



Municipality of Huron East

Service Delivery Review

Final Report

—

September 15, 2022

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KPMG contacts:

Bruce Peever

Partner

Tel: 905-523-2224

bpeever@kpmg.ca

Sana Malik

Senior Manager

Tel: 905-523-6914

sanamalik@kpmg.ca

Esther Lin

Manager

Tel: 519-747-8291

estherlin@kpmg.ca

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Project Overview

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Project Overview



Project Objectives

Municipality of Huron East (the “Municipality”) was seeking to conduct a comprehensive evaluation of the services provided by the Municipality, how those programs and services are delivered, and the level at which they are delivered.

The objective of this review was to create a long-term sustainable framework to ensure the Municipality has a solution-based plan to meet the increasing complexities of municipal service delivery, such as limited resources, operational challenges, and community expectations.

The recommendations resulting from the review were intended to help the Municipality become more efficient and effective in its delivery of services to citizens and will also shine light on opportunities for customer service improvement and overall modernization.



Project Drivers

The Municipality was looking to evaluate opportunities to streamline operations in all departments, identify efficiencies, reduce costs and expand revenue streams; explore potential shared services with neighboring municipalities or private sector; review the organizational structure, current procedures and systems, and the resources allocated for service delivery; improve communications; and explore new possible services to meet the needs of the community.

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

We understand that the Council is taking a foundational approach to developing a strategic plan and will want to use the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.



Project Timing

The project was broken down into phases to allow for input and collaboration with the Municipality’s staff and management. The review commenced in May 2022 and will be completed when the final report is presented to Council in October 2022.

Work Plan and Progress

KPMG conducted the project according to the following work plan. The team performed key activities and deliverables using a 5-phased methodology. This report summarizes our activities from Phase 1-3, which include the following:

- 23 interviews with Council, management and key service delivery personnel
- 2 Committee Surveys, 1 Employee Survey, and 1 Community Survey
- Benchmarking analysis and interviews with comparator municipalities
- Development of service profiles
- Working sessions to develop recommended opportunities

Completed ✓



Phase 1 Project Initiation

Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.

Completed ✓



Phase 2 Environmental Scan

Key activities included

- Documentation review
- Stakeholder consultation
- Benchmarking and Leading Practice Review

Completed ✓



Phase 3 Review Current Service Delivery Model

Summarize the different services provided by the Municipality in service profiles.

Completed ✓



Phase 4 Opportunity Identification and Recommendation

Identify and prioritize opportunities for innovative service delivery.

Completed ✓



Phase 5 Final Report & Presentation

Develop a Final Report and implementation plan that incorporates Project Team feedback. Present Final Report to Council to close out the project.

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
 <p>FINANCIAL IMPACT</p>	<p>Opportunity's impact on the Municipality's operating and capital budgets.</p> <ul style="list-style-type: none"> • 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.
 <p>CITIZEN IMPACT</p>	<p>Opportunity's impact on municipal service delivery or citizen experience.</p> <ul style="list-style-type: none"> • 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.
 <p>RISKS</p>	<p>Assessment of the impact of potential barriers/risks to the implementation of the opportunity.</p> <ul style="list-style-type: none"> • 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.
 <p>STRATEGIC ALIGNMENT</p>	<p>The opportunity's level of alignment to the Municipality's strategic priorities.</p> <ul style="list-style-type: none"> • 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: Minimal disruption to the organization.
- Yellow: Neutral disruption to the organization
- Red: Disruption to the organization.

Develop Strategic Plan & Formalize a Corporate Performance Framework



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	CAO Administration	Essential				

Opportunity Description	Assessment Rationale	
<p>The Municipality is developing a Strategic Plan with the new term of Council to set Huron East’s short-term and long-term strategic goals and objectives. The Strategic Plan will provide a streamlined direction for service delivery. The Plan will also serve as a “Plan of Action” tool for leadership and staff.</p> <p>The Municipality does not have defined and formalized key performance metrics or indicators. There is an opportunity to:</p> <ul style="list-style-type: none"> formalize a corporate performance management framework to measure success and progress towards goals, and implement strategic corporate KPIs to assist decision making and focus on continuous improvement. <p>The data derived from implementing a Corporate Performance Management Framework can work to support Council decisions, set policy, inform reviews, evaluate programs, support budget recommendations, identify trends, and develop data dashboards.</p> <p>If implemented, the framework can reinforce big-picture strategic planning by encouraging goal-setting in multiple areas, such as financial performance, customer service, operational efficiencies, and can also promote innovation and learning. This allows the Municipality to quantify and assess areas for improvement against key strategic priorities and curate solutions to enhance performance.</p>	Financial Impact	Citizen Impact
	<p>This opportunity would have minor impact to the Municipality’s operating budget to invest in establishing the Strategic Plan and Corporate Performance Framework.</p>	<p>The opportunity will have a positive impact on citizen experience in relation to higher quality of municipal service delivery.</p>
	Risks	Strategic Alignment
	<p>There are risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to move away from traditional ways of doing business. Unsuccessful change management Siloed risk and performance management approach Over-complicating the use of KPIs Exceeding the capacity of the organization to support the data requirements for KPIs 	<p>This opportunity is aligned with the Municipality and Council’s strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.</p>

Assess the Business Case of Repurposing or Divesting Under-utilized Buildings



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Corporate Building Maintenance	Essential				
Assessment Rationale						
<p>Opportunity Description</p> <p>There is an opportunity for the Municipality to assess its current real estate portfolio and either repurpose or dispose of its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Municipality to maintain properties in a more sustainable manner.</p> <p>The Municipality can concentrate the use of funding to municipal buildings/properties that support community and service needs instead of spreading resources across multiple idle/under-use properties. A consolidated and utilized real estate portfolio will reduce the Municipality's operating costs, improve operational efficiency, and further enhance asset management.</p> <p>Repurposing and/or disposing under-utilized, less functional facilities/properties will also generate revenue that can be used to seed a Building Maintenance reserve to fund future capital expenditures for the remaining real estate portfolio.</p>			Financial Impact		Citizen Impact	
			<p>This opportunity would have minor impact to the Municipality's operating budget to invest in the assessment study by an external consultant.</p>	<p>The opportunity will have a positive/neutral impact on citizen experience in relation to higher quality of municipal service delivery.</p> <p>There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.</p>		
			Risks	Strategic Alignment		
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of stakeholder buy-in to repurpose/divest from properties Insufficient information and data to assess utilization of a facility Not meeting AODA requirements 	<p>This opportunity is aligned with the Municipality and Council's strategic priorities of improving service delivery and customer service through streamlined performance management across the organization.</p>		

Develop a Workforce Plan to Address Service Demand and Succession Needs



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				

Opportunity Description	Assessment Rationale	
<p>The Municipality has experienced 7.5% population growth in the last 5 years. 58% of the Municipality's workforce is projected to retire by 2030. The Municipality needs to proactively develop a Workforce Plan to address future retirements, and to strategically manage recruiting and retention challenges.</p> <p>Key positions that the Municipality needs to strategically recruit and retain and develop succession plans for include:</p> <ul style="list-style-type: none"> • Economic Development Officer (underway) • Fire Chief (underway) • District Fire Chiefs • Chief Building Official • Director of Public Works • Building and Property Coordinator • Volunteers (cemetery and parks) • Public Works and Planning Assistant • Recreation Manager <p>Stakeholders identified the need of the following new positions to address service demand:</p> <ul style="list-style-type: none"> • Director of Community Services to lead recreation and parks services and to address aging volunteers • Full-time administrative support staff for fire services, building, public works, community services • HR coordinator to implement HRIS and Workforce Plan • Develop an internship program to attract young talent for succession planning 	Financial Impact	Citizen Impact
	<p>This opportunity would have an offsetting impact to the Municipality's operating budget by recruiting and investing in the workforce. At the same time, it avoids cost stemming from personnel turnover, such as:</p> <ul style="list-style-type: none"> • Training / replacement of staff knowledge • Loss of productivity and accumulation of tasks that are in backlog 	<p>The opportunity will have an overall positive impact for residents and businesses. Citizens will experience better services delivered in a more efficient and seamless manner.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to the this opportunity:</p> <ul style="list-style-type: none"> • Limited support by Council due to negative public perception • Unable to fill key positions • Lack of planning resulting in more disruption to the organization 	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations and to be resilient to change.</p>

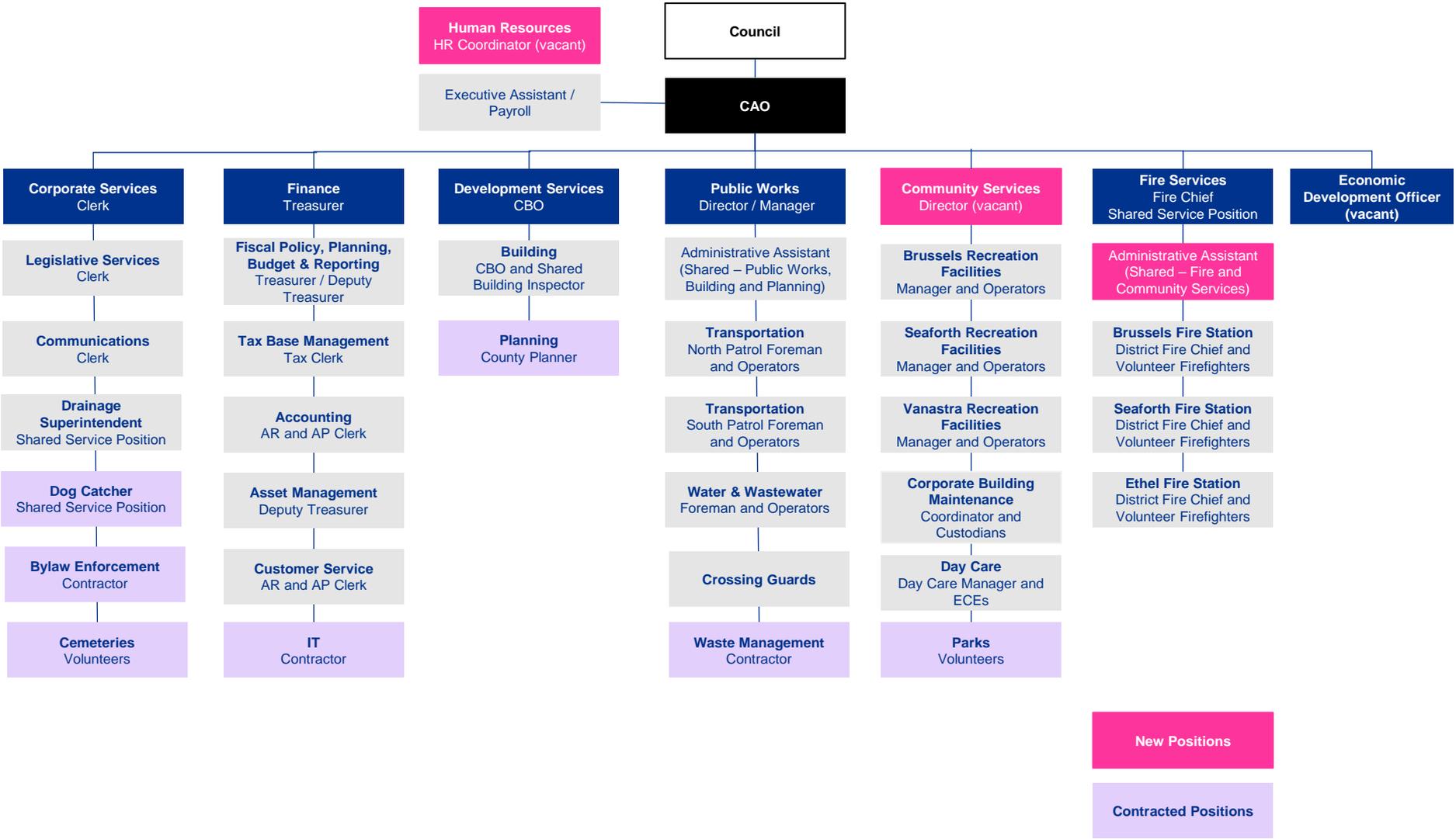
Reassess the Current Organizational Structure



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				

Opportunity Description	Assessment Rationale	
<p>The CAO currently has 11 direct reports:</p> <ul style="list-style-type: none"> Executive Assistant/Payroll Administrator Clerk Treasurer Economic Development Officer Chief Building Official Building & Property Coordinator Fire Chief 3 Recreation Facilities Managers Daycare Supervisor Volunteer groups (cemeteries, parks and recreation) <p>There is an opportunity to re-evaluate the organizational structure to balance leadership's span of control while providing necessary oversight of operations and guidance to staff.</p> <ul style="list-style-type: none"> Review the organizational design to better align with corporate strategic priorities. Consider each department's resourcing (budgeting) levels and complexity of service portfolios to be "future ready". Create synergies to further promote internal collaboration. Strategic approach to workforce management and collaboration with volunteer groups <p>The Municipality would also need to conduct a pay equity review as part of re-organization.</p>	Financial Impact	Citizen Impact
	<p>This opportunity may require a one-time study cost.</p>	<p>An optimized, realigned staffing structure will have positive citizen impact as this opportunity will lead to more efficient and effective approach to service delivery and enhanced customer experience.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Unsuccessful change management Low employee engagement/satisfaction during and after the re-org 	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations.</p>

Recommended Organization Structure



Review the Special Area-Rated Tax Model



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>Stakeholder consultations and benchmarking analysis indicated that there are opportunities to review Huron East’s financial policies to support the strategic and long-term approach to managing municipal resources.</p> <p>Specifically, there is an opportunity to modernize the Municipality’s special area-rated tax model by reducing the administration of different tax rates to deliver municipal services across wards and communities. Simplification of tax rates will improve administrative efficiencies and provide more equitable services across communities.</p>	Financial Impact	Citizen Impact
	<p>Updating the special area-rated tax model would have a positive financial impact to the Municipality’s budget.</p> <ul style="list-style-type: none"> Simplifies municipal tax calculations and improves transparency of public understanding Efficiency and time savings for staff to administer tax rates 	<p>The opportunity will have an overall positive impact on service delivery for the majority of Huron East residents and businesses. Some rate payers may have a negative experience in the short-term due to changing rates. This will be offset by long-term positive impacts where citizens receive more consistent and efficient service delivery.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> Opposition by property owners and residents that perceive they will have to pay more for services; specifically in rural areas. 	<p>This opportunity is moderately aligned with Council priorities by allowing the Municipality to be financially efficient and sustainable.</p>

Review Financial Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>During stakeholder interviews, several staff indicated that the current version of Great Plains (the Municipality’s accounting and finance software) is no longer agile enough to support operational needs and manual processes were created to work around current system limitations.</p> <p>As service areas are looking to modernize their processes, there is an opportunity to implement the latest version of Great Plains to modernize financial workflows, including updating financial policies and procedures. Functionalities that staff would like to explore include:</p> <ul style="list-style-type: none"> • Electronic billing capabilities • Digital property records and property tax customer portal • More efficient and stronger budgeting and financial reporting features • Stronger system integration capabilities (i.e., customer online payments, asset management data, building and planning approvals, etc.) <p>The Municipality can also benefit from a long-term corporate financial plan to support execution of strategic priorities.</p>	Financial Impact	Citizen Impact
	Investment is required to conduct the study and to update the accounting and finance software.	The opportunity will have an overall positive impact for residents and businesses with more efficient processes to handle citizen-facing services.
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • 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 	This opportunity is strongly aligned with Council strategic priorities by allowing the Municipality to improve workflows and promote more efficient and effective processes.

Coordinate Asset Management Responsibilities between Departments



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				

Opportunity Description	Assessment Rationale	
<p>Finance is responsible for asset management; however, Finance relies on individual departments responsible for maintaining the physical assets to update the asset registry and maintenance data.</p> <p>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:</p> <ul style="list-style-type: none"> • Improve the collection and use of CityWide data • Record building condition assessments in the asset management system (records are currently maintained manually) • Develop a strategic funding approach to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, facilities and parks, 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. 	Financial Impact	Citizen Impact
	<p>This opportunity would have no impact to the Municipality's operating and capital budget of achieving a more efficient asset management model.</p>	<p>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.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • 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 	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to invest in infrastructure.</p>

Update Building and Planning Services Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Building and Planning	Building and Planning Services	Mandatory				

Opportunity Description

Building and Planning Department is undertaking the initiative to digitize land management records. There is an opportunity to implement an e-permitting system to digitize the building permit process. Process modifications include:

- Implement a cloud-based platform to review/markup drawings
- Schedule online inspection requests
- Document key procedures and checklists

Review of development applications is a highly manual process, including working with the County and commenting agencies to process applications timely. There is an opportunity to also digitize the planning application review and approval process to manage review timelines, track application status, streamline communication and documentation retention. In addition, public education of application procedures is needed to facilitate submission of complete applications and minimize re-submissions/revisions.

The resourcing model for Building and Planning could also be re-evaluated to meet service demand and current/new legislative requirements.

Finally, the Municipality could also review the application fee structure to determine the reasonableness of cost recovery.

Assessment Rationale

Financial Impact

- Financial investment is needed to implement an e-permitting software and to digitize building and planning application procedures.
- Investment may be needed to add more resources to Building and Planning Services to implement change and to align with service demand.
- There will also be a one-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 **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
 - 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 economic growth.

Implement an Online Booking and Registration System



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Recreation and Parks Services, Daycare Operations	Traditional				

Opportunity Description	Assessment Rationale	
<p>Facility bookings and program registration are done manually by each recreation facility and at the daycare centre. There is an opportunity to implement an online booking and program registration system to allow customers to register recreation programs, and use of parks, community centres/recreation facilities and the daycare centre.</p> <p>Moving towards an online system allows the Municipality to improve customer service by allowing citizens the ability to access services 24/7. A central system also allows staff to organize resources more efficiently and to use data to make business decisions. Other benefits to using a digital platform include:</p> <ul style="list-style-type: none"> • Simplify facility booking and program registration administration • Track sales and registration data to better understand community interests and needs • Automate billing and payments 	Financial Impact	Citizen Impact
	<p>There is an one-time cost to implement a booking system and annual fees to maintain the system. The investment will help generate service efficiency.</p>	<p>Implementing an online booking and registration system will have a positive impact on Huron East residents with more convenient services.</p>
	Risks	Strategic Alignment
	<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none"> • 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 	<p>This opportunity strongly aligns with the Municipality's strategic priorities of improving customer service.</p>

Assess the Provision & Delivery Model of Child Care Services to Address Service Demand



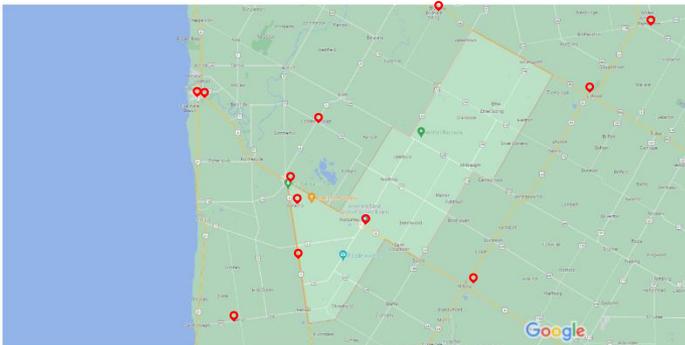
Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Daycare Operations	Discretionary				

Opportunity Description

Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community.

The Municipality provides direct delivery of daycare services at the Vanastra Early Learning Centre. Other Child Care and Early Years Services are managed and delivered by Huron County. The Vanastra Early Learning Centre provides licensed child care for up to 40 children, ages 0 – 4, and also provides before and after school care to children. The Centre is responsible for maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.

The Centre has a long waiting list; with population and development growth the list is expected to grow. There is an opportunity for the Municipality to assess the provision and delivery model for providing child care services to address service demand.



Assessment Rationale

Financial Impact

Investment is required to conduct the study to assess a revised service delivery model for child care services (for example how many registered spaces are required to meet community demand).

Citizen Impact

The opportunity will have an overall **positive impact** for residents with more options for childcare within the community.

Risks

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

- Opposition by citizens that increase in service delivery may potentially result in increase in tax levy
- Inability to attract child care staff to provide the services
- Perception within community that child care will be utilized by non-residents

Strategic Alignment

This opportunity is **strongly aligned** with the Municipality's strategic priorities to provide improved customer experience and attracting talent for economic growth.

