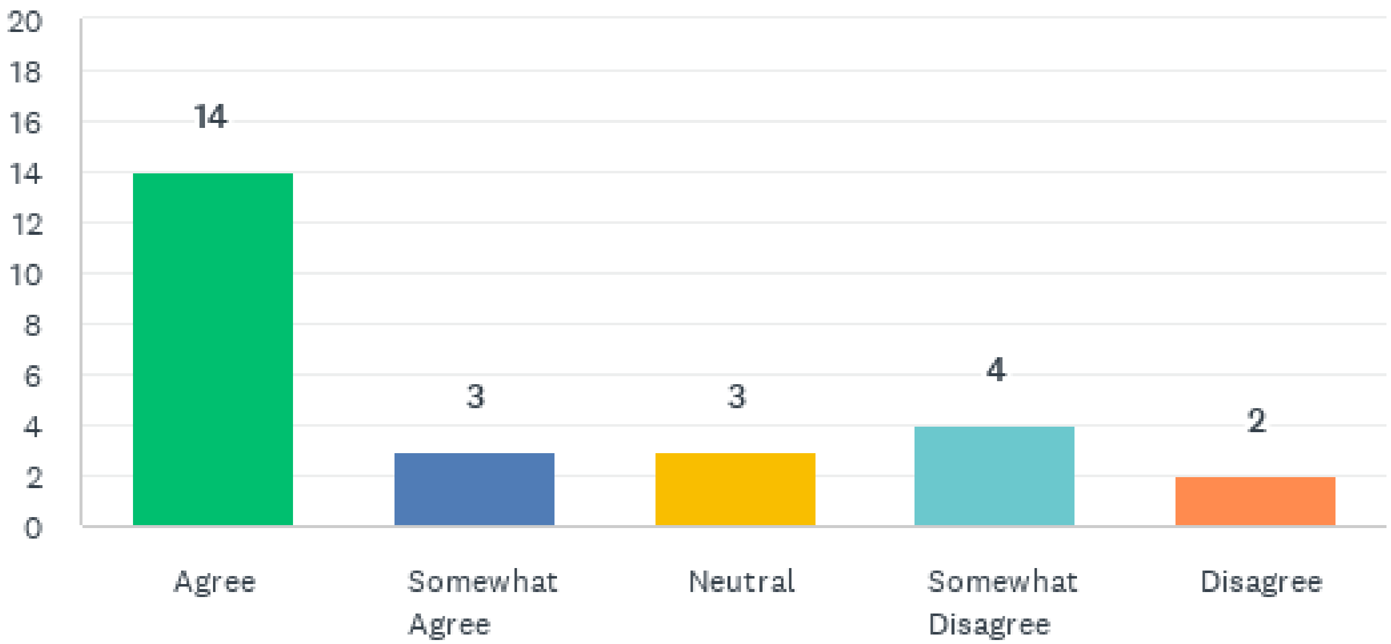
Answered: 26 Skipped: 7



Employee Survey Results

Q7: Your department currently has the right number of Supervisors, Managers, Directors and Executive Directors overseeing the department.

