



North Simcoe Municipal Service Review

Councillor Information
Session



April 19, 2021

Welcome!

Agenda

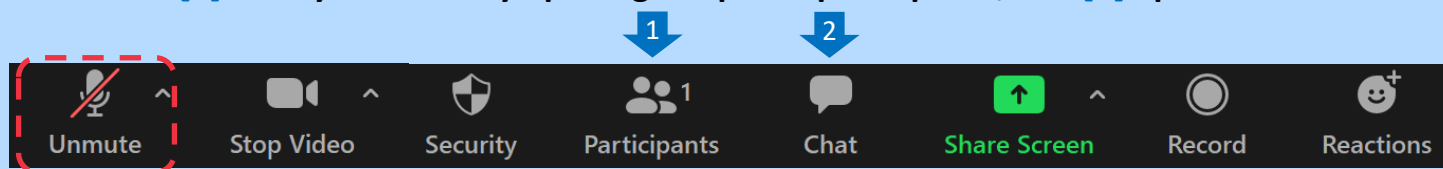
Time	Topic
10 Minutes	Welcome and Project Overview <ul style="list-style-type: none">• Introductions• Project Context, Objectives & Success• Project Approach & Methodology• Key Deliverables• Timeline• In-Scope Services
25 Minutes	Findings to Date <ul style="list-style-type: none">• Key Themes from Current State Analysis• Comments from Public Survey
20 Minutes	Recommendations
40 Minutes	Questions and Discussion

Virtual Meeting Housekeeping Items

- Please stay on mute when you are not speaking
- If you are experiencing connection issues, turning your webcam off can help
- Please use the chat and hand raising functions throughout the session:
 - *Hand raising* for verbal questions and comments
 - *Chat* for adding additional ideas or information while the presentation is ongoing



Open task bar by hovering near the middle of your screen. Below are the options to [1] raise your hand by opening the participants panel, and [2] open chat



Context and Objectives for Today

Today, we want to take this time with municipal councils to achieve few objectives:

- 1 *Provide an update on the Service Delivery Review project, including what's been completed and what is next with respect to implementation ideas.*
- 2 *Highlight what we heard with respect to how services are delivered today --what already works well and where opportunities exist.*
- 3 *Provide a summary of recommendations for the North Simcoe Municipalities moving forward.*
- 4 *Allow for comments, questions, or feedback on the findings and recommendations.*



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Project Overview

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Introduction to the Project

Introduction & Context

- In early 2019, the Ontario Government granted 405 small and rural communities a one-time **Municipal Modernization Payment** to improve service delivery.
- Following these grants, the Ontario Government expanded upon its initiatives to help municipalities become more efficient and modernize service delivery, while protecting front line jobs, by announcing a **Municipal Modernization Program** for municipalities who received the previous Modernization Payment.
- The Modernization Program granted municipalities **funding for a third-party service delivery review** to provide specific and actionable recommendations for **cost savings and improved efficiencies**.
- The Town of Midland, Town of Penetanguishene, Tay Township, and Township of Tiny (collectively “the Municipalities”) were successful in their application under the Municipal Modernization Program and have **hired Optimus SBR to undertake a joint Municipal Services Review**.
- The Service Review will consider all in-scope service areas through the lens of both the individual Municipalities as well as North Simcoe collectively.



Driver

- The overall driver for the engagement is to evaluate **how the Municipalities currently provide services** and **provide recommendations to improve service delivery effectiveness and efficiency** across each Municipality, and across North Simcoe as a whole

About Service Delivery Reviews

What is a Service Delivery Review?

- Service Delivery Reviews are a **common exercise** for Municipalities to:
 - 1 **Gauge their level of service** across all business units; and,
 - 2 See where **opportunities for efficiency and effectiveness** exist.

Why Do It?

- The intent of the North Simcoe Service Delivery Review is to consider “**who does what**” in the context of what is best and meets the needs of North Simcoe residents and businesses looking ahead for the next twenty (20) years.
- It is the goal of the four (4) Municipalities to **investigate service delivery improvements** and to **identify more efficient and effective ways of operating.**

Our Project Objectives and Success



Objectives

- **Conduct a review of in-scope services** currently provided by the four municipalities of North Simcoe – *Tay, Tiny, Midland and Penetanguishene*
- Identify **opportunities to modernize service delivery**
- Make it **easier** for residents and businesses **to access services**
- Allow for **more efficient and effective operations** going forward



Success

- A **clear understanding** of current in-scope services and service delivery methods
- Develop realistic and actionable recommendations that will result in **enhanced public value**, and will:
 - Improve the allocation of service responsibilities;
 - Address duplicate activities;
 - Reduce operating costs;
 - Increase effective and responsive decision making; and,
 - Promote long-term sustainability of municipal services.