Additional Opportunities

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Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
11	Develop and promote a community improvement plan for Huron East.	Office of the CAO	Economic Development	Essential
12	Expand the use of CityWide (or explore alternative solution) to track work order management of facility, fleet, and equipment maintenance activities to enhance data tracking and management of these assets to support decision making. The system could also be used by front line staff for complaint tracking.	Office of the CAO	Corporate Building Maintenance	Essential
13	Assess the service levels and service delivery approaches to grass cutting, leaf collection, and winter maintenance/snow plowing to ensure alignment with the Municipality's strategic vision.	Public Works	Transportation	Mandatory
14	Update the Business Improvement Area Strategic Plan for Seaforth.	Office of the CAO	Economic Development	Essential
15	Develop Recreation Master Plan; aspects to consider include: <ul style="list-style-type: none"> • Conduct a utilization study of program registration and attendance data • Contingency planning for park operations and maintenance (aging volunteer groups) 	Office of the CAO	Recreation & Parks Services	Traditional
16	Document and update standard operating policies and procedures that are currently residing with long term staff.	Clerk's Department Finance	Legislative Services Financial Management	Mandatory
17	Digitize licensing processes (business licenses, taxi, lottery, animal licenses).	Clerk's Department	Legislative Services	Mandatory
18	Develop an IT business plan that sets the Municipality's approach to IT decision making and service priorities, and review the IT service delivery model (for example, consider possibility of an in-house IT specialist).	Office of the CAO Finance	IT Service	Essential
19	Refresh workflow for handling citizen inquiries from inquiry intake, case management, and resolution/communication process. Improve the usage of the "Report It" webpage form for citizen case management.	All Departments	Customer Service	Essential

Additional Opportunities

We identified additional opportunities that would require further analysis by the Municipality for Council consideration.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
20	Perform a comprehensive user fee study every three years to balance cost recovery and Council approved subsidization levels (e.g., clerks, parks and recreation services, planning and building services, bylaw fines and penalties). [Note - The Municipality just completed a user fee study except for Building Services.]	Building and Planning	Building and Planning Services	Mandatory
21	Implement an end-to-end Human Resources Information System solution to increase operational efficiency of managing the Municipality's workforce needs. Key digitization areas include: <ul style="list-style-type: none"> • Electronic/online timekeeping and scheduling across the Municipality and reducing manual entries/processes • Payroll processing • Performance management • Learning management • Record management of personnel data • Employee self-service 	Office of the CAO	Human Resources	Essential

Opportunities Underway or Recently Completed

These opportunities are underway or recently completed.

Opportunity No.	Opportunity Description	Leading Department	Services	Service Type
22	Develop a Corporate Communications Strategy to improve the delivery of internal and external communications. Refresh the municipal website to enhance customer/user experience of obtaining service information and access to online services.	Clerk's Department	Communications	Essential
23	Update municipal bylaws (e.g., animal control, noise, property standards, clean yards, open air burning, zoning, etc.) to ensure they reflect current practices and legislation.	Clerk's Department	Legislative Services	Mandatory
24	Implement an electronic document management system to improve records management and information sharing practices.	Clerk's Department	Legislative Services	Mandatory
25	Review the governance structure of Huron East.	Council	Elected Representatives	Mandatory
26	Review various committees (including roles, responsibilities, terms of reference, board structures, mandates etc.) to ensure they are operationally and strategically aligned with the Municipality.	Clerk's Department	Legislative Services	Mandatory
27	Refresh the Economic Development Strategic Plan.	Office of the CAO	Economic Development	Essential
28	Review the service delivery model for animal control services through a shared-service agreement.	Clerk's Department	Bylaw Enforcement	Mandatory
29	Standardize garbage collection service levels across the urban areas.	Public Works	Waste & Recycling Services	Mandatory

Appendix A: Summary of Findings from Consultations

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Stakeholder Engagement

The Engagement Process

As part of the project, 23 interviews were conducted with the following stakeholders:

- Council
 - o Mayor
 - o Deputy Mayor
 - o 7 Councillors (2 did not respond to interview request)
- Management Team
 - o CAO
 - o Administrative Assistant/Payroll/HR
 - o Public Works Manager
 - o Tax Clerk
 - o Municipality Clerk
 - o Chief Building Official
 - o Building and Property Coordinator
 - o Fire Chief
 - o 3 District Chiefs
 - o 1 Focus group with the 3 Recreation Facilities Managers
 - o Day Care Supervisor
 - o Cemetery Manager

KPMG also conducted an online employee survey, an online recreation committee member survey and a community survey as well. Key themes from the interviews are organized into six domains as a means of analyzing and understanding the current state of the Municipality's services.



01

Governance and Strategy

The manner in which strategic direction is provided throughout the Municipality and how collaboration between departments and external stakeholders is established and maintained.

02

Service Standard

The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.

03

Process and Delivery Model

The core operations, processes, and approaches to deliver Municipality's services.

04

Data and Technology

The information technology required to manage information / data and support service delivery.

05

Equipment and Infrastructure

The equipment and infrastructure that enable operations and processes.

06

People

The structure, reporting and accountability hierarchy, composition, capabilities, and skills of Municipality employees to meet service standards.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- The Municipality is in the process of developing an economic development strategic plan, a recreation master plan and a communications plan.
- There is debate around Huron East's council size and governance structure.
- Cross-departmental collaboration and communication could be enhanced.

Governance & Strategy

- Leadership has developed or is in the process of developing strategic plans to define action items and implementation road maps to achieve strategic priorities of the Municipality (e.g., Economic Development Strategic plan and Communications plan).
- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations.
- Many stakeholders mentioned that improvement of cross-departmental collaboration and communication is needed to achieve a cohesive organization.
- The Municipality currently does not formally measure and track performance through KPIs primarily due to staff and time constraints.
- Multiple respondents noted that Huron East has a large Council size that impedes decision-making while others believe the governance structure is appropriate. The Municipality has undertaken a governance structure review and the decision to restructure the Council size will be made by the new Council in 2023.
- Historically, the Municipality has been conservative in investing in its workforce and infrastructure. The Municipality needs to grow the tax base through economic development.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- There are inconsistencies in the level of service delivered to different wards. The legacy of pre-amalgamation still impacts local community expectations of service levels delivered by Huron East.
- The Economic Development Officer position is vacant. This position is key to push economic priorities of Huron East.

Service Standard

- There is perception that the community still has strong affinity with the former municipal boundaries prior to amalgamation. Service standard expectations from the community often focus on serving individual wards rather than the Municipality as a whole. Hence, the use of special area-rated taxes to tailor service delivery to individual wards (e.g., streetlights, waste collection, sewers, BIA).
- Council members recognize the public expectation of high service levels; however, the Municipality needs to balance its tax base and resourcing capabilities to deliver services in a long-term and sustainable manner.
- Interviewees noted services where there are challenges setting and maintaining service levels:
 - Recreation: There is debate that the population size is not large enough to support three recreation centres. On the other hand, some interviewees believe the centres' catchment area extend beyond Huron East. Respondents also indicated that dedicated programming staff is also needed to plan and coordinate programs for consistent and sustainable delivery and alignment with demographic interests.
 - Child Care: There is high service demand with limited options in the community. There is a sentiment that enrollment space is given to non-Huron East families; the financial health of the centre is a concern as it is highly subsidized.
 - Waste Collection: The Municipality uses two contractors; each serving different wards with different collection practices. Currently there is no limit on the number of garbage bag collection. The Municipality has recently made the decision to standardize the waste collection service across different wards.
 - Customer Inquiries: Communication can be further improved to allow better public understanding of services and the associated benefits and costs of current service levels.
 - Public Works: Grass cutting is outsourced to an independent contractor. If this service is provided in-house, there could be potential cost implications.
 - Fire Services: Recruiting and maintaining a volunteer model is a challenge. There is a need for succession planning for the Fire Chief's position.
 - Economic Development: Currently the position of the Economic Development Officer is vacant and the duties are performed by the CAO. Council recently approved the hiring of an Economic Development Officer.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Operations are still heavily reliant on paper and/or manual processes.
- Key processes are not supported by formal standard operating procedures.

Process & Delivery Model

- Respondents noted that processes are highly manual specifically for work orders, payroll and financial processes, licensing and permitting approvals, recreation booking, and handling customer inquiries and complaints.
- The Municipal website, although recently updated, could be further improved to enhance user experience. Stakeholders noted finding information on the website is a challenge for some citizens resulting in more customer inquiries.
- The Municipality is looking to digitize records; current paper-based records management practices is a concern by various stakeholders (e.g., manual tracking of building condition assessments).
- Managing special area-rated tax rates requires additional operational procedures. The Municipality has been working on further digitizing the property tax billing and payment processes.
- Online payment options are limited with lack of integration with the accounting system. The Municipality recently started accepting e-transfers; however, additional work steps were created to process the payment.
- Some stakeholders mentioned the need to document SOPs or detailed process flows to better train employees.
- Due the manual nature of operational processes, the Municipality has a gap in data collection and data analysis capabilities. Some Councillors would like to have more data presented in staff reports to make better business decisions. Some respondents believe that at times decisions may not align with strategic priorities and the long-term financial health of the Municipality.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- Some departments have been proactive in adopting technology; however, there is still a need to implement technology and update systems to streamline processes.

Data & Technology

- The Municipality identified digital service transformation as a priority in supporting the delivery of strategic objectives. There are some concerns that digitization of services may alienate citizen groups that do not have access to technology (i.e. seniors and rural communities with poor internet access).
- Some departments have been proactive in adopting technology. Examples include:
 - Building Services is in the process of rolling out a cloud based Land Manager software to digitize and integrate property and permitting records.
 - Building field personnel are using tablets for on-site reporting.
 - Public works has developed a GIS system internally. The GIS system supports asset management (75-80% of the assets are captured in the system). The Municipality hopes to better integrate their GIS system for asset management capabilities.
 - Fire Services using Fire Pro to respond to emergency incidents and service coverage call-outs. Website reporting of burn permit application was rolled out; improvement is need to track and communicate control burns.
- Departments are looking for more opportunities to digitize processes and services. Some examples of projects mentioned for improvement are:
 - Digitizing and streamlining Council reporting processes.
 - Improving the municipal website to disseminate service information and access to online services.
 - Improving use of Citywide to streamline processes and data management, including more use of online development planning, license and permit application processes.
 - Online reservations for recreational facilities and programs.
 - Implementation of an HRIS system.
 - Work order management system.
 - Digital cloud based records management and reporting for all departments.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- More investment is needed in infrastructure renewal and replacement.
- Limited staff capacity to keep up with service demand.
- There are succession planning concerns for many key positions.

Equipment & Infrastructure

- More public education is needed to allow the community to understand the cost associated with maintaining assets. Communities have been reluctant to divest, consolidate or repurpose under-utilized or end-of-life infrastructure.
- Emergency service requests divert municipal resources away from scheduled maintenance work. With limited resources, unplanned service requests are often prioritized over planned maintenance and capital projects.
- Stakeholders identified aging equipment as barriers to effective service delivery. Some respondents agreed that sharing equipment with other municipalities/locations may result in cost savings; however, it may not be practical if the need for the equipment arises simultaneously.
- There is a need to develop a formal equipment replacement schedule for public works and the fire department.
- There is a strategic focus on asset management. However, some respondents noted that this is driven mostly by legislative requirements rather than goal orientation and the overall asset management process needs improvement.

People

- Stakeholders noted that staffing shortages have resulted in operational challenges to efficiently and effectively deliver services. The Municipality needs to put more emphasis on succession planning.
 - Multiple staff are approaching or are eligible for retirement.
 - Recruiting has been a challenge to fill talent gaps (e.g. recruiting the Treasurer and the Deputy Treasurer positions, public works staff, Registered Early Childhood Educators and lifeguards).
 - There is high reliance on volunteers to deliver Fire, Recreation, and Cemetery services. Due to aging volunteers, succession planning is needed to assess future staffing models.
 - Lack of designated back-up support or segregation of duties. Several employees are performing a mix of duties that are traditionally carried out by different positions (e.g., HR, Payroll, Communications, and Executive Administration is performed by one employee).
 - Some employees (e.g., Fire Chief, Bylaw Enforcement Officer) are shared across departments or with other municipalities causing capacity concerns.
- The organizational structure could be further reviewed.
 - The CAO has multiple direct reports potentially leading to operational challenges such as delayed decision making, bottlenecks in operational processes, high managerial workload etc.
 - Departments need to cultivate the next generation of talent by growing its base of supervisors and coordinators allowing upper management to focus on strategic priorities.

Appendix A: Survey Summaries & Results

Municipality of Huron East
Service Delivery Review
Final Report



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01

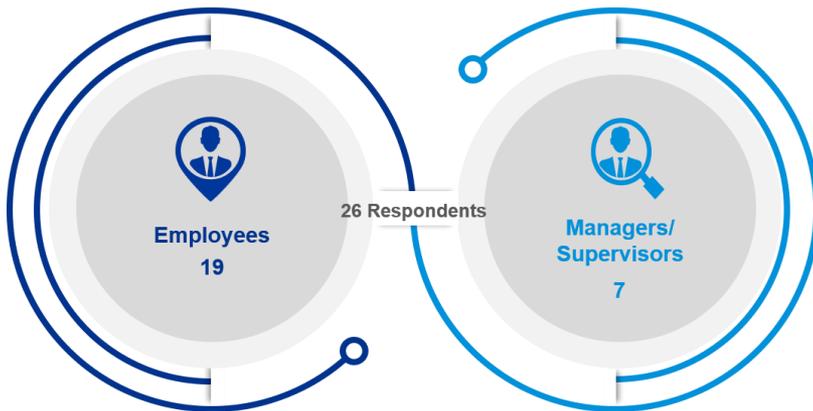
Employee Survey Results

Municipality of Huron East
Service Delivery Review
Final Report

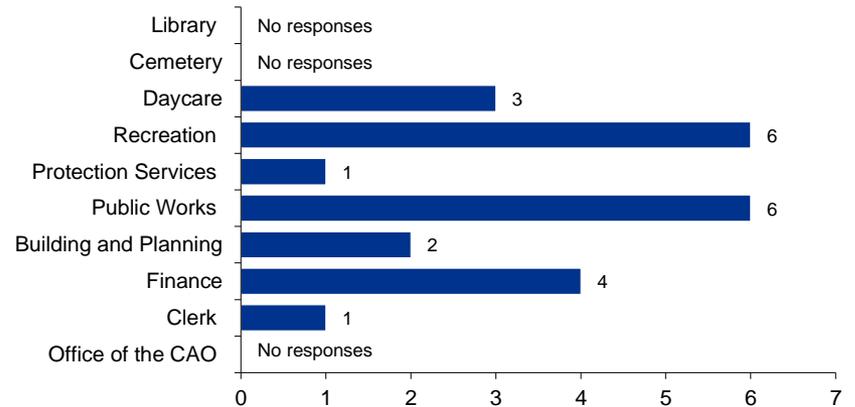
Employee Survey – Feedback Summary

An online survey was conducted with the Municipality’s full-time employees to obtain their perspective of the Municipality’s services in terms of its current service delivery models and service levels, and opportunities to enhance performance across the departments. The survey was circulated to 36 full time employees and 26 responses were collected.

Survey Demographics



Departments of Respondents



88% of participants answered this question

Employee Survey – Feedback Summary

Performance against Departmental Key Objectives and Priorities



81% of the respondents felt that their service area was performing adequately against their department's key objectives/priorities



15% of the respondents were neutral about their service level performance



4% of the respondents felt that their service area was not performing adequately against their department's key objectives/priorities

Setting of Service Levels



69% of the respondents agreed that the service levels are appropriately set in accordance to the needs of the community and resource capabilities



23% of the respondents were neutral about service levels being appropriately set



8% of the respondents felt that service levels were not appropriately set in accordance to the needs of the community and resource capabilities



A majority of respondents agreed that their service areas were performing adequately against their department's key objectives/priorities. Most respondents also agreed that service areas were aligned with Council's strategic priorities and service levels were set appropriately in accordance to community need and resource capabilities.

Employee Survey – Feedback Summary

Key Risks of Changing Service Delivery Approaches

-  **63%**
Insufficient resources to support the implementation
-  **21%**
Impact to operations and customer service
-  **12%**
Gap in technology/systems to support the change
-  **4%**
Too much change impacting the entire organization

Top 6 Constraints Employees Encounter in Service Delivery

-  Capacity/time constraints
-  Delegation of authority / approval cycles
-  Continuity of staff
-  IT or online services to reduce manual processes
-  Aging infrastructure
-  Lack of remote access to IT systems

 Most respondents agreed about working together as needed; roles and responsibilities were clear and balanced division of work and responsibilities. Most of the staff were also satisfied with the number of upper management staff (Supervisors and Managers) overseeing the departments.

However, respondents believe that there is a gap in human resources and a need for better employee incentives and wages. A lack of investment in equipment and resources is resulting in the delay of key processes (i.e. road paving schedules).

Employee Survey – Summary of Comments

Additional Feedback on Workforce

More collaboration and communication between departments

Finding the right talent is a challenge – compensation packages need to be more competitive

Staffing levels do not align with service levels and service delivery needs

Update training content with professional and industry trends

Staff need upskilling of IT and data analytics capabilities

Additional Feedback on Operations

Processes need to be further streamlined to reduce duplication of efforts or redundancies

Digitize processes to allow online services (e.g., registration, permitting, payments)

The Municipality is behind on updating technology and equipment

Update bylaws and policies to address community complaints and feedback

To implement process changes, more IT support is needed

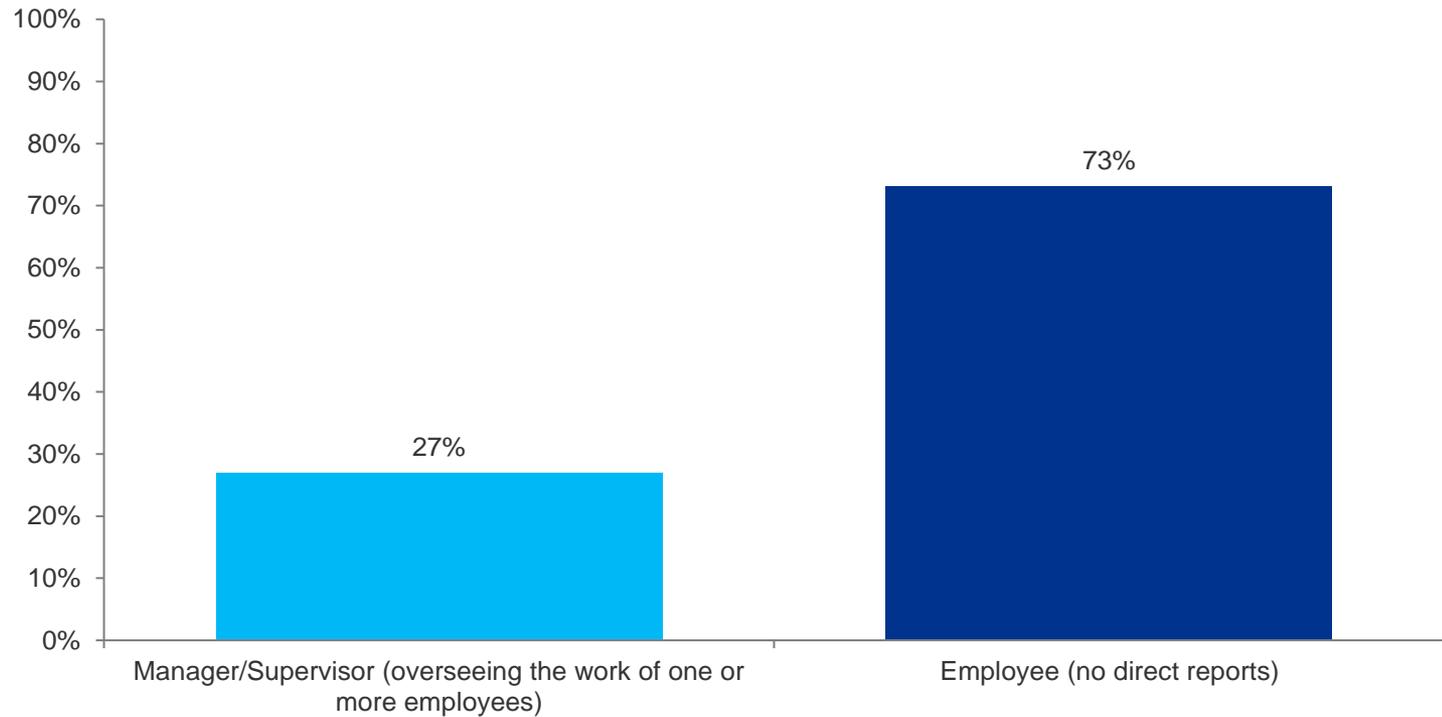
Overall, respondents provided several recommendations to enhance the Municipality's services. The most common comments pertain to hiring more employees, increasing pay, a need for IT support, and digitizing processes.

One of the biggest concerns brought up was addressing the high costs associated with hiring contractors to plow snow in the winter. Respondents suggested hiring more part-time winter employees to address this issue.