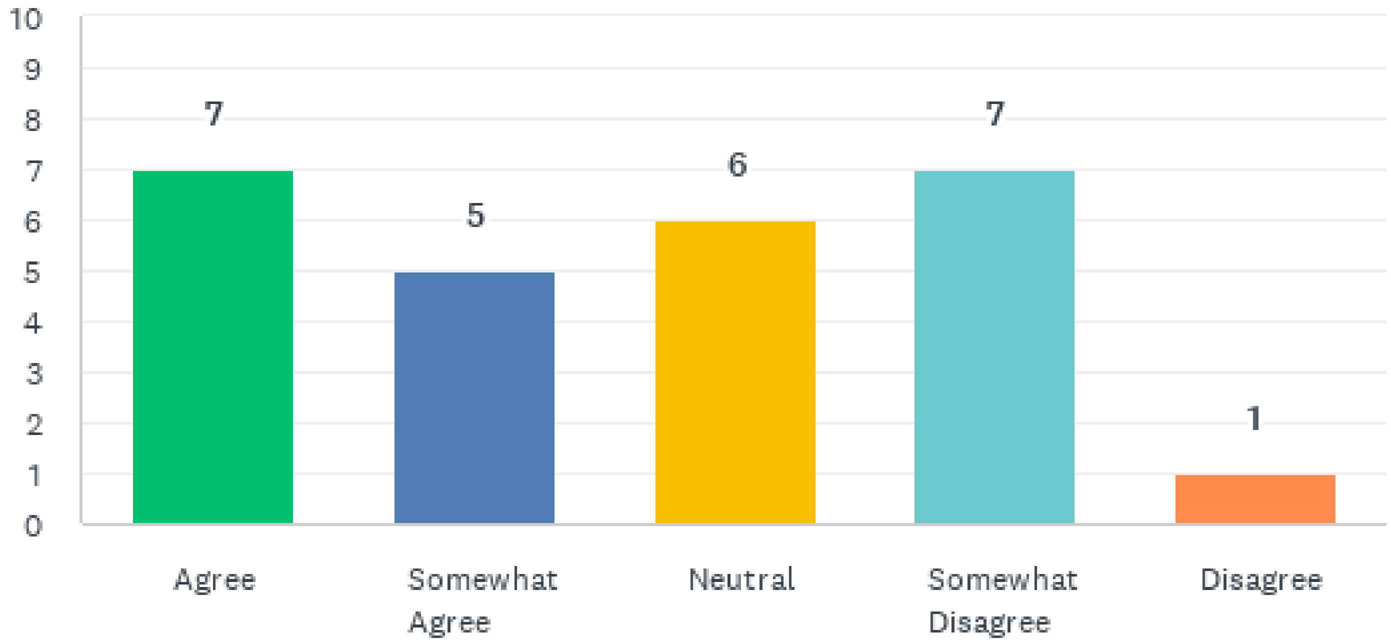
Answered: 26 Skipped: 7



Employee Survey Results

Q8: In the organization, the right positions work together as needed.