Areas of Focus for Service Delivery

Our review has been guided by examining five major components of the in-scope services provided by the Four (4) North Simcoe Municipalities:



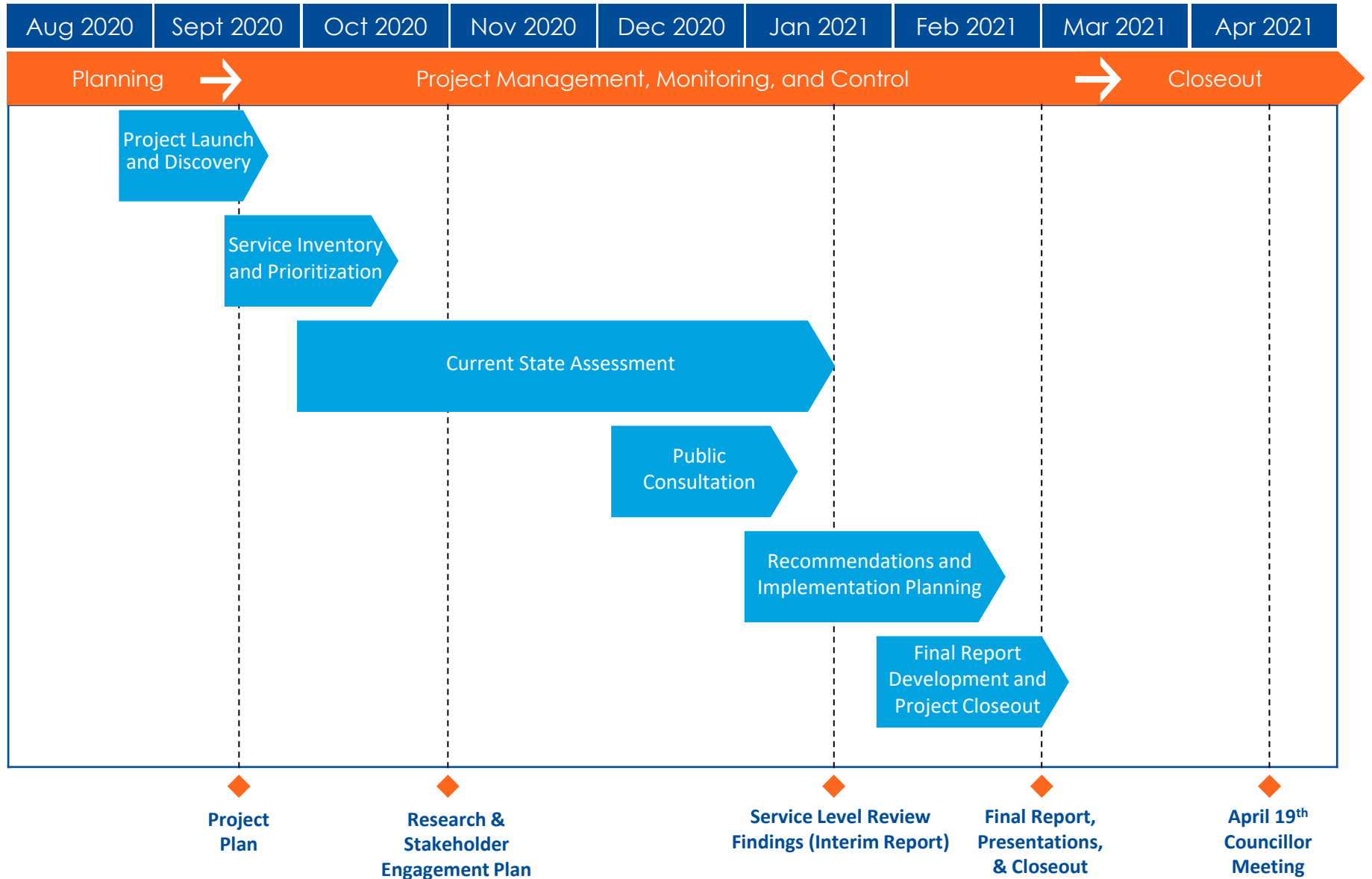


Project Approach & Methodology

Optimus has worked closely with the Municipal Project Team throughout each of the project steps:



Project Timeline



Project Principles

The following principles were applied to the review with the North Simcoe Municipalities

1 *We will understand current in-scope services and service delivery methods employed today*

2 *We will identify opportunities to modernize service delivery and improve access to services for residents and businesses*

3 *We will ask for and include feedback and ideas from stakeholder groups, including the public*

4 *We will seek to develop recommendations that enhance public value, create long-term sustainability, and allow each municipality to maintain their unique identities*