Employee Survey Results

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

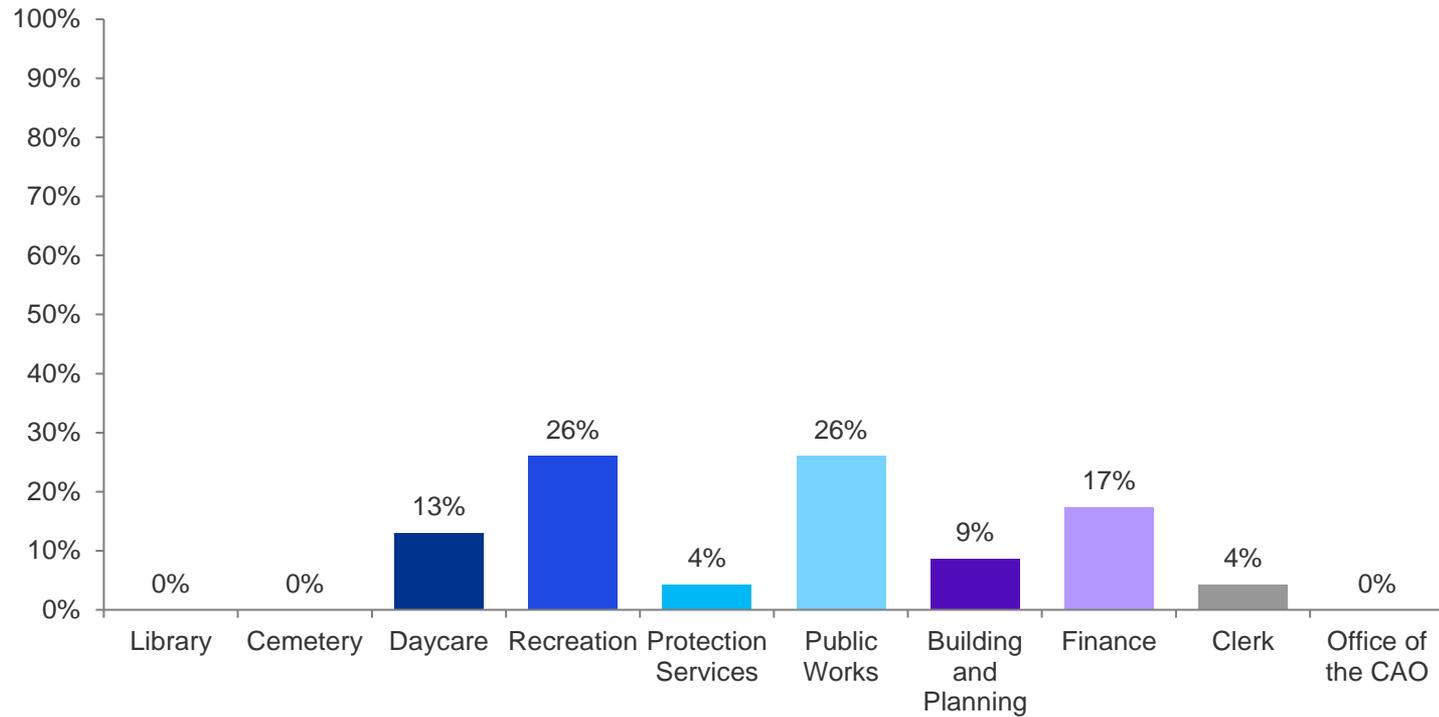
Answered: 26 Skipped: 0



Employee Survey Results

Q2: Please identify your department

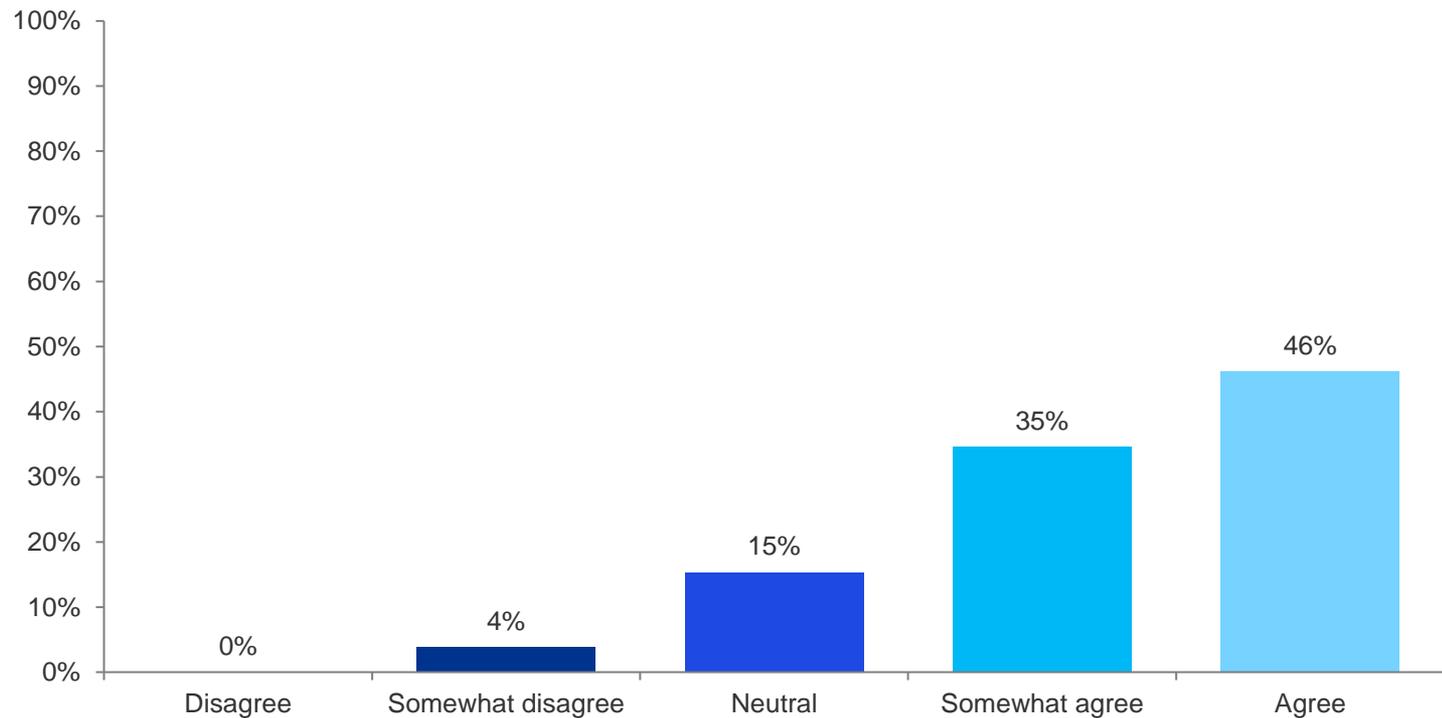
Answered: 23 Skipped: 3



Employee Survey Results

Q3: Your service area is meeting the Municipality's or your department's key objectives and priorities.

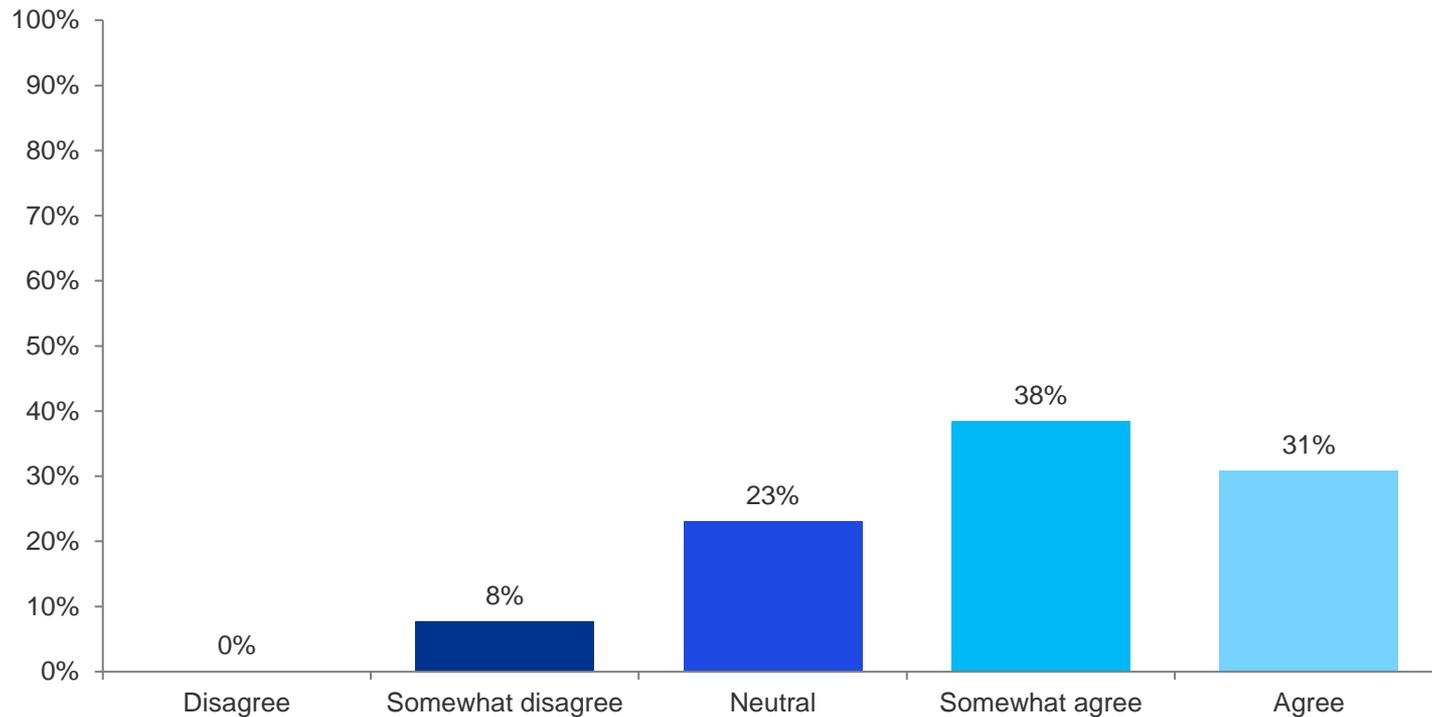
Answered: 26 Skipped: 0



Employee Survey Results

Q5: From your perspective, service levels are set appropriately given the needs of the community and the Municipality's resource capabilities.

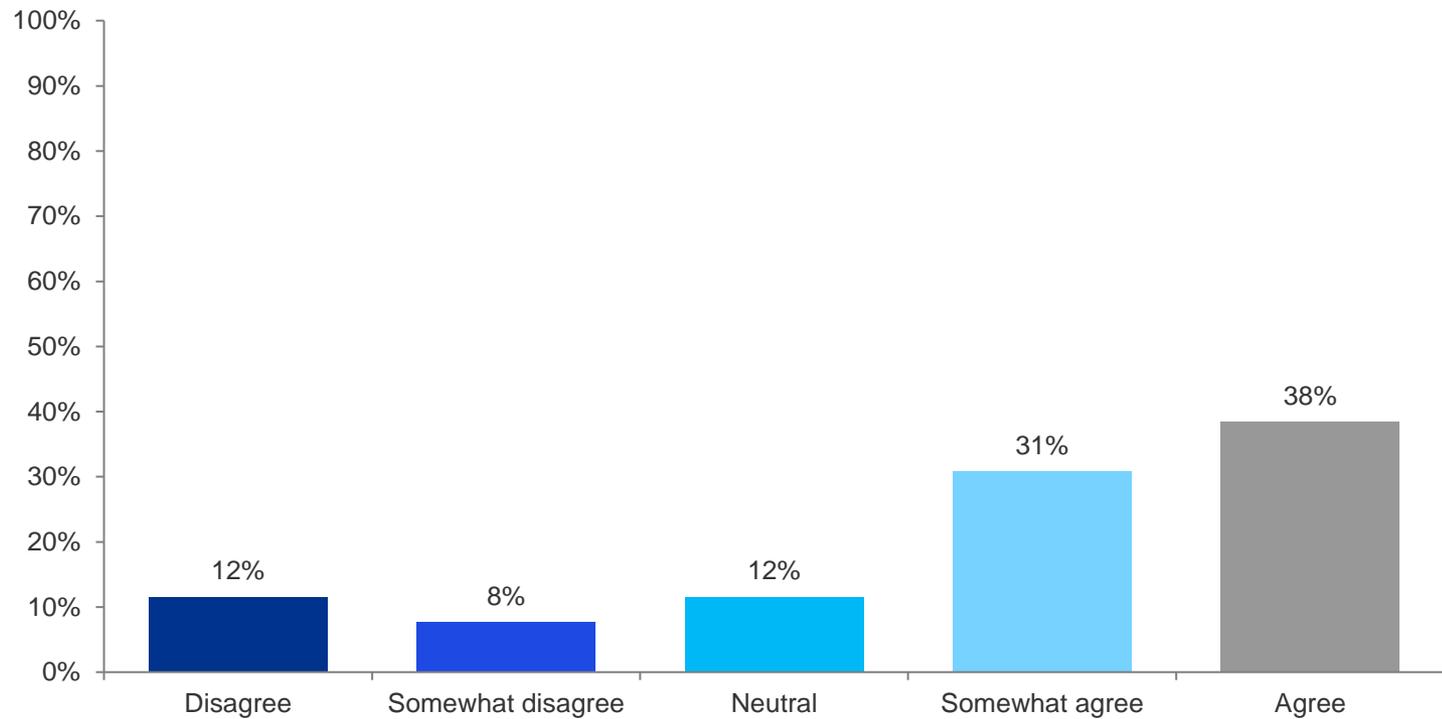
Answered: 26 Skipped: 0



Employee Survey Results

Q6: Your department currently has the right number of Supervisors and Managers overseeing the department

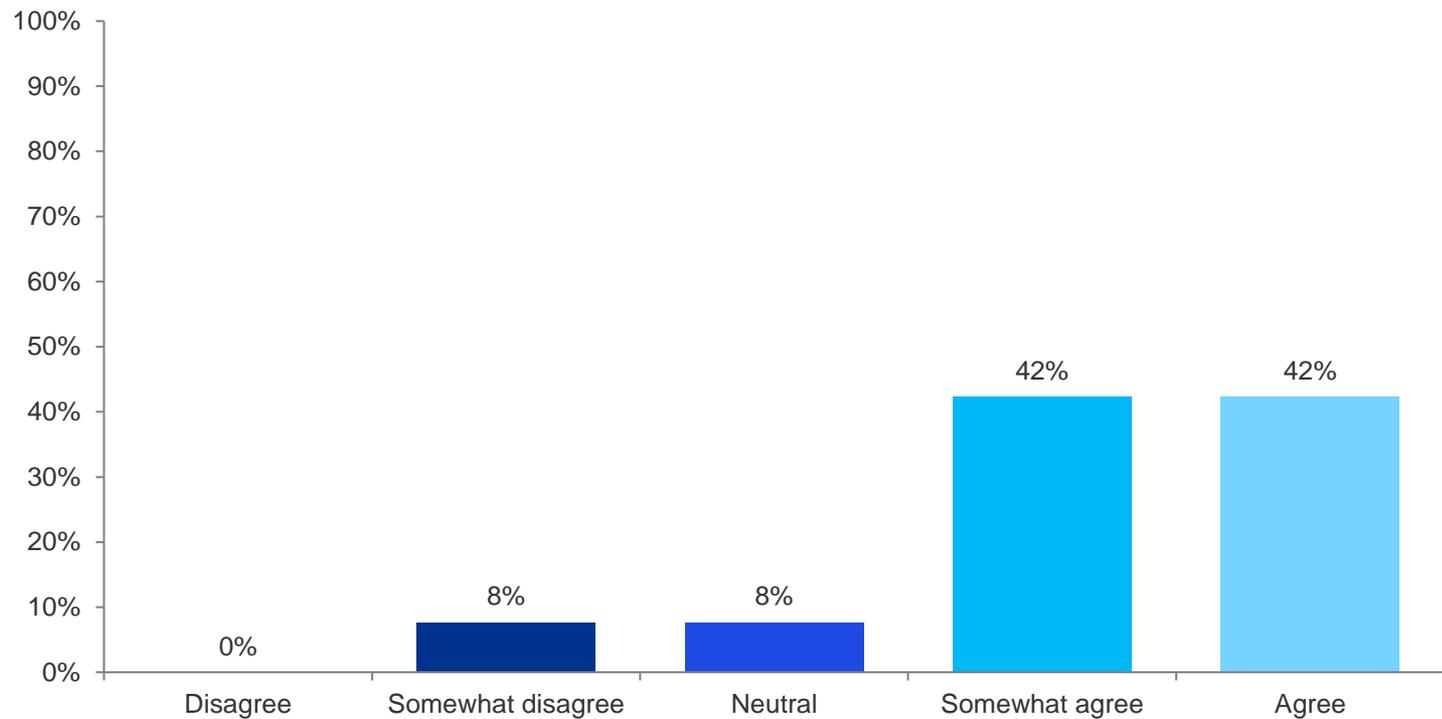
Answered: 26 Skipped: 0



Employee Survey Results

Q7: In the organization, the right positions work together as needed.

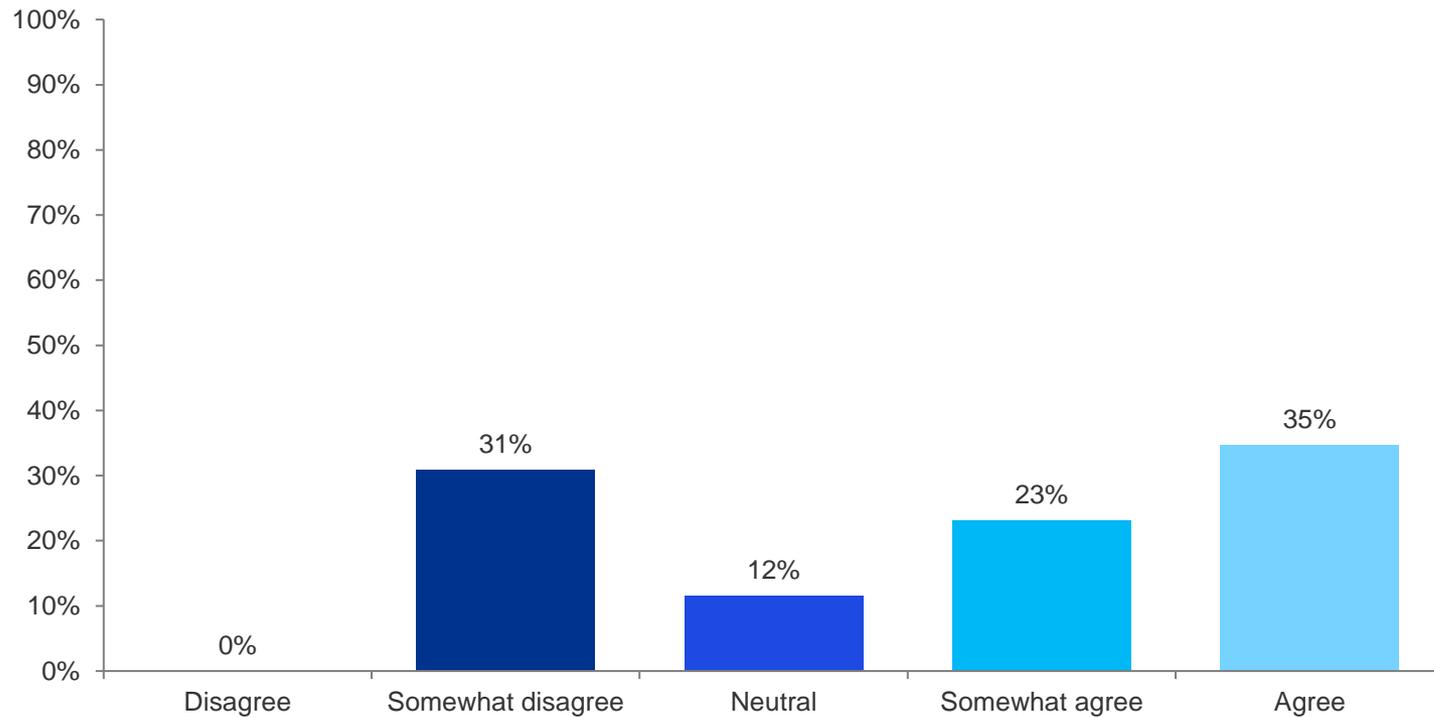
Answered: 26 Skipped: 0



Employee Survey Results

Q8: Roles and accountabilities for different positions are clear. The division and allocation of work and responsibilities are balanced.