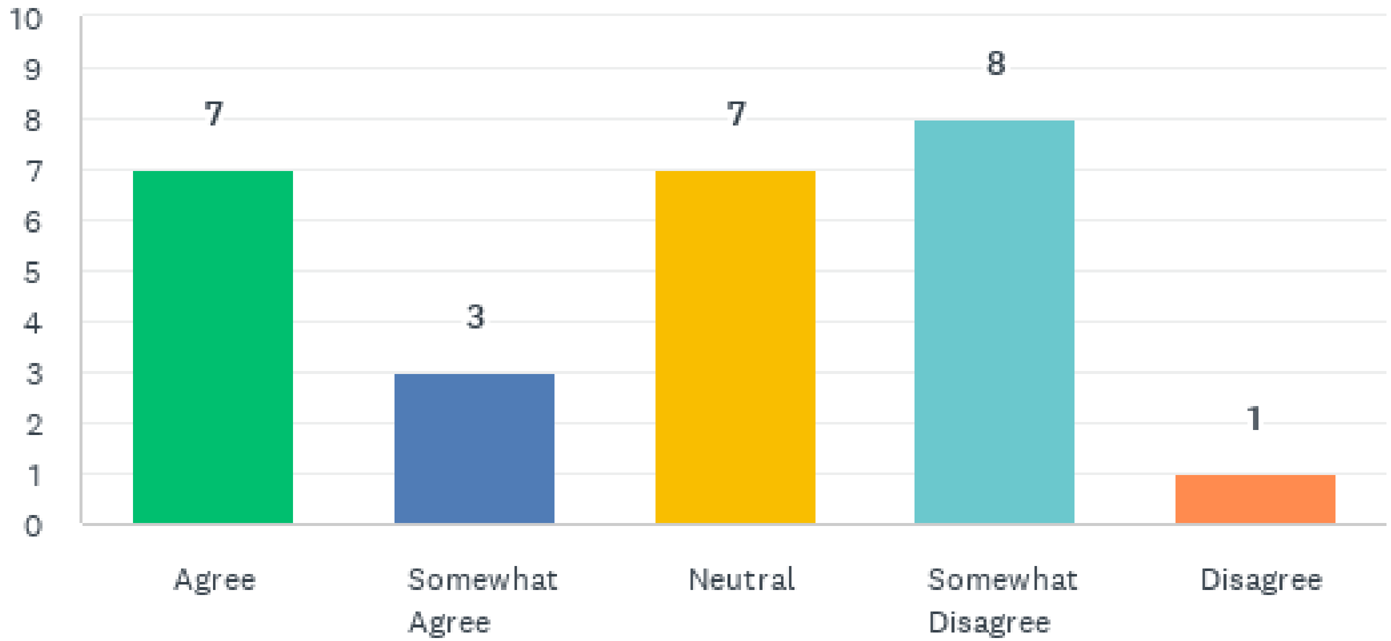
Answered: 26 Skipped: 7



Employee Survey Results

Q9: Roles and accountabilities for different positions are clear. The division and allocation of work and responsibilities are balanced.