5 *We will NOT examine services with a view toward Municipal amalgamation*

In-Scope Services

Municipal Services Under Review

1 Human Resources/Health & Safety

2 Procurement

3 Communication, Marketing & Tourism

4 Information Technology

5 Legal Services

6 Land Use Planning

7 Building Services

8 Emergency Management

9 Fire & Emergency Services

10 Engineering Services

11 Fleet Management



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Findings to Date

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Stakeholder Engagement

The development of the report included a review of information provided by the Municipalities as well as input received from:

- The leadership/management responsible for the in-scope services
- Staff survey and presentation
- Four Public Townhalls and an online Survey (273 survey responses)
 - Penetanguishene – 44 Tay Township – 68
 - Midland – 62 Tiny Township – 94
- Councillor Survey (13 responses received via survey, email, telephone)
- CAO and Senior Leadership Team working sessions
- Other relevant stakeholder groups

The recommendations have been developed to address the findings and review opportunities, including those presented by the stakeholders listed above.

Key Themes

Theme 1:

Willingness to Collaborate and
Consistent Commitment to
Service Excellence

Theme 2:

Lean Staffing Levels with Some
Staff Wearing Multiple Hats

Theme 3:

Limited Collection of Metrics
or Data

Theme 4:

Municipalities are
Independently Procuring
Similar Services

Theme 5:

Unique Municipal Identities
and Some Urban-Rural
Differences Exist

Theme 6:

Positive Resident Feedback on
Staff Interactions

Key Themes – Public Survey

Most Important Service Delivery Characteristics



- Customer Focused - Customer Service
- Accountable and Transparent
- Easy to access
- Speed
- Technology driven

Current Service Delivery Strengths



- Positive assessments of customer service interactions
- Residents' perceptions, based on interactions with staff, that staff are overburdened and overloaded with tasks

Current Service Delivery Challenges



- Email or phone message responses can be slow
- difficulty reaching the 'right person'
- Experiences vary significantly by department

Summary of Opportunities

Overall, we heard there is a lot of good work already in place with respect to service delivery!

- **Many of the opportunities involve further development, or “taking the next step” for continuous improvements.**



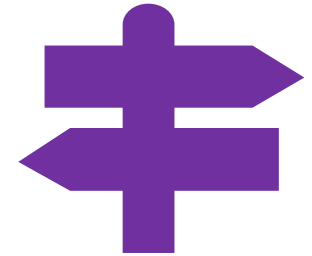
Enhance Capacity to use Data and KPIs



Continue and Expand Collaboration & Sharing



Support Staff through “Peaks and Valleys”



Build Consistent Processes and Plans



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Recommendations

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Summary of Recommendations

The Optimus SBR team has developed 38 recommendations for consideration by the North Simcoe Municipalities which focus on furthering existing collaboration efforts in the region

- Generally, the recommendations address several common themes and objectives:
 1. Collaboration between the four municipalities to reduce duplication and/or leverage larger economies of scale
 2. Enhance the consistency across municipalities with respect to processes and tools for the delivery of services
 3. Address the peaks and valleys of staffing/resources for the delivery of services

Where possible, recommendations build on examples of similar activities in other jurisdictions, however they are also focused on the North Simcoe context

Summary of Recommendations

As the Municipalities review and consider recommendations, it should also be highlighted that:

1

Recommendations represent ‘incremental/continuous improvement’ for service delivery in many cases as the North Simcoe Municipalities already have a strong history of leveraging the “power of four” across the region.

2

Many of the recommendations reflect incremental improvements over wholesale changes to service delivery.

3

In many cases, participation from all Municipalities is not an absolute requirement.

4

Finally, it should be recognized that this Report has been developed in parallel to the County of Simcoe’s own Service Delivery Review.

Service Recommendation:

Human Resources / Health and Safety

- **Current State:** Knowledgeable staff with policies and procedures in place; some collaboration across municipalities; limited resources to focus on activities beyond day-to-day transactions.
- **Recommendations:**
 1. Shared Delivery Model for HR/H&S in Rural Municipalities
 2. Formalize Joint H&S Training
 3. Standardize HR Technology
 4. Succession Planning
 5. Employee Feedback Mechanisms

Procurement

- **Current State:** Highly decentralized and manual service in most municipalities with duplication across municipalities; opportunities exist to conduct more joint/collaborative procurement.
- **Recommendations:**
 1. Shared Delivery Model for Procurement
 2. Enhanced Group Purchasing
 3. New Procurement Technology

Service Recommendation:

Communications, Marketing, and Tourism

- **Current State:** Strong collaboration already in place with positive feedback on Heart of Georgian Bay; focused on communication for residents’/businesses’ benefits; opportunity to streamline messaging
- **Recommendations:**
 1. Increase Collaborative Communications
 2. Review Structure for Communications, Culture, and Tourism Organization
 3. Increase Attention to Communication and Visitor KPIs