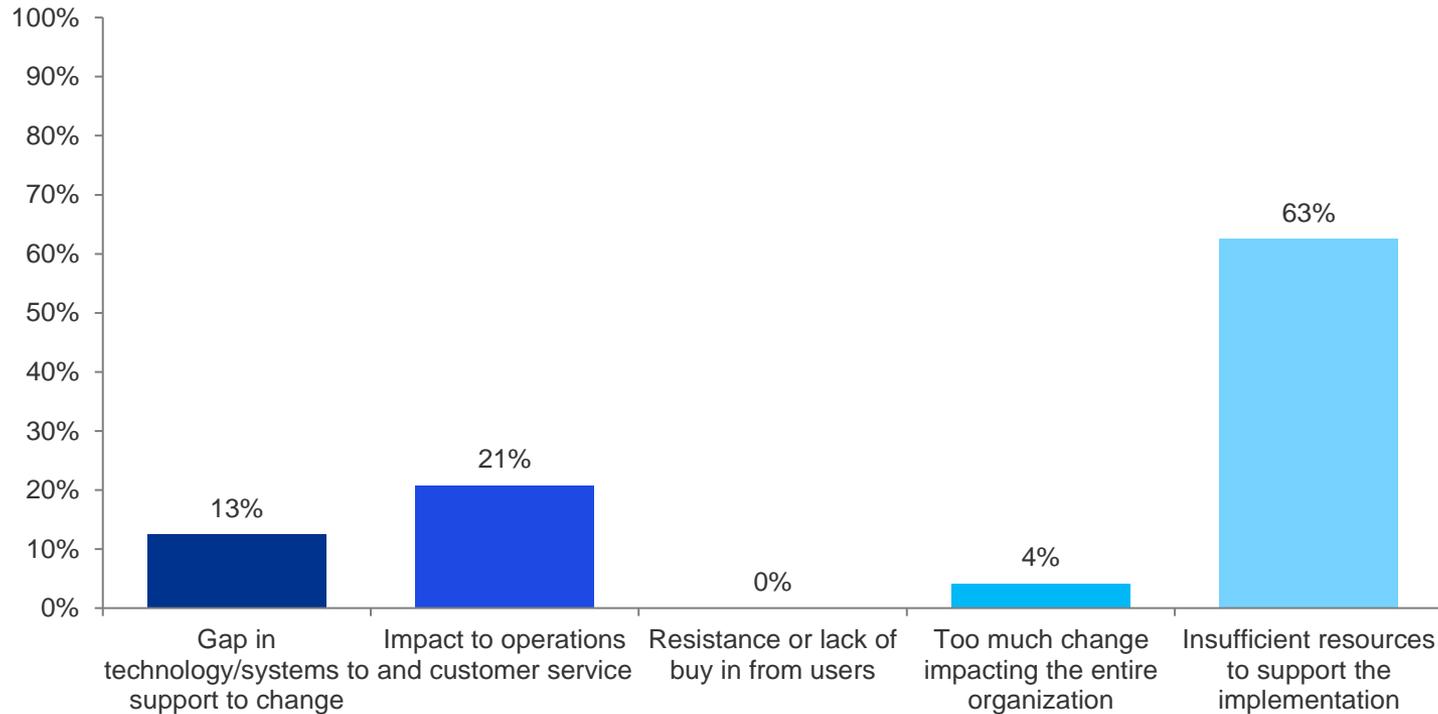
Answered: 26 Skipped: 0



Employee Survey Results

Q9: What are the key risks the Municipality should consider if adjusting the overall service delivery approach of your service areas?

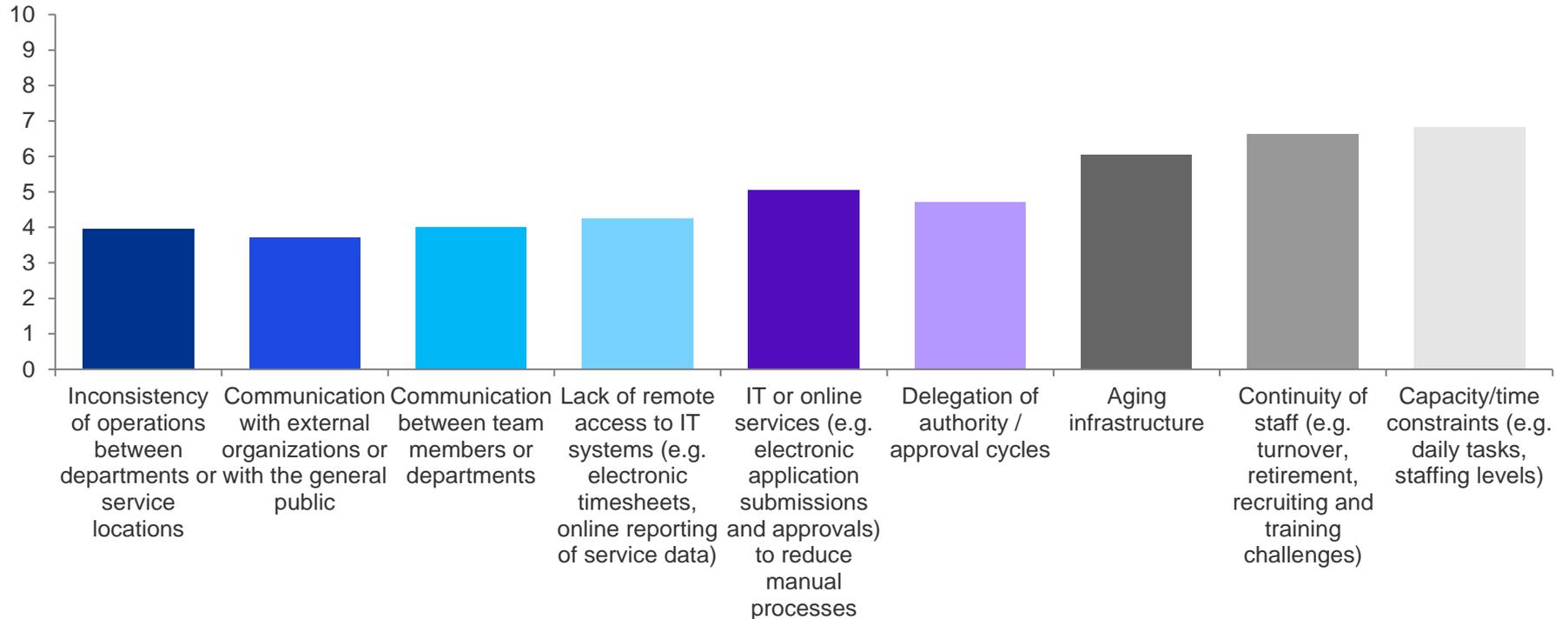
Answered: 24 Skipped: 2



Employee Survey Results

Q10: What is the biggest challenge or constraint in your daily activities for service delivery? Please rank the following options from 1 to 9, with 1 being the most challenging. Please note that each ranking can only be used once.

Answered: 26 Skipped: 0



02

Committee Survey Results

Municipality of Huron East

Service Delivery Review

Final Report

Recreation Committee Survey

An online survey was facilitated with recreation committee members* to obtain their perspective of the Municipality's services in terms of its service levels and opportunities to enhance performance. The survey was circulated to 17 committee members and was completed by 8 respondents.



Challenges Identified

Communication

Many respondents noted that the committee's key objectives were not communicated to them. Some believed that decisions are made by Council without their consultation.



Support

Many respondents believed that community complaints and feedback is ignored. They also believed that Huron East does not offer sufficient financial support for recreation initiatives.



Staffing

Many respondents identified that a Recreation Director is required. They also pointed out that programming, facility booking and registration processes can be improved.



*Recreation Committees include Vanastra, Seaford District, Brussels Committees, Winthrop, Ethel, Cranbrook, Seaforth Lions Club, Seaforth Optimist, Brussels Optimist, Brussels Lions & Leos.

Other Committees Survey

An online survey was facilitated with various committee members* to obtain their perspective of the Municipality's services in terms of its service levels and opportunities to enhance performance. The survey was circulated to 15 committee members and was completed by 7 respondents.



Challenges Identified

Economic Development

Many respondents believe the Economic Development department should be revived and an Economic Development Officer should be recruited to ensure economic and business growth in the Municipality.



Governance

One respondent believed that a need for Council representation in the Trust committees may no longer be needed.



Communication and Updates

Some respondents indicated that they do not receive timely and frequent updates on reporting and staffing changes. It was also noted that more timely financial reports regarding the committees account balances are needed.



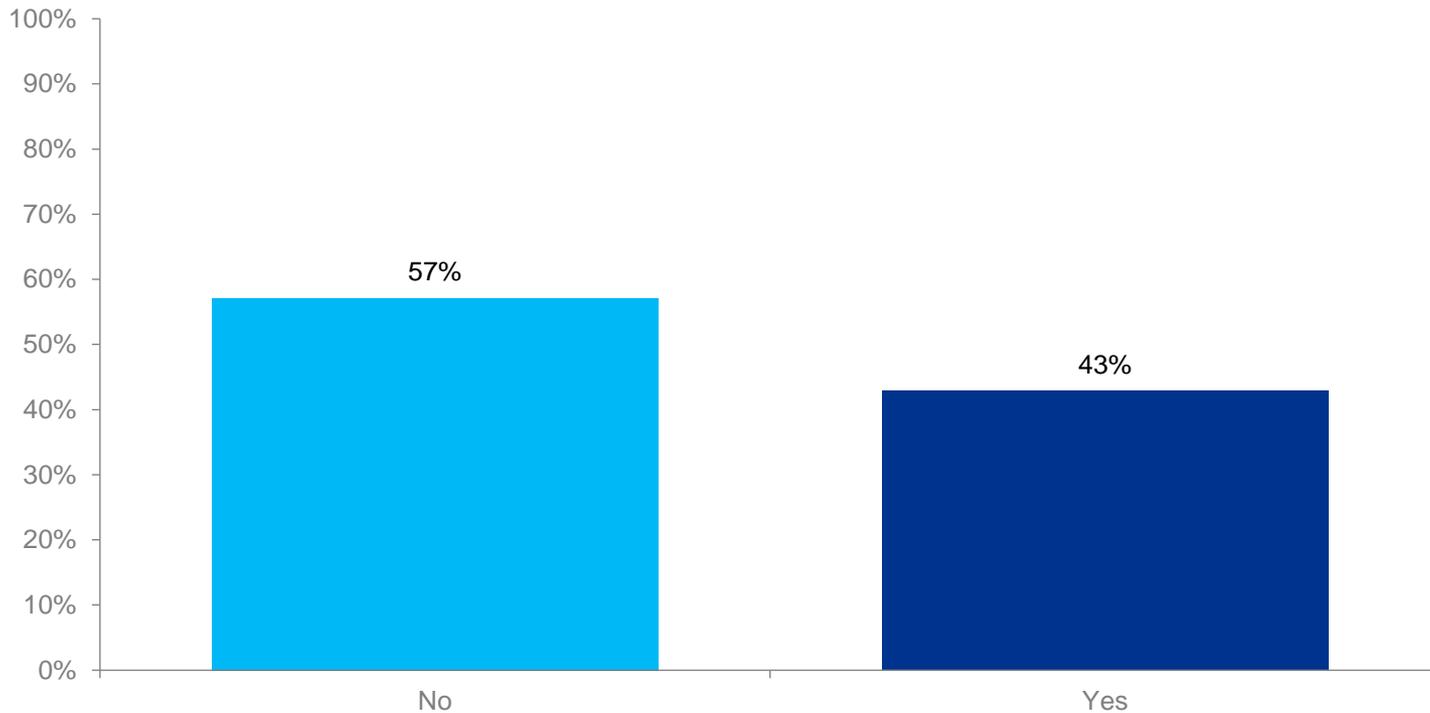
**Committees include Brussels Trust, Seaforth Trust, Huron East Heritage Committee, Seaforth BIA & Brussels Medical Dental*



Recreation Committee Survey Results

Q2: Do you think your service areas are meeting the Municipality's or your department's/group's key objectives or priorities?

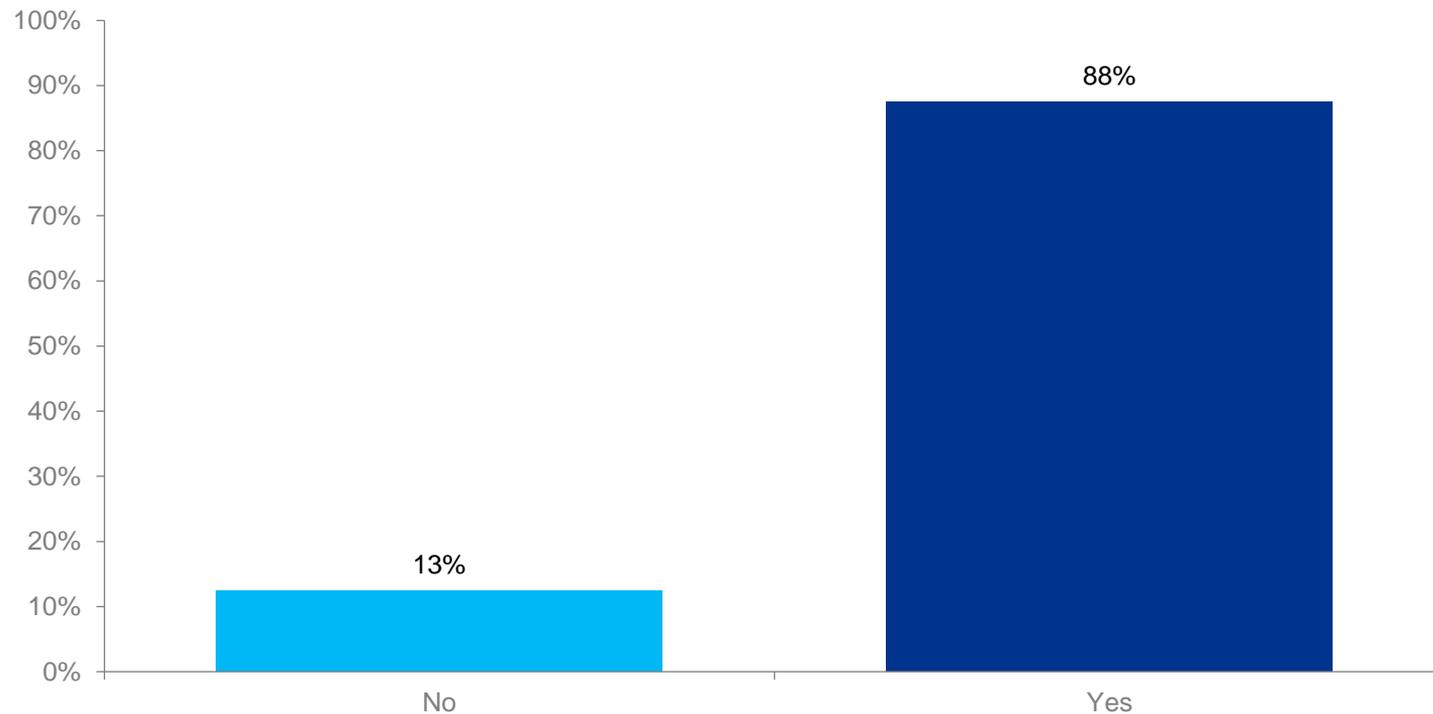
Answered: 8 Skipped: 0



Recreation Committee Survey Results

Q3: Are there any constraints or challenges to meeting your objectives?

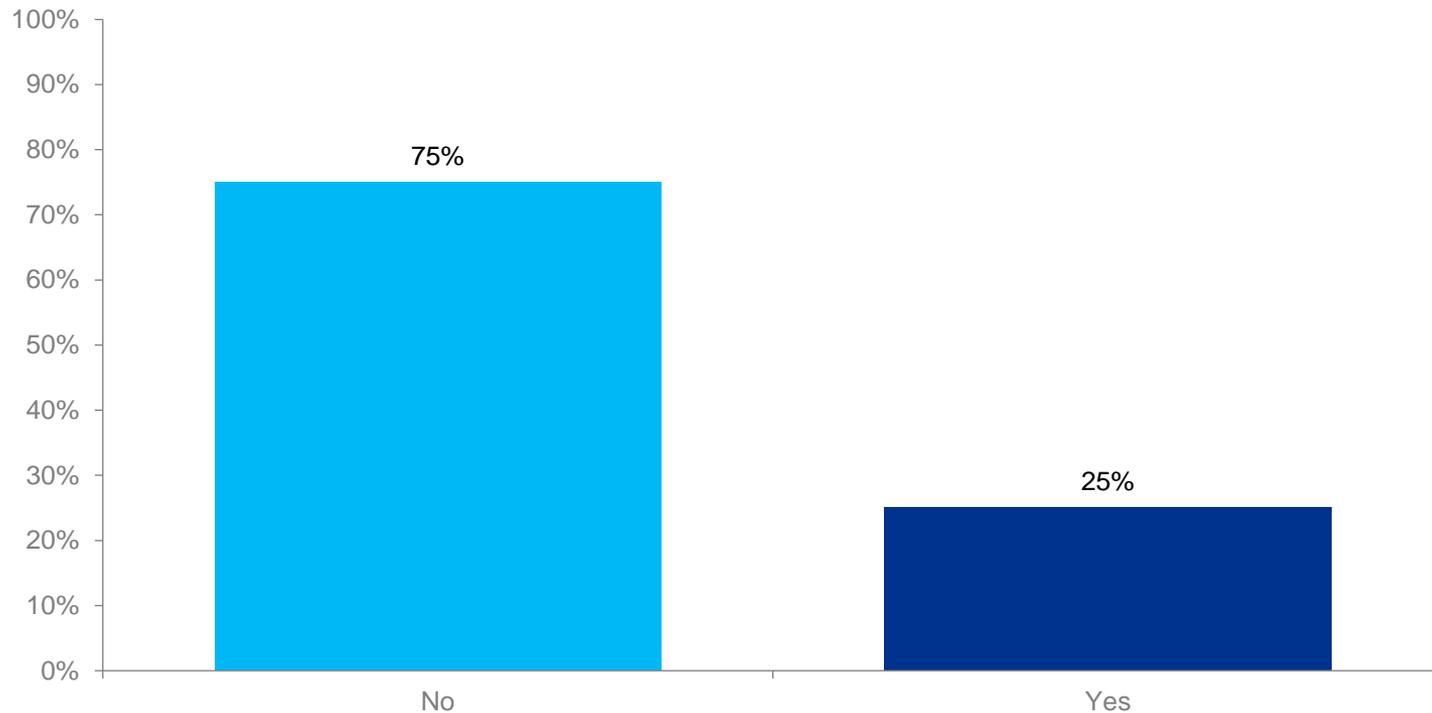
Answered: 7 Skipped: 0



Recreation Committee Survey Results

Q5: Do you believe you receive adequate support from the Municipality for effectively meeting your objectives or priorities?

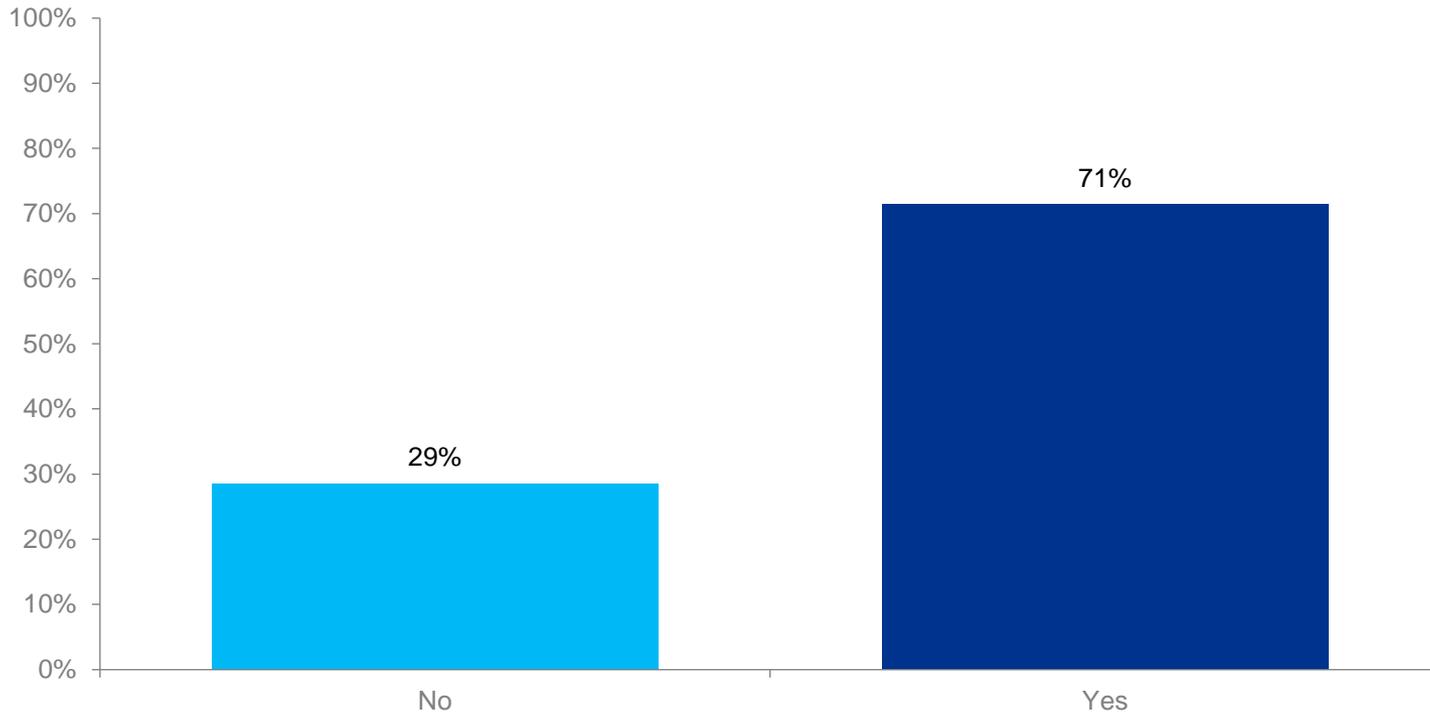
Answered: 8 Skipped: 0



Other Committees Survey Results

Q2: Do you think your service areas are meeting the Municipality's or your department's/group's key objectives or priorities?