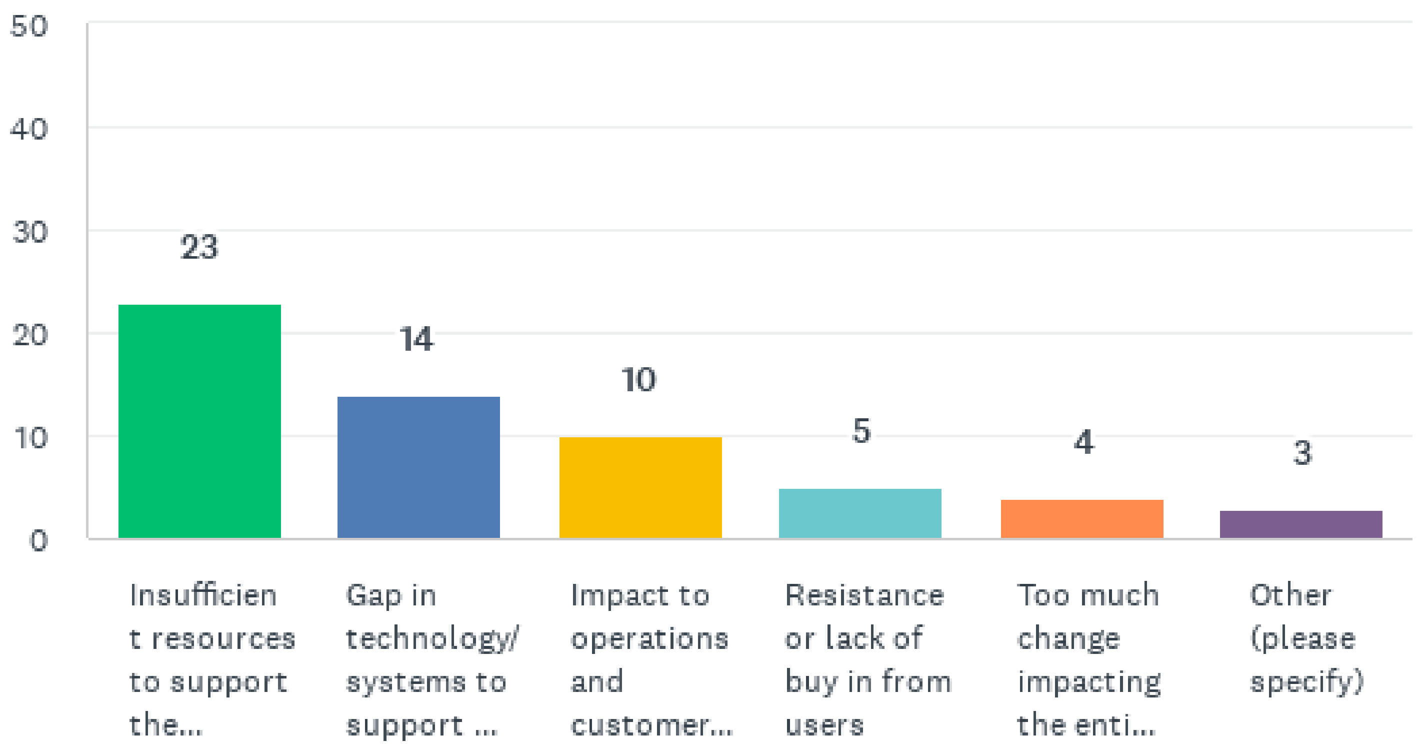
Answered: 26 Skipped: 7



Employee Survey Results

Q10: What are the key risks the Municipality should consider if adjusting the overall service delivery approach of your service areas?

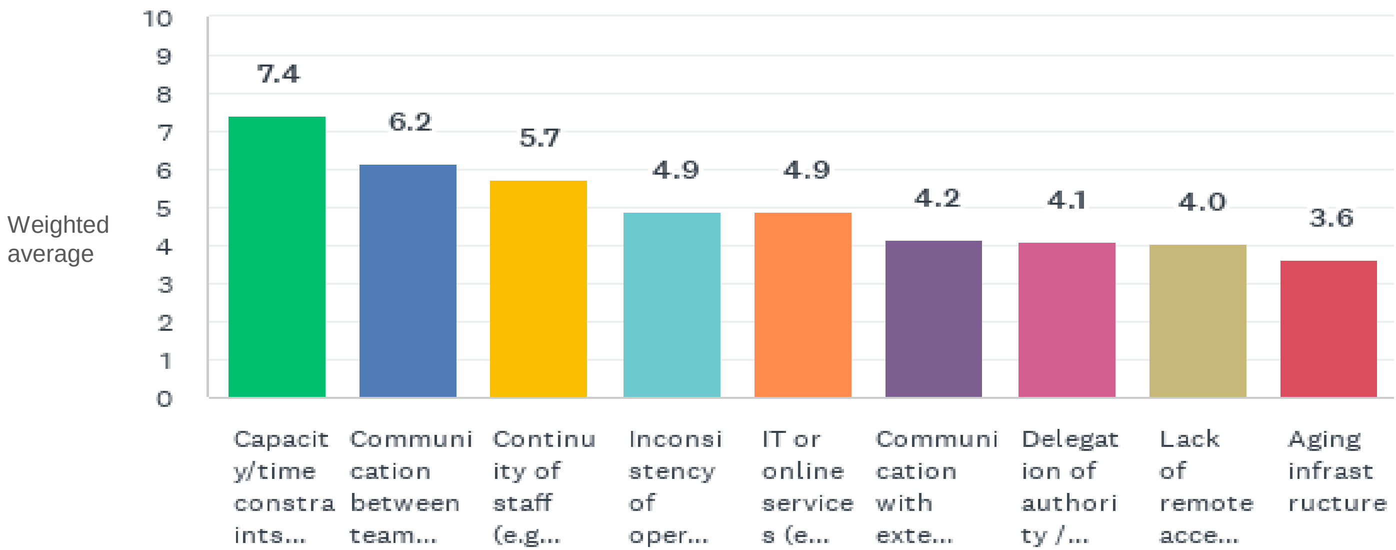
Answered: 26 Skipped: 7



Employee Survey Results

Q11: What is the biggest challenge or constraint in your daily activities for service delivery? Please rank the following options from 1 to 10 with 1 being the most challenging. Please note that each ranking can only be used once.

Answered: 26 Skipped: 7



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