Information Technology

- **Current State:** Positive feedback on internal delivery and contracted providers despite resource constraints; limited long-term digital/customer experience strategies – including online strategies; limited collaboration on procurement and contracts.
- **Recommendations:**
 1. Develop and IT Strategy
 2. Align Delivery Model for IT
 3. Standardize Online Service Offerings
 4. New IT Support System (to support processes)

Service Recommendation:

Legal Services

- **Current State:** Primarily outsourced service provision; overlapping and uncoordinated vendor arrangements and contracts; unique legal requirements in each municipality.
- **Recommendations:**
 1. Consider shared delivery model for legal services
 2. Pool resources for outsourced support

Service Recommendation:

Emergency Management

- **Current State:** Roles and responsibilities, and emergency response plans well documented and understood; duplication in roles and activities across the municipalities; difficulty to maintain prioritization of the service; small staff sizes limit capacity.
- **Recommendations:**
 1. Consolidate Emergency Response Plan and Control Group
 2. Increase Collaborative Training and Response Drills
 3. Continue with Transition to IMS for Emergency Management for all North Simcoe Municipalities

Fire and Emergency Services

- **Current State:** Strong collaboration and positive working relationships across the Departments – including existing shared services; well resourced; some overlap in activities including training and education and duplicated maintenance activities
- **Recommendations:**
 1. Enhance Data Analysis and Annual Reporting
 2. Identify Opportunities for Increased Coordination on Public Education Activities
 3. Explore Potential for Greater Collaboration of Maintenance of Specialized Fire Services Equipment
 4. Ensure Establishing and Regulating Bylaws Accurately Reflect the Current Needs of Municipalities

Service Recommendation:

Land Use Planning

- **Current State:** Collaborative approach across the municipalities and with residents/applicants; limited resources to meet demand; inconsistencies in the planning approaches in each municipality.
- **Recommendations:**
 1. Explore a Strategic Policy Planner Resource
 2. Adopt KPIs and Outcome Measures
 3. Standardize Planning Approach

Building Services

- **Current State:** Collaboration and service sharing examples exist today; staff are able to achieve inspection standards/requirements; peaks and valleys for service demand places strain on resources; fees may not reflect staff effort required for service delivery.
- **Recommendations:**
 1. Share Experiences with Technology Adoption
 2. Review of Services Agreement and Resource Augmentation Opportunities
 3. Review of User Fees to Match Services Provided
 4. Reinforce Legal and Safety Messages to the Public

Service Recommendation:

Engineering Services

- **Current State:** Municipalities successfully managing heavy workloads; opportunities to increase use of technology; overlapping use of vendors/contracts.
- **Recommendations:**
 1. Develop a Common Vendor of Record/List of Pre-qualified Vendors for Engineering Services
 2. Enhance/Implement New Technology to Support Engineering Services

Fleet Services

- **Current State:** Individual municipal fleet management practices/plans have been established with value of fleet management understood; activities to support fleet management overlap across municipalities; limited collaborative fleet planning; recruitment and retention challenges for mechanic resources.
- **Recommendations:**
 1. Develop a North Simcoe Fleet Management Resourcing Strategy
 2. Implement a Formal Process for Reviewing Fleet Needs Across each North Simcoe Municipality
 3. Implement and Fully Utilize Fleet Management Information System

Next Steps and Implementation

With nearly 40 recommendations, what comes next for the North Simcoe Municipalities?



Next Step

The Municipal Management to take away this report and (using our recommended implementation plan as a guideline) to review with the context of additional work being done at the County level. **Intent would be to develop a plan for Council(s) to consider.**



Implementation of Recommendations

- Will be **dependent on capacity from management and front-line staff**
- **May require upfront investment** in additional staff and infrastructure
- **Should be monitored** to evaluate long-term staff/efficiency benefits; cost savings/avoidance; and/or service enhancements



No “Silver Bullet”

There is **no “silver bullet” recommendation** that would result in large savings or vast improvements to efficiencies. These recommendations should be viewed from a Continual Improvement mindset

Next Steps and Implementation

With nearly 40 recommendations, what comes next for the North Simcoe Municipalities?



Different Efforts and Benefits

Recommendations have different implementation efforts and benefits associated with them. These have been estimated for the Municipalities.



Not All at the Same Time

It will not be possible to implement all recommendations at the same time! Some may be quick-wins, but most will require additional consideration and careful planning.



Multi-year Effort

Management, working with Council, will need to review recommendations, and confirm an implementation plan – it is likely **this will be a multi-year effort.**



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Q & A

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Comments, Questions, and Feedback

Feedback can be provided now, or in writing through the link below.

If you have a comment or question, please use the use the “Raise Hand” feature or Chat function to let us know.

Thank You!