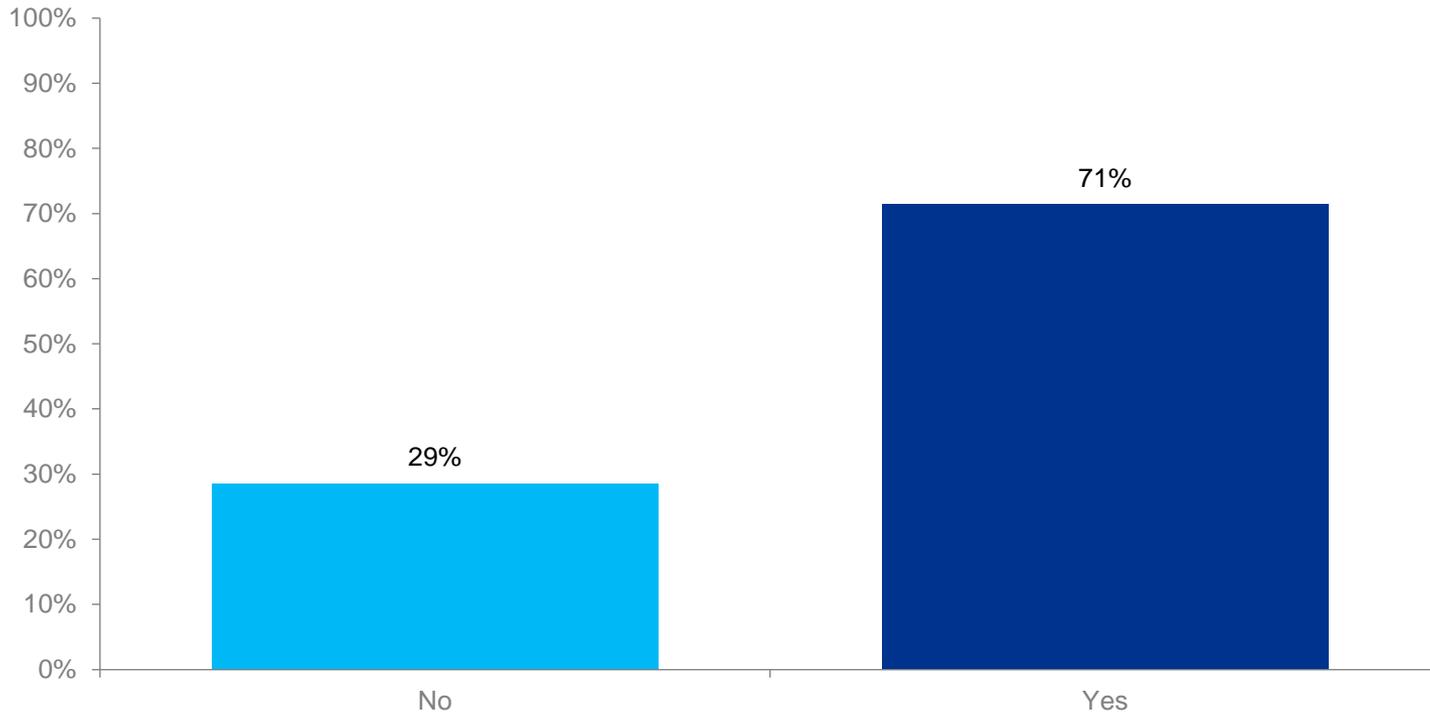
Answered: 7 Skipped: 0



Other Committees Survey Results

Q3: Are there any constraints or challenges to meeting your objectives?

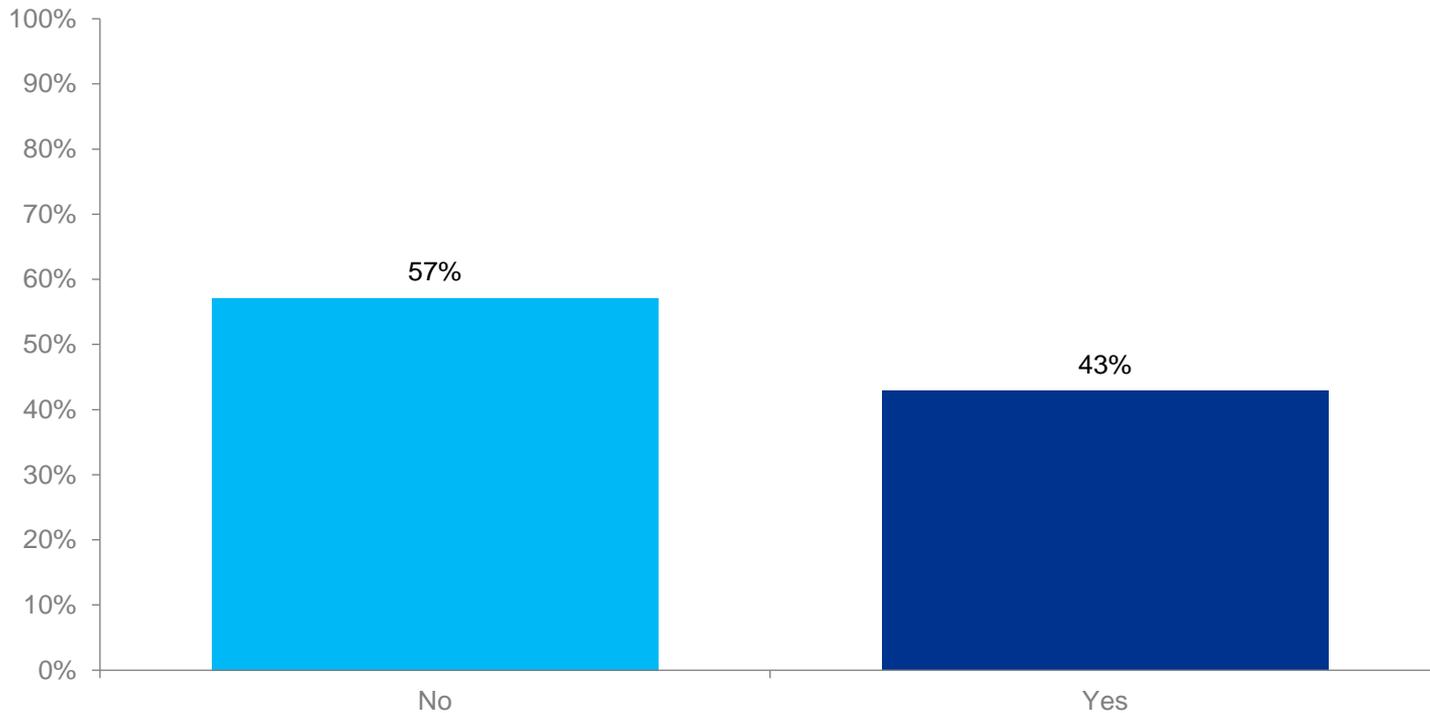
Answered: 7 Skipped: 0



Other Committees Survey Results

Q5: Do you believe you receive adequate support from the Municipality for effectively meeting your objectives or priorities?

Answered: 7 Skipped: 0



03

Community Survey Results

Municipality of Huron East

Service Delivery Review

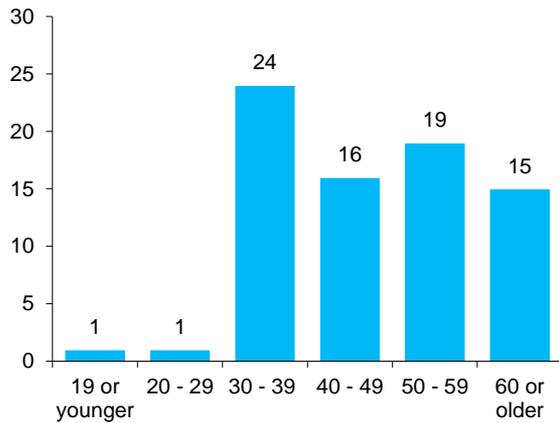
Final Report

Community Survey – Feedback Summary

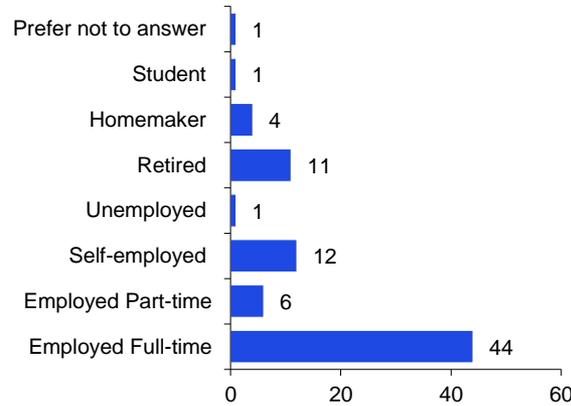
An online survey was facilitated by the Municipality on the Huron East using Huron East Asks Residents (HEAR) platform to obtain community feedback on municipal service delivery.

Survey Demographics: 76 Respondents

Age

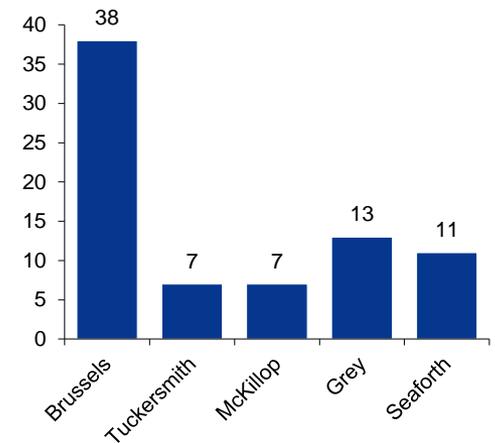


Employment Status



*There was some duplication in the answer selection

Wards of Respondents

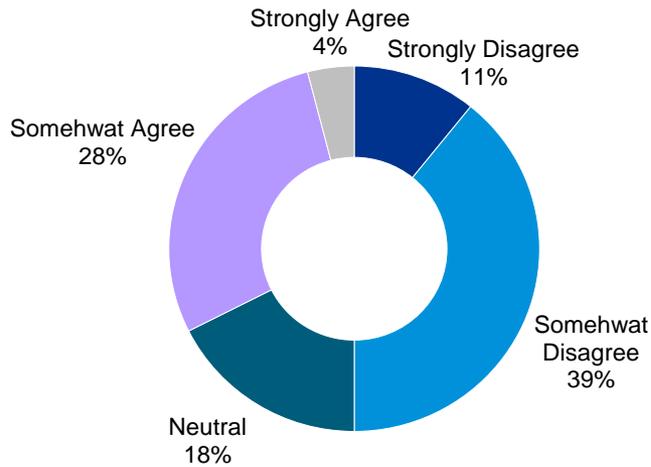


32% of respondents fall in the age group of 30-39 with only 3% either 19 or younger or between 20-29. With respect to employment status, a majority of respondents indicated that they were employed full-time.

Majority of responses came from residents living in Brussels followed by Grey, Seaforth, and a tie between McKillop and Tuckersmith.

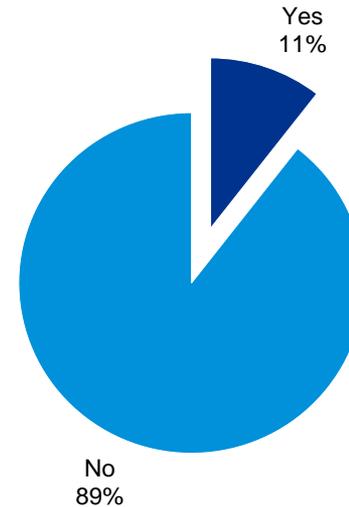
Community Survey – Feedback Summary

Overall Satisfaction with Current Programs and Services



97% of participants answered this question

Removal of Some Services Provided by the Municipality



Most respondents are neutral or not satisfied with the current programs and services delivered by Huron East. Furthermore, 89% of respondents do not believe that there are services the Municipality should no longer provide.

Specifically, respondents expressed the need to improve Recreation Services. Comments included the accessibility and maintenance of the Community Centres and the need for more recreational programs for children and seniors. Negative feedback was provided regarding road maintenance and waste management, lack of bylaw enforcement, and need for mailing services. Overall communication provided by the Municipality was also identified as an area of improvement.

Community Survey – Feedback Summary

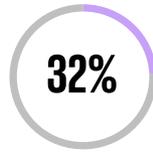
Opportunities to Increase User Fees to Improve Services



Respondents agreed that there should be an increase in user fees to improve services and infrastructure.

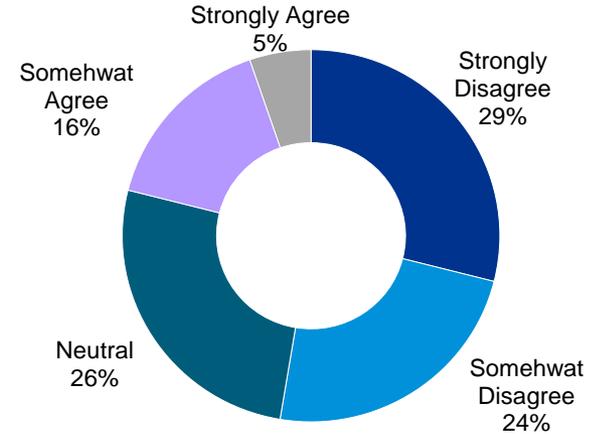


Respondents were neutral about increasing user fees to improve services and infrastructure.



Respondents disagreed that there should be an increase in user fees to improve services and infrastructure.

Cost Saving Opportunities by Reducing Service Levels



Increase in Taxes

68% of the respondents either agreed or were neutral that there are opportunities to increase taxes in order to improve services and infrastructure



Efficiency and Effectiveness

74% of the respondents agreed that there are opportunities within the municipality to operate more efficiently and effectively



53% of respondents believe that reducing service levels would not potentially result in cost saving opportunities for the Municipality as the services levels are already low according to the respondents.. To increase efficiency and effectiveness, some respondents suggested keeping the Brussels and Grey fire departments separate, a change in management at the arenas, wheelie bins for garbage and recycling, more accountability, greater collaboration with neighbouring towns, and lobbying efforts to attract businesses to the Municipality.

Community Survey – Additional Feedback Summary

Recreation Facilities

- Address flooding at the baseball diamond
- Better access to washrooms
- Improve management and maintenance of Brussels Recreation Centre and Pool
- More front line staff at recreational facilities

Recreation Programming & Services

- Consider user fees for non-residents using Huron East facilities
- Keep user fees for residents low
- More services, including camps, childcare, senior programs, and internet access at facilities

Customer Service

- Would like week nights or weekend service hours at recreation centres, libraries, and Town Hall
- More timely response to customer inquiries

Infrastructure & Road Maintenance

- More streetlights
- Improve roads, bridges and sidewalks maintenance
- Would like parking lots beside arenas
- Need more development to attract more businesses and residents

Waste Collection

- Improve rural waste collection services
- Reduce garbage collection fees
- Provide recycling bins for businesses
- Would like composting and leaf collection



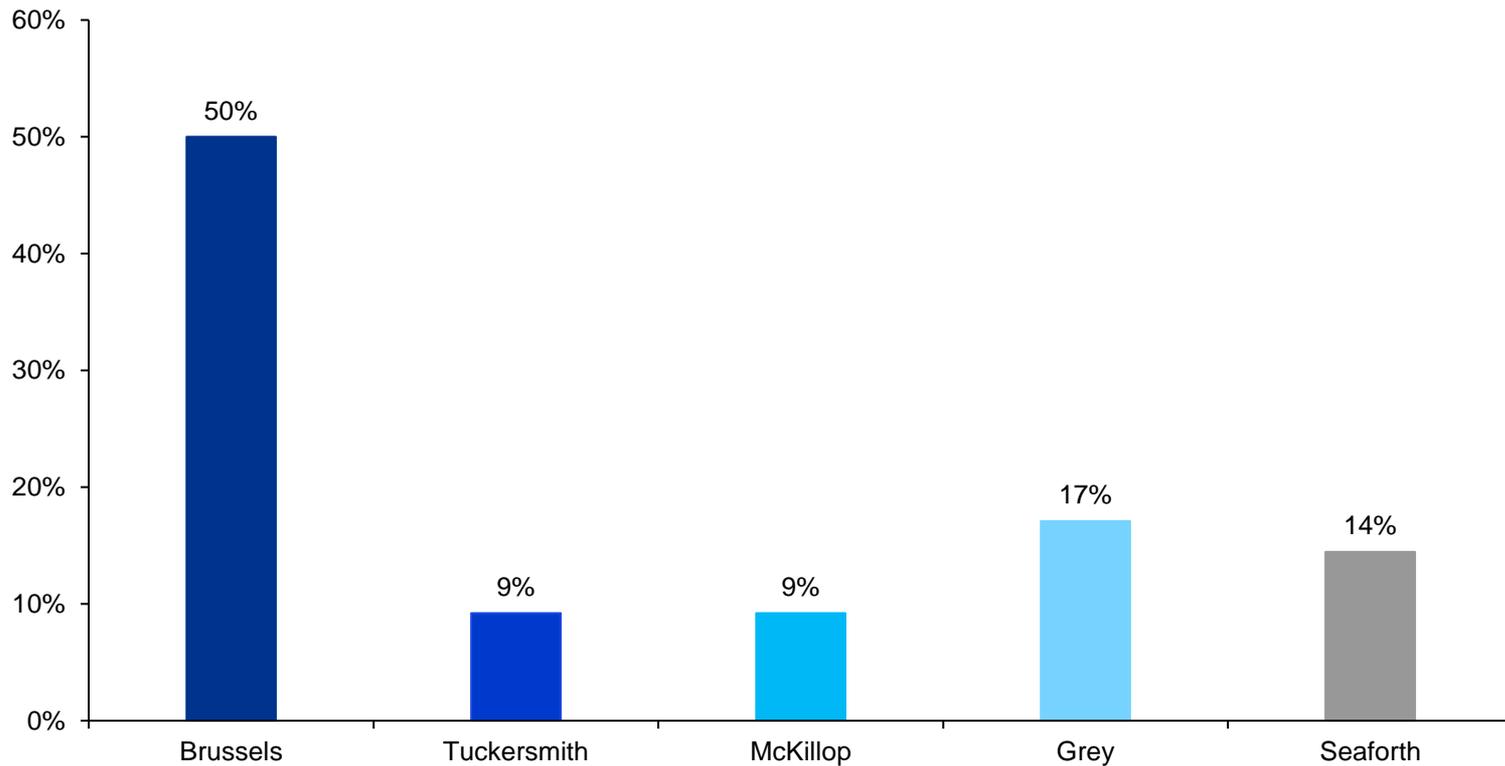
Overall, respondents provided several recommendations to enhance the Municipality's services. The most common comments pertain to taxes, waste management, recreation, roads, customer services, and communication from the Municipality. Community members believe they pay high taxes for limited services. Respondents suggested that funds need to be allocated more strategically.

Please refer to the Benchmarking & Performance Perspectives chapter for analysis of Huron East's overall cost per household of delivering municipal services.

Community Survey Results

Q1: Please identify which Ward you live in.

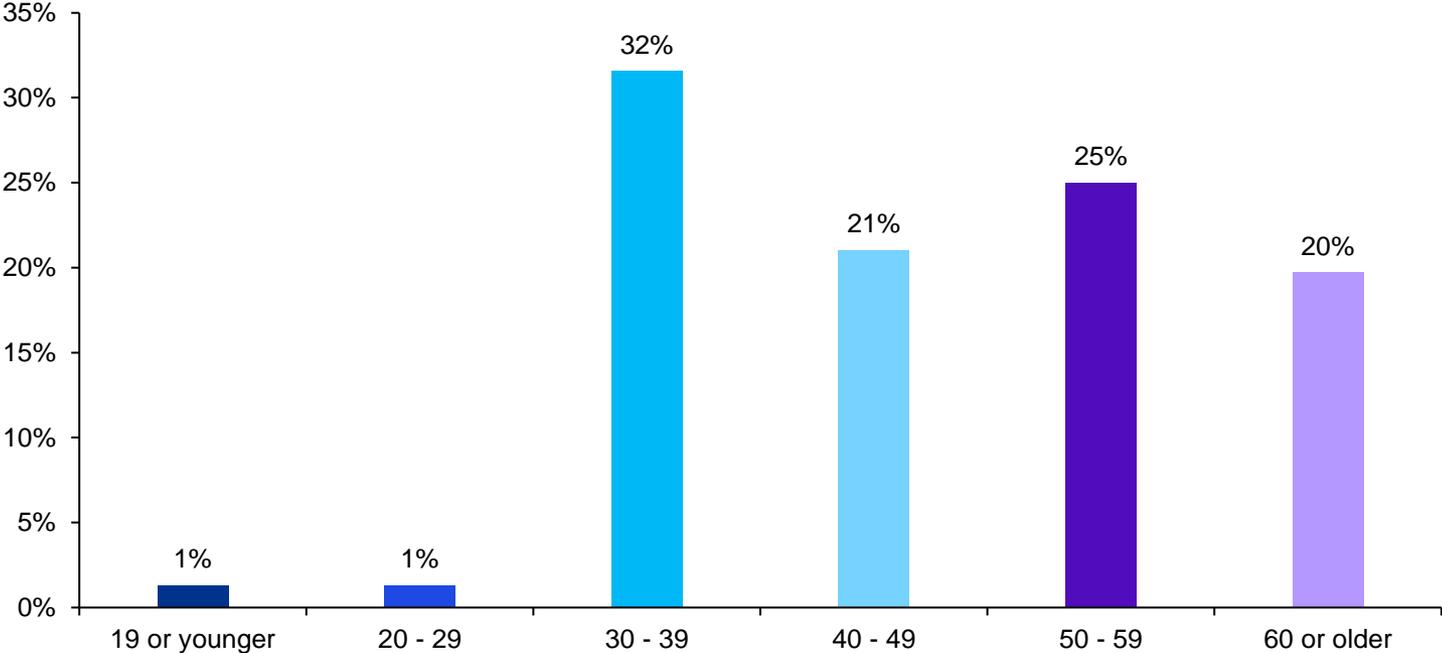
Answered: 76 Skipped: 0



Community Survey Results

Q2: What is your age?

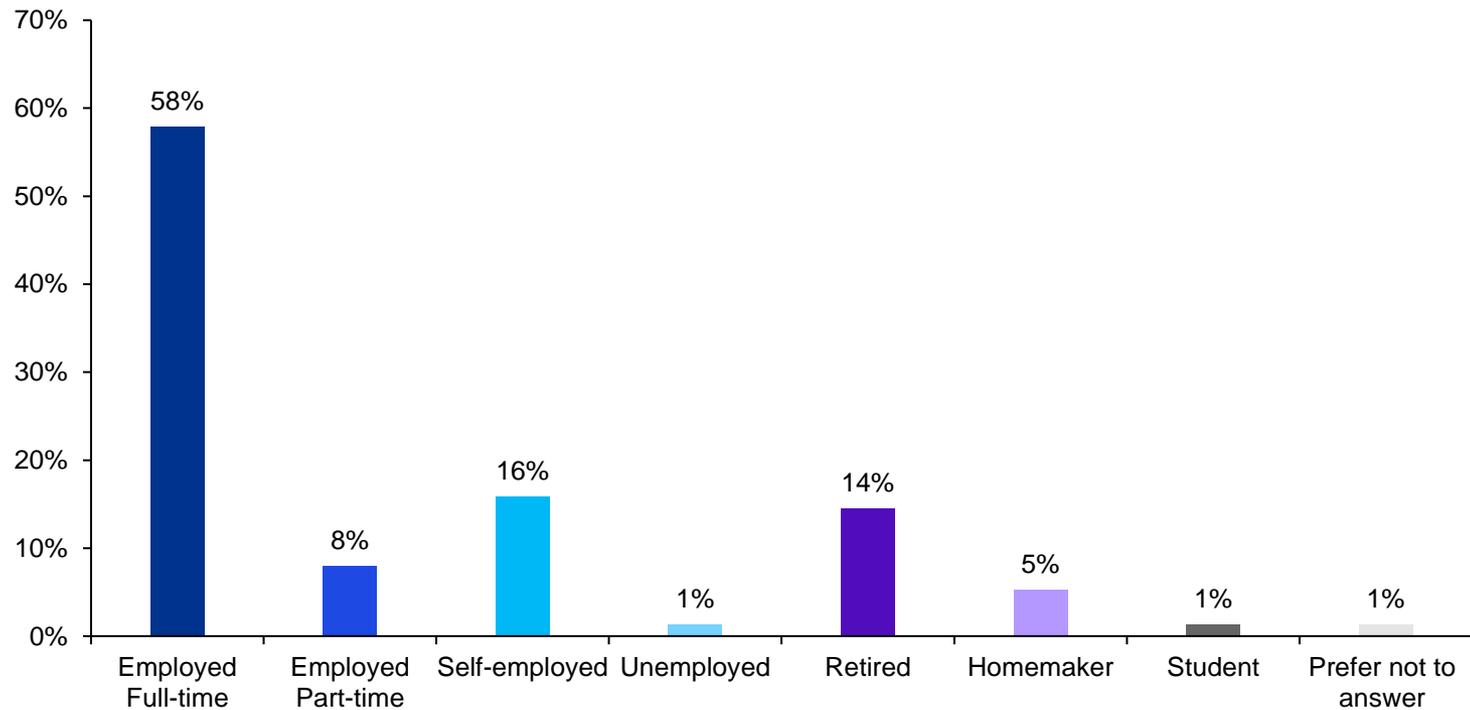
Answered: 76 Skipped: 0



Community Survey Results

Q3: What is your current employment status?

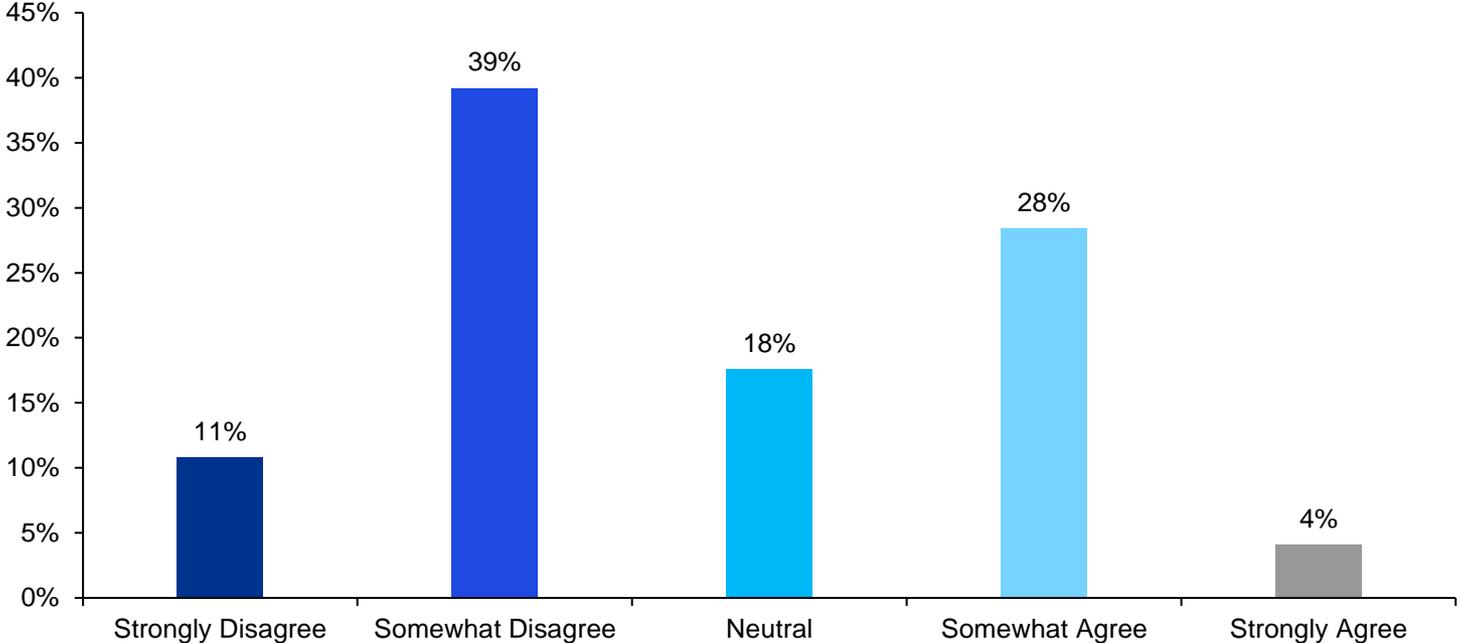
Answered: 76 Skipped: 0



Community Survey Results

Q4: Thinking about the services delivered by Huron East, you are overall satisfied with the current programs and services delivery.

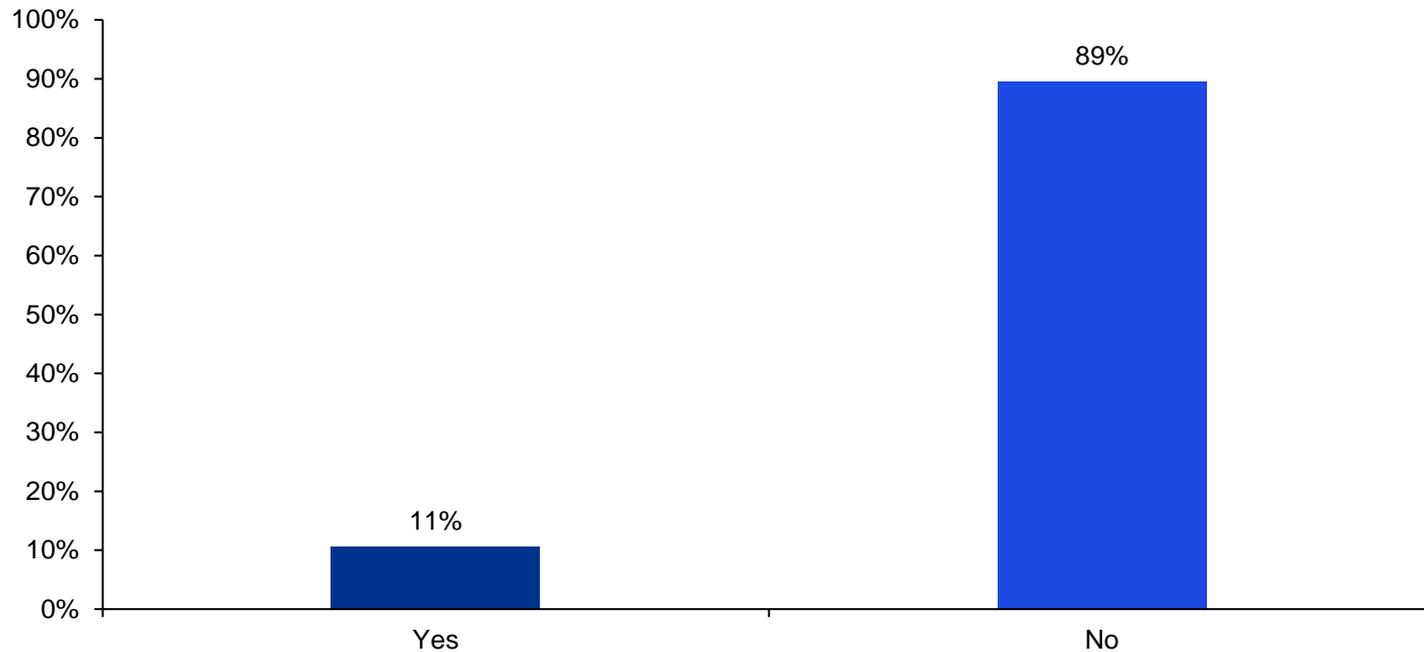
Answered: 74 Skipped: 2



Community Survey Results

Q10: Thinking about the services delivered by Huron East, there are services that the Municipality should no longer provide.

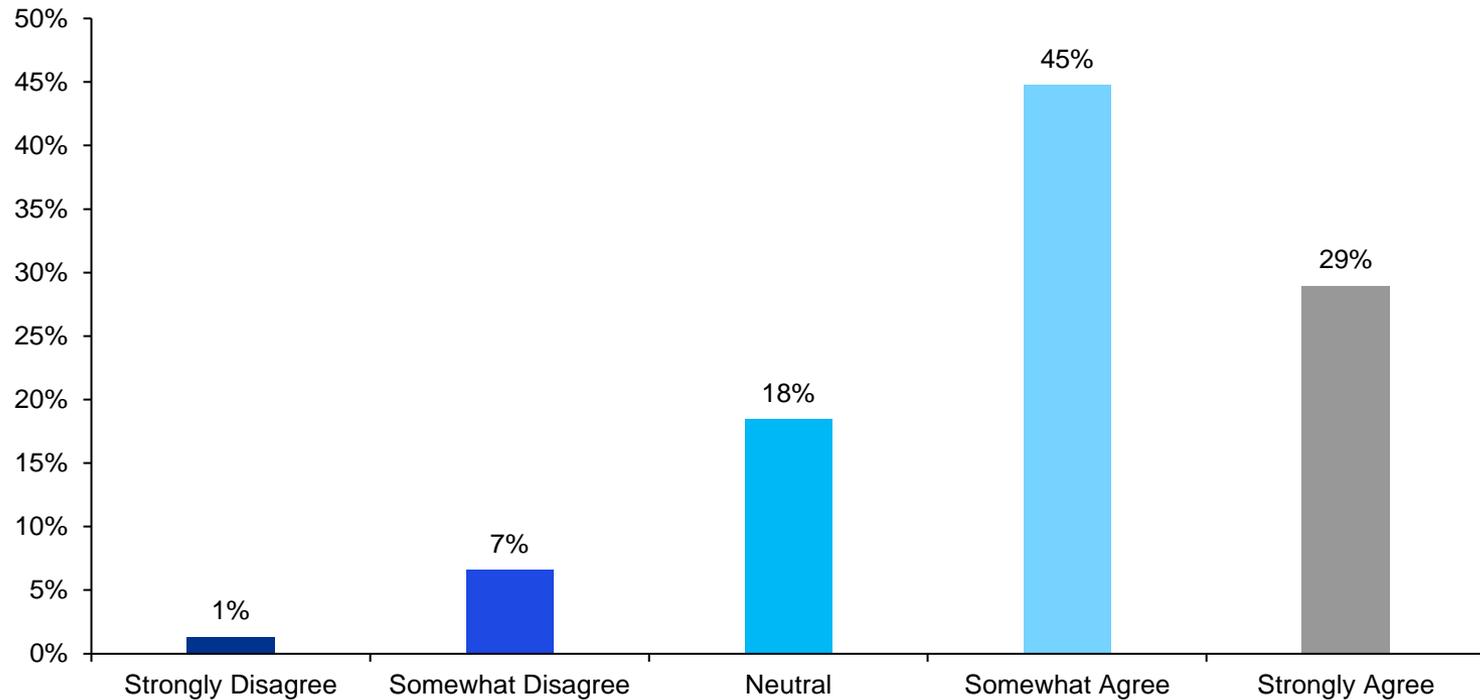
Answered: 76 Skipped: 0



Community Survey Results

Q12: There are opportunities within the Municipality to operate more efficiently and effectively.

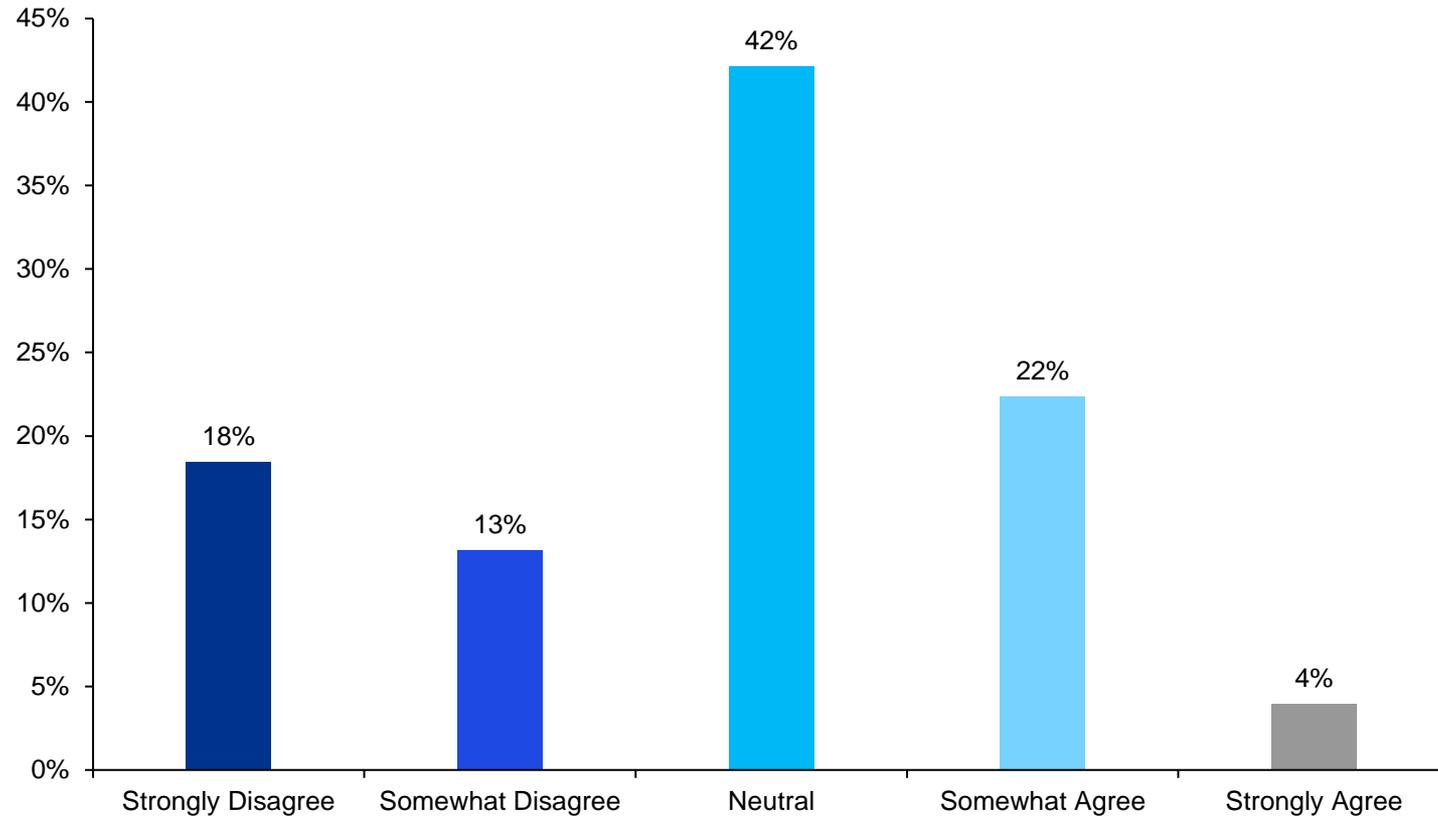
Answered: 76 Skipped: 0



Community Survey Results

Q18: There are opportunities to increase user fees or other funding sources in order to improve services and infrastructure.

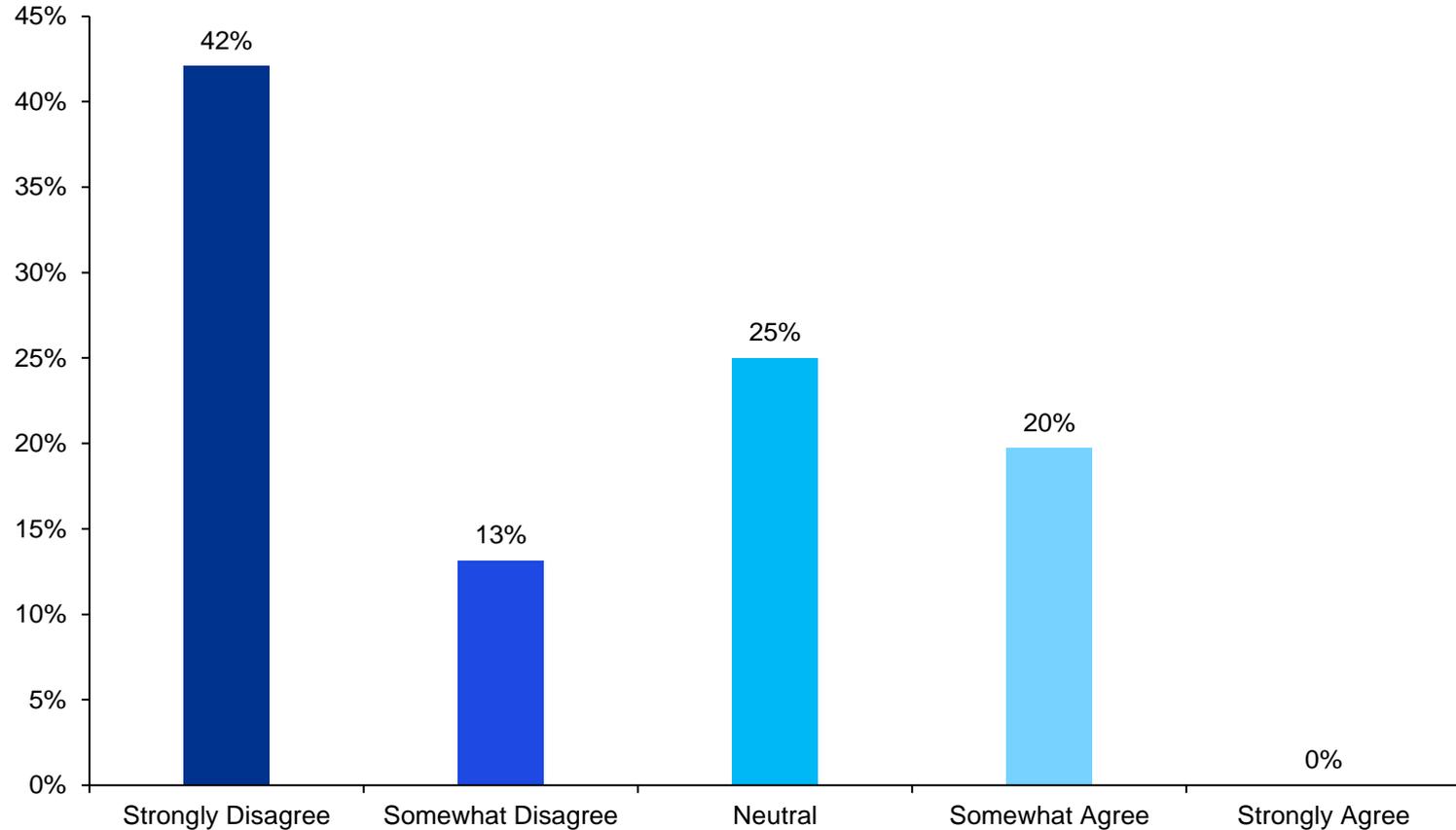
Answered: 76 Skipped: 0



Community Survey Results

Q24: There are opportunities to increase taxes in order to improve services and infrastructure.

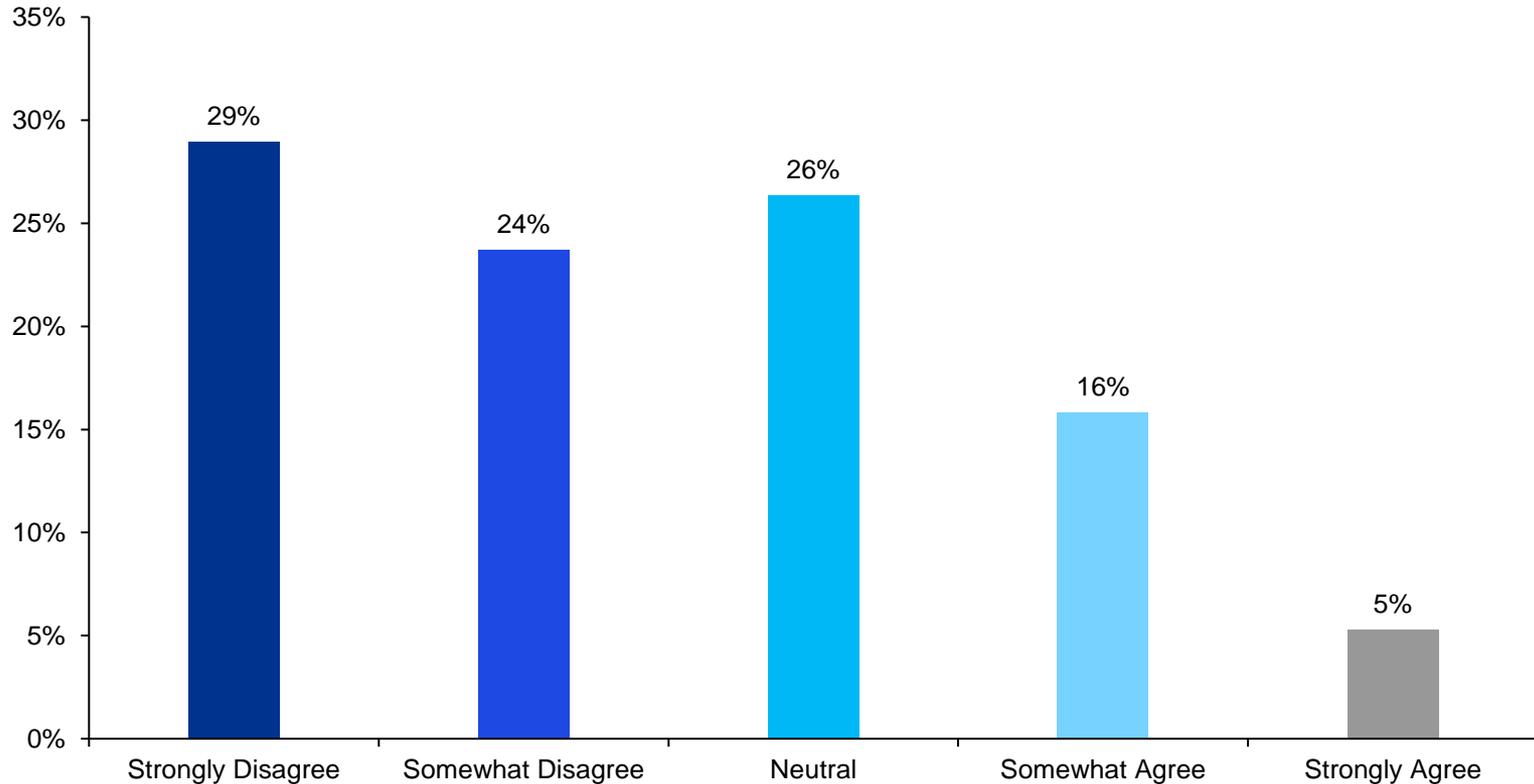
Answered: 76 Skipped: 0



Community Survey Results

Q30: There are cost saving opportunities by reducing service levels.

Answered: 76 Skipped: 0



Appendix C: Benchmarking & Performance Perspectives

Municipality of Huron East
Service Delivery Review
Final Report



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Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, four comparator communities (two outside Huron County and two within Huron County) were selected as municipal comparators by Huron East based on population growth, urban/ rural characteristics and geography.



Municipality	Population ¹	Households ²	Area Square KM ³
Municipality of Huron East	9,138	3,964	669.15
Municipality of Central Huron	6,317	3,977	449.43
Township of North Huron	4,932	2,293	179.01
Municipality of North Perth	13,130	5,826	493.09
Municipality of South Bruce	5,639	2,484	486.86

¹ Data from 2020 FIR, which uses 2016 census data. Not all 2021 FIRs were submitted to the Ministry when the report was prepared; Statistics Canada 2021 census data is not used.

² MPAC data reported in the 2020 FIR

³ Statistics Canada data

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Municipality delivers municipal services, for example:

- Communities with similar financial benchmarks/service levels offer insight into operating efficiencies
- Communities with different financial benchmarks/service levels offer opportunities to change existing processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks:

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are ‘right’

01

Comparator Interview Summary

Municipality of Huron East

Service Delivery Review

Final Report

Comparator Interviews

The Interview Process

As part of the review, KPMG conducted interviews of select comparator municipalities identified by Huron East.

Comparators interviewed were:

1. Municipality of Central Huron
2. North Huron Township
3. Municipality of North Perth
4. Municipality of South Bruce

01

Service Delivery Snapshot

Key services were selected for comparison. The services are categorized into: in-house service delivery, shared services agreement and outsourced services

02

Governance Model

The Council structure and number of employees and volunteers that make up the governance structure of the Municipalities were compared.

03

Strategic Direction

Strategic priorities set by council and upcoming projects were identified for the municipalities.

04

Digital Delivery

Focus on IT modernization and systems used by different municipalities for service delivery were identified..

Comparator Interview Summary – Service Delivery Snapshot

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	

	Huron East	Central Huron	North Huron	North Perth	South Bruce
Animal Control					
Arenas/Community Centres	 Two arenas, one community centre	 One arena and one community centre	 Three arenas and three community centres.	 Three arenas, four community halls	 Three arenas & two community centres
Attractions	 Aquatic centre, Pools, ball diamonds, soccer fields, gym	 Splash Pads, Pools, skatepark, soccer field, baseball diamonds, Equestrian Arena	 Aquatics centre, gym, campground	 Pool, splash pad, sports fields, amphitheatre, ball diamonds, skateboard park, tennis court, pickleball courts	 Tennis court, pool, fairgrounds, ball diamonds soccer field
Bylaw enforcement					

Comparator Interview Summary – Service Delivery Snapshot

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	

	Huron East	Central Huron	North Huron	North Perth	South Bruce
Economic Development		 At the County Level			
Fire	 Fire Chief shared with North Huron		 Fire Chief shared with Huron East		
Garbage / Leaf Collection					
Planning and Zoning	 County Planner	 County Planner	 County Planner	 County Planner	 County Planner
Water and Wastewater					

Comparator Interview Summary – Service Delivery Snapshot

Service Provided in-house	
Shared Service Agreement/ Contract	
Outsourced	

	Huron East	Central Huron	North Huron	North Perth	South Bruce
IT Services					
Library	 Services provided by the County	 Services provided by the County	 Services provided by the County		 Services provided by the County
Daycare	 One daycare centre		 One daycare centre and one EarlyOn Centre	 Three daycare centres	
Cemeteries					

This is not an exhaustive list of services.



Comparator Interview Summary – Governance Model

Huron East has the largest Council size and wards compared to its peers.

11 Council members



Huron East

5 Wards.



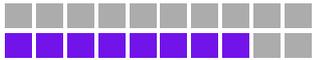
 1.2 Councillors/1000 Capita

 3.9 FTEs/1000 Capita

 3.2 PTEs/1000 Capita

 7 volunteer firefighters / 1000 Capita

8 Council members



Central Huron

2 Wards .



 1.3 Councillors/1000 Capita

 6.4 FTEs/1000 Capita

 *Not available*

 *Not available*

7 Council members



North Huron

4 Wards .



 1.4 Councillors/1000 Capita

 8.3 FTEs/1000 Capita

 9.1 PTEs/1000 Capita

 8.9 volunteer firefighters*/1000 Capita

*Firefighters are part of staffing complement at North Huron

10 Council members



North Perth

3 Wards.



 0.8 Councillors/1000 Capita

 6.6 FTEs/1000 Capita

 15.2 PTEs/1000 Capita

 5 volunteer firefighters/ 1000 Capita

7 Council members



South Bruce

2 Wards



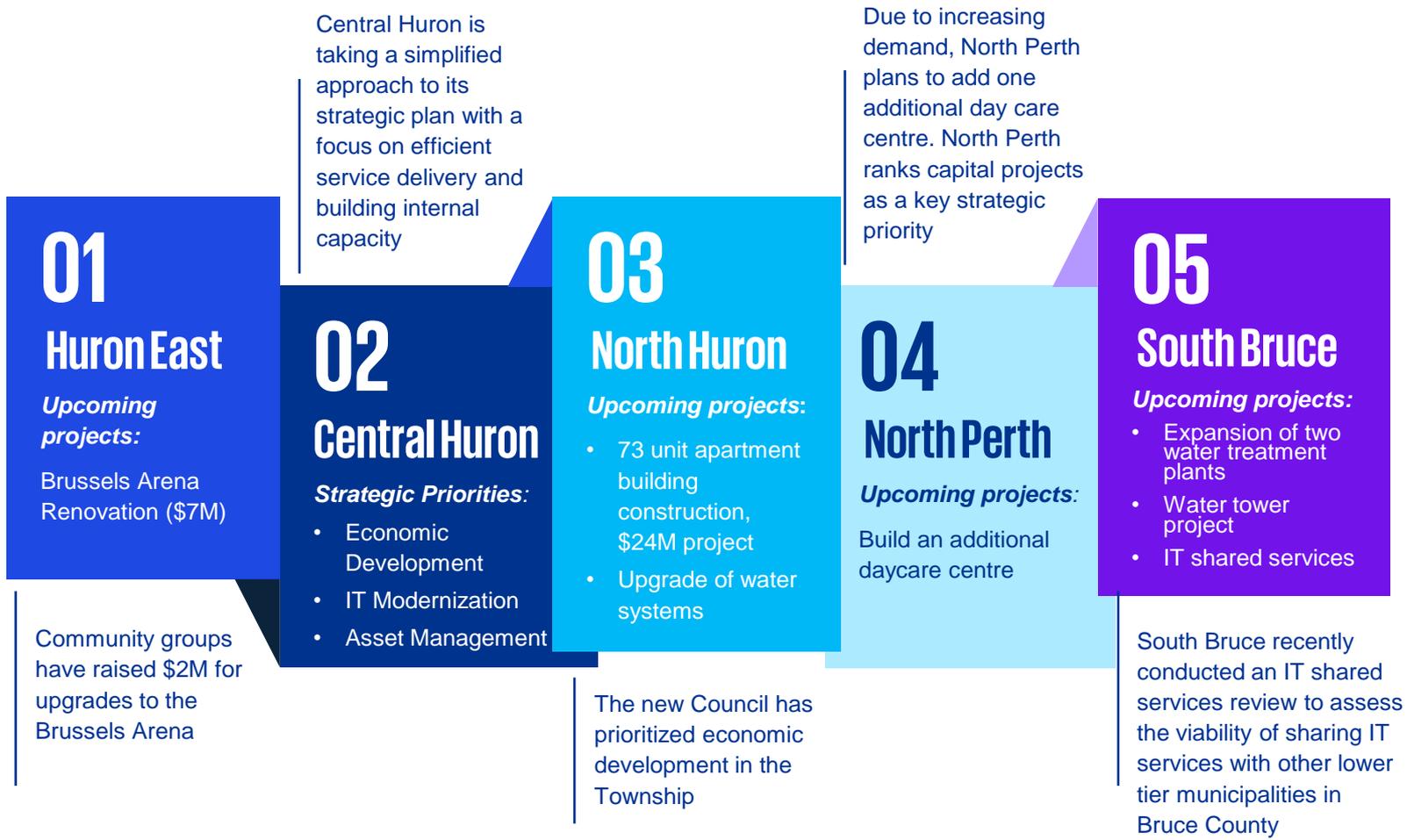
 1.2 Councillors/1000 Capita

 4 FTEs/1000 Capita

 2.3 PTEs/1000 Capita

 8.8 volunteer firefighters/ 1000 Capita

Comparator Interview Summary – Strategic Direction



Challenges to meeting objectives

Key challenges noted to meeting objectives were limited human resources and a need to upgrade systems and digitize processes.

Comparator Interview Summary – Digital Delivery

01 Huron East

IT is outsourced to a third party contractor.

Systems used:

- HR downloads
- Great Plains for finance, tax, payroll
- CityWide
- Land Manager

02 Central Huron

Recently hired an in-house IT Manager.

Systems used:

- HR downloads
- Keystone for Finance
- CityWide integrated with GIS system

03 North Huron

IT services are shared and a 3-year IT plan is in place.

In the process of implementing e-permitting system for building permits and online payments for services

Systems used:

- Keystone for Finance
- Clarity for HR

04 North Perth

North Perth has an in-house IT department.

Systems used:

- ADP system for HRIS
- Keystone for Finance
- iCloud for building permits
- Municipal management system for workorders
- CityWide

05 South Bruce

IT is outsourced. Municipal innovation committee set up in Bruce County to work share IT infrastructure.

Systems used:

- HR downloads

02

Financial Perspectives

Municipality of Huron East

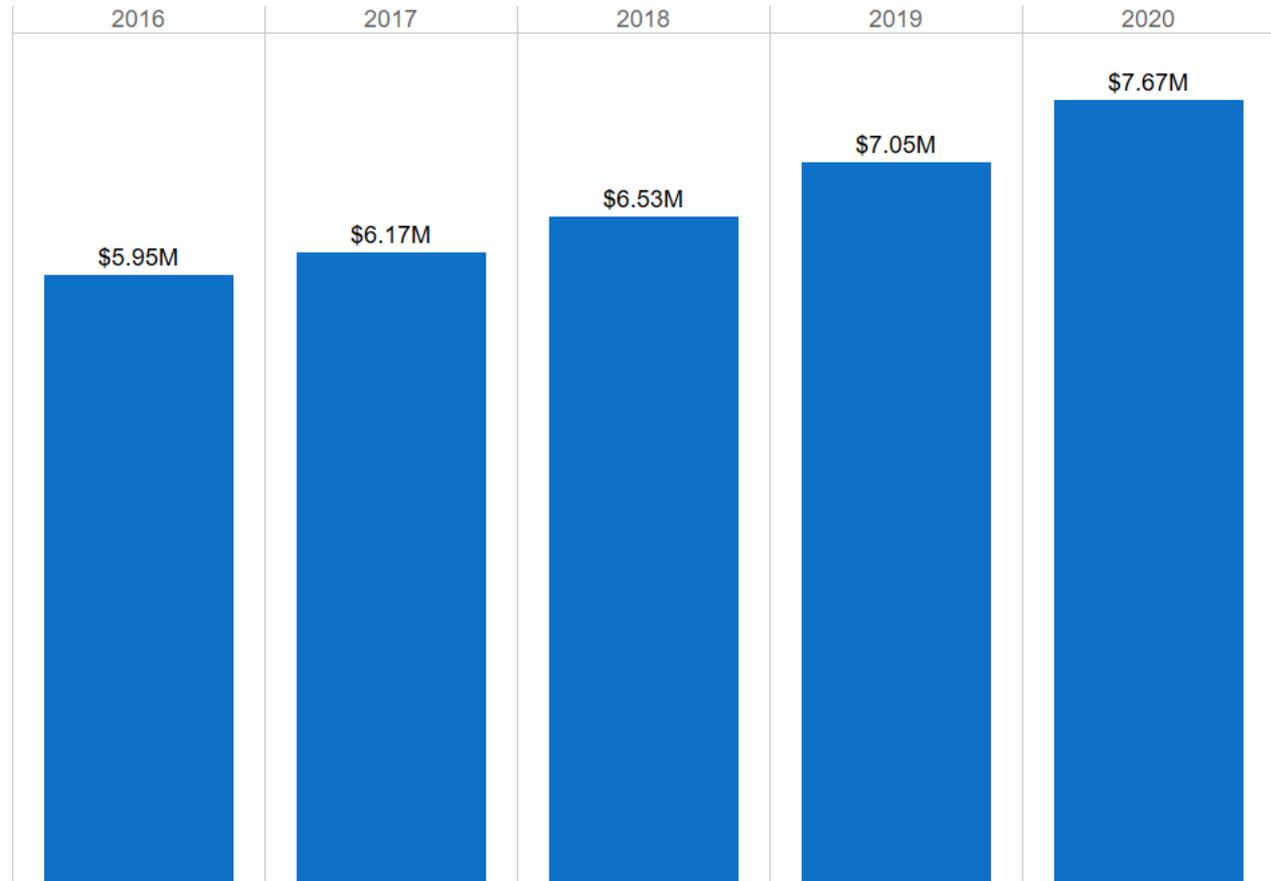
Service Delivery Review

Final Report

Financial Perspectives

Overview of the Municipality's Financial Performance

Over the period of 2016 - 2020, Huron East's municipal levy has increased by an average of 6.6% per year. In comparison, the Ontario Consumer Price Index increased on average 2.0% annually between 2016 and 2021¹, reflecting the high level of services delivered by the Municipality and the increased cost of local government services, specifically on maintaining infrastructure.



¹Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary

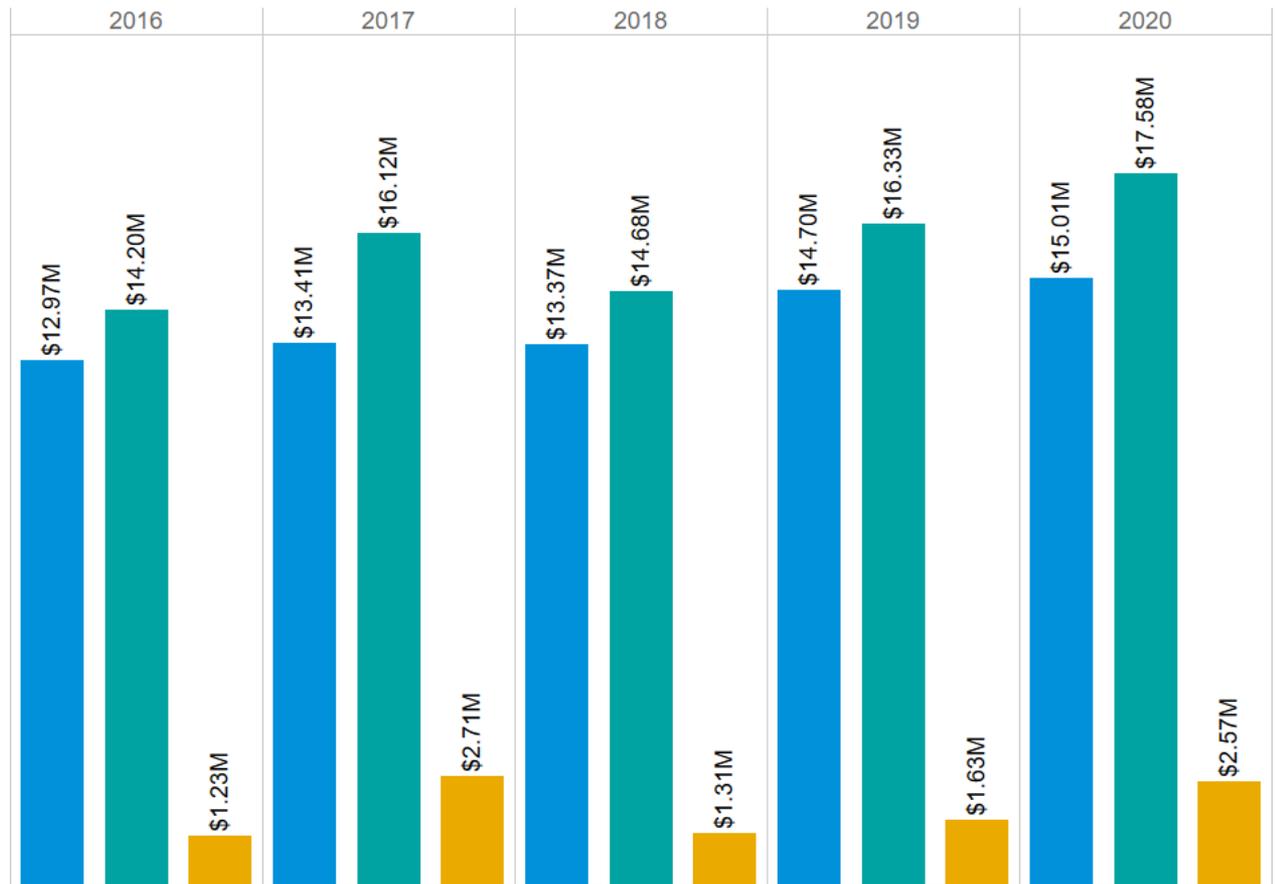
²Source – Municipal Financial Information Returns (Schedule 10)

Financial Perspectives

Reported Operating Results (in Millions)

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at the operational expenses excluding amortization and other non-cash items, we can understand if capital acquisitions are requiring the municipality to incur additional debt or to lower their reserves.

The Municipality has incurred annual surpluses over the past five years giving Huron East greater flexibility when considering investing in operational upgrades or large capital expenditures.



■ Total Operating Expenses
 ■ Total Revenue
 ■ Surplus (Deficit)

Source: Municipal Financial Information Returns (Schedules 10, 40)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Total Operating Expense	3.4%	(0.3)%	10.0%	2.1%
Total Revenues	13.5%	(9.0)%	11.2%	7.7%

Financial Perspectives

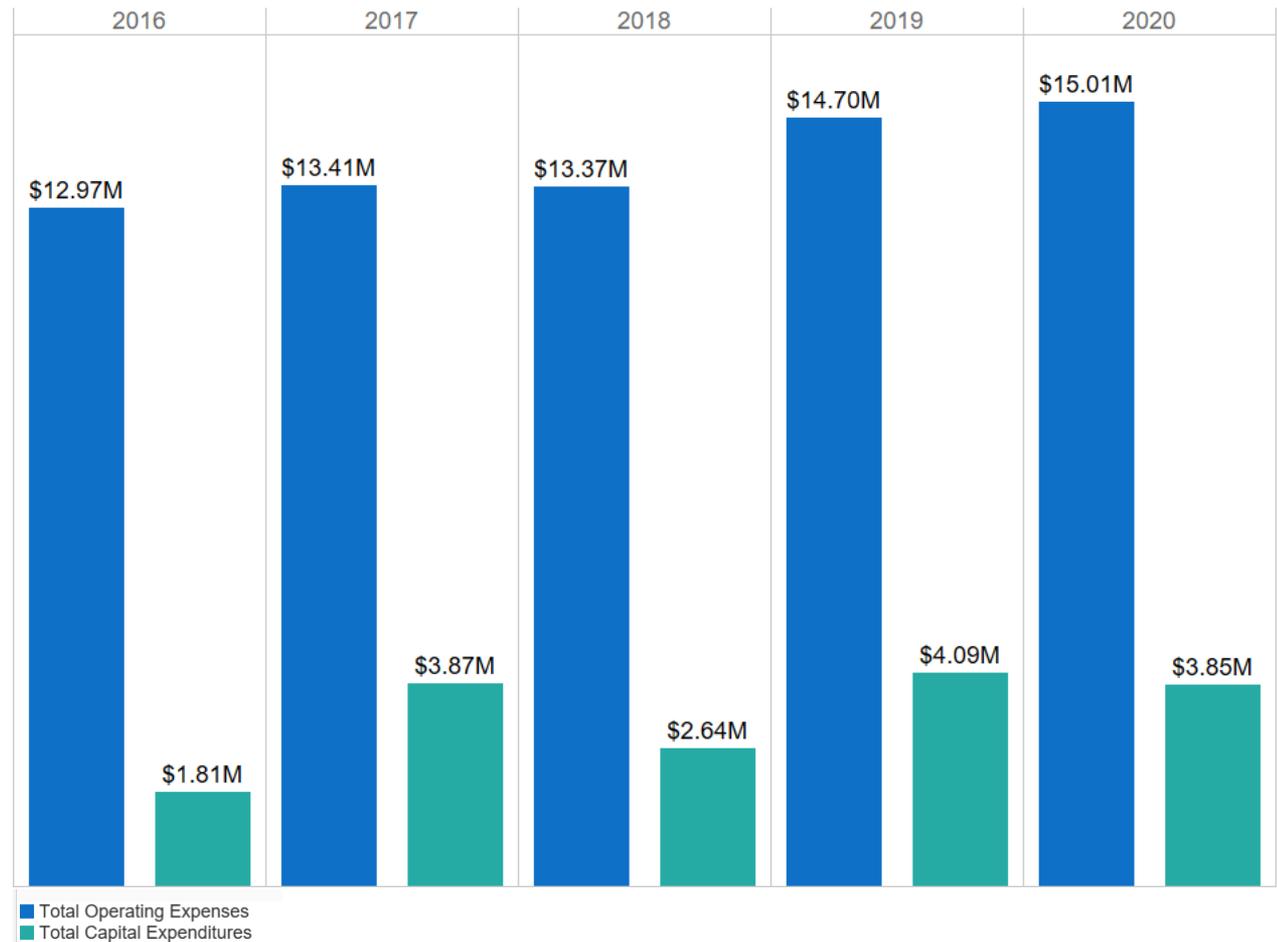
Operating & Capital Expenditures

Between 2016 and 2020, the Municipality's operating expenditures have averaged \$13.9M. Over the same period, capital expenditures have averaged \$3.3M.

Capital spending has been focused on executing specific infrastructure projects to carry out the Municipality's Asset Management Plan and Asset Management Program. Focus areas have been roads, water and wastewater infrastructure projects.

The Municipality has committed around \$7M for the upgrades of the Brussels Arena.

The Municipality is also developing a new subdivision. The revenue generated from the subdivision would supplement reserves for equipment and facility maintenance.



Source: Municipal Financial Information Returns (Schedules 40 & 53)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Operating Expenditure	3.4%	(0.3)%	10.0%	2.1%
Capital Expenditure	114.1%	(31.8)%	54.9%	-5.8%

Financial Perspectives

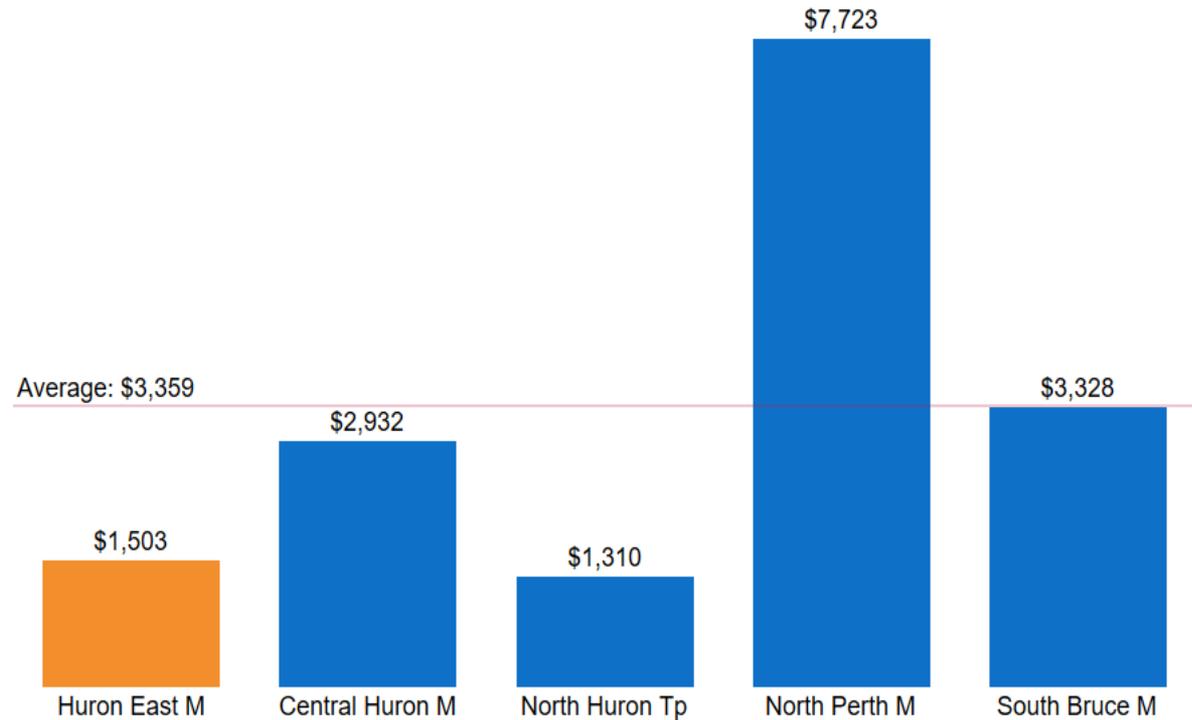
Total Liabilities per Household

This financial indicator provides an assessment of the Municipality's ability to assume liability and issue more debt by considering the existing debt and liability load on a per household basis. High levels of debt and liabilities may preclude the issuance of additional debt.

The Municipality of Huron East holds the second lowest liability per household (\$1,503) amongst the comparator group.

The Municipality of North Perth's high debt load represents spending on water and wastewater, landfill services, stormwater management and a senior's housing complex .

Low debt and liability levels indicates that the municipality has more flexibility in the use of debt as a financing tool for future capital projects and resource investments.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 70 & 74A

Liabilities	Huron East	Central Huron	North Huron	North Perth	South Bruce
Accounts Payable	\$2.4M	\$2.4M	\$1.4M	\$3.2M	\$1.7M
Deferred Revenue	\$2.6M	\$76K	\$0.6M	\$14.5M	\$2.1M
Long-Term Liabilities (Debt Issued)	\$1.0M	\$6.4M	\$0.6M	\$25.2M	\$4.1M
Solid Waste Mgmt. Facility	-	\$2.9M	\$0.4M	\$2.0M	\$0.4M
Total Liabilities	\$6.0M	\$11.7M	\$3.0M	\$44.9M	\$8.3M
Debt Issued per Household	\$262	\$1,606	\$243	\$4,333	\$1,648
2022 Annual Debt Repayment Limit	\$3.8M	\$2.5M	\$2.5M	\$5.7M	\$1.8M

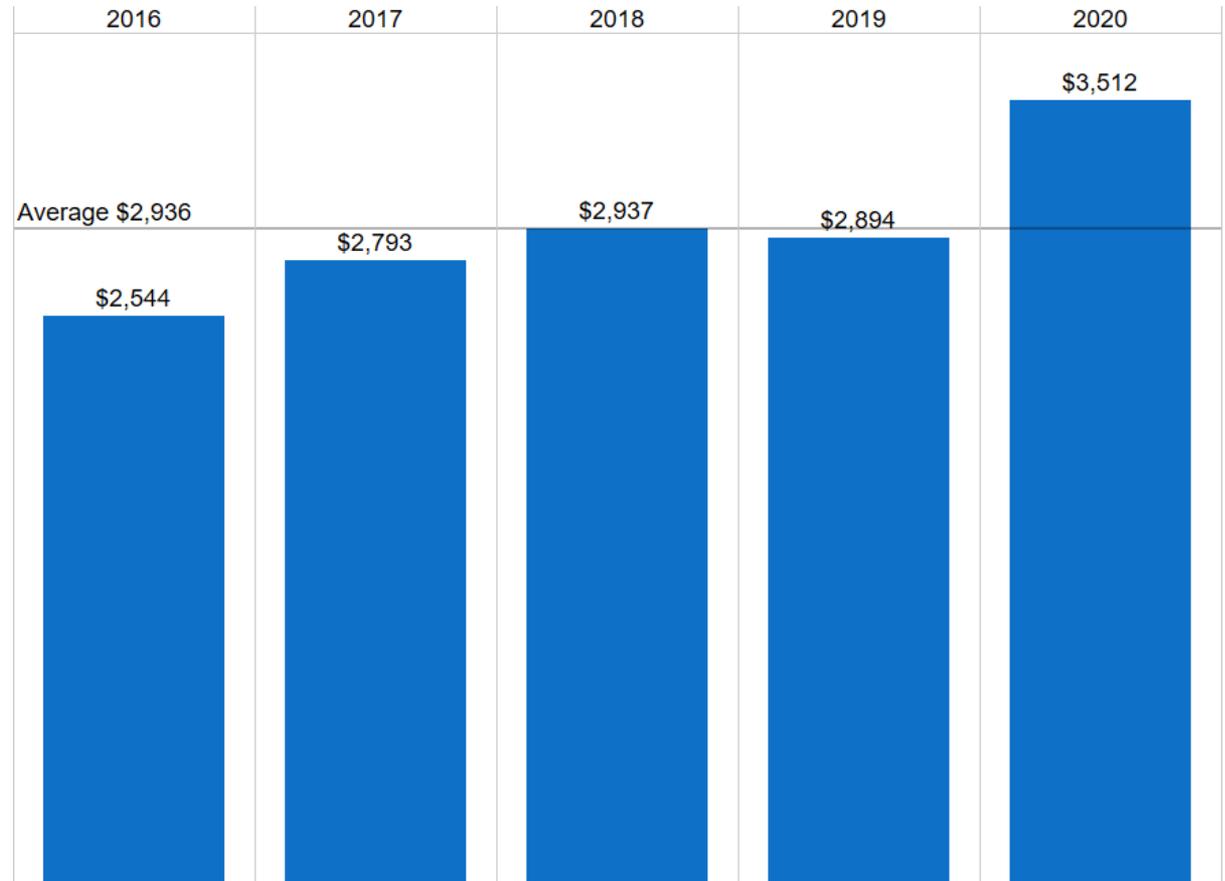
Financial Perspectives

Total Reserves per Household – Historic Trend

Total reserve levels have increased by an average of 8.7% per year over the past five years.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

Increasing total reserves over time is an indicator that the Municipality has adapted lifecycle asset management and has increased flexibility for financing capital projects. It has also decreased the Municipality's vulnerability to funding sources outside of its control or influence, both locally and provincially.



Source – KPMG analysis of annual Financial Information Returns, Schedule 60

Financial Perspectives

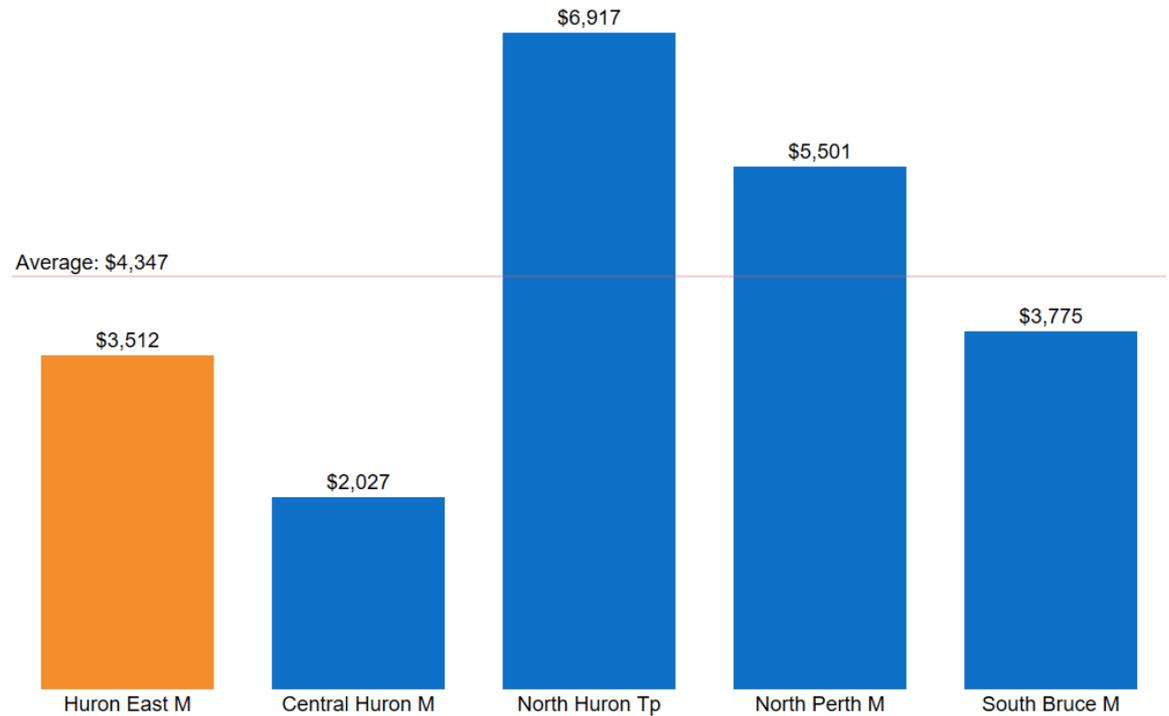
Comparator Reserve Levels

The Municipality of Huron East holds the second lowest total reserves per household (\$3,512) amongst the comparator group.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

North Perth, South Bruce and North Huron fund capital projects through their reserves. South Bruce is in the process of expanding two sewerage treatment plants. Central Huron recently acquired a gravel pit for \$1.3M and a lake front property as a brownfield site for the Province.

A strong total reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & Schedule 60

Municipality	Discretionary Res. Funds	Obligatory Res. Funds, Deferred Rev.	Reserves
Huron East	\$11.8M	\$1.5M	\$0.56M
Central Huron	\$2.4M	\$0.08M	\$5.56M
North Huron	\$0.02M	\$0.65M	\$15.18M
North Perth	\$15.45M	\$5.97M	\$10.63M
South Bruce	No FIR data reported	\$1M	\$8.36M

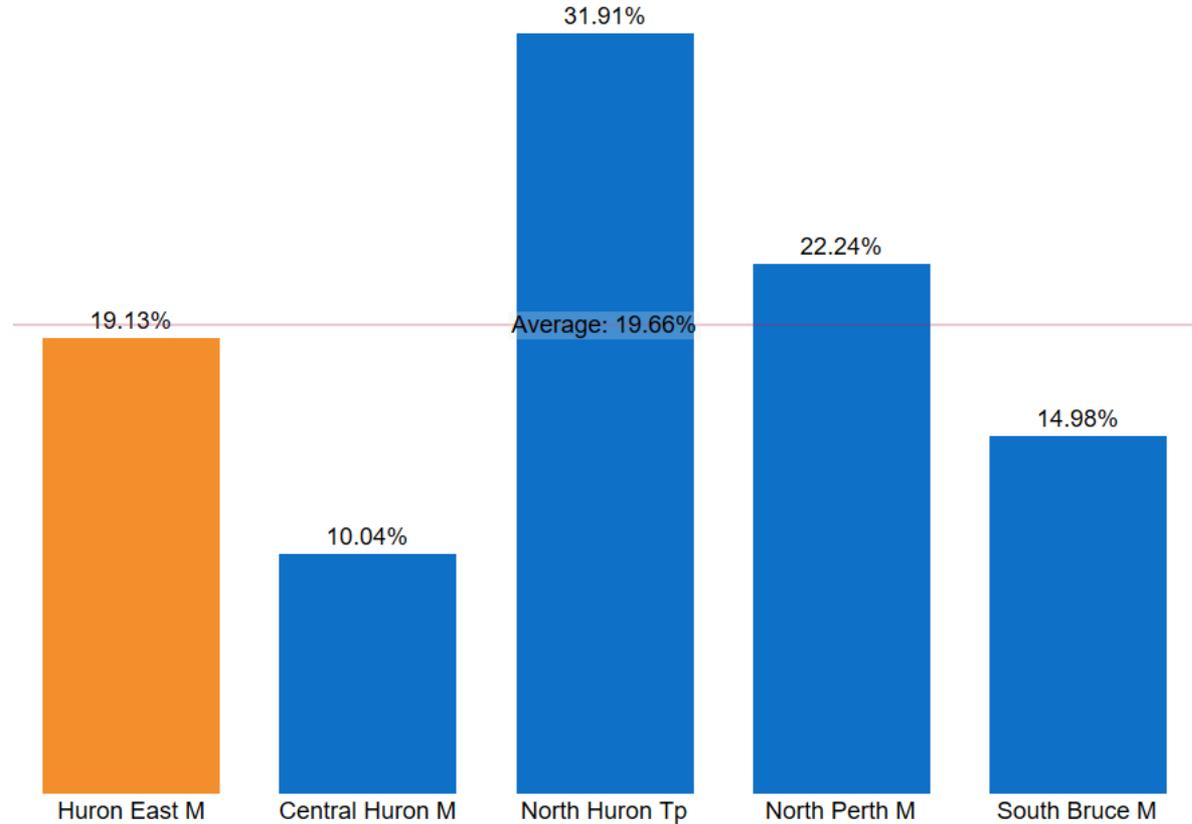
Financial Perspectives

Reserve Position Relative to Tangible Capital Assets

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

Huron East's total reserve position relative to its tangible capital assets (19%) is at the comparator group average. While in line with its comparators, the Municipality is not in a position to fund all asset needs.

The Municipality's Asset Management Plan estimates the annual capital infrastructure deficit to be \$5.5 million.



*

Source – KPMG analysis of annual Financial Information Returns, Schedule 51 & 60

03

Staffing Perspectives

Municipality of Huron East

Service Delivery Review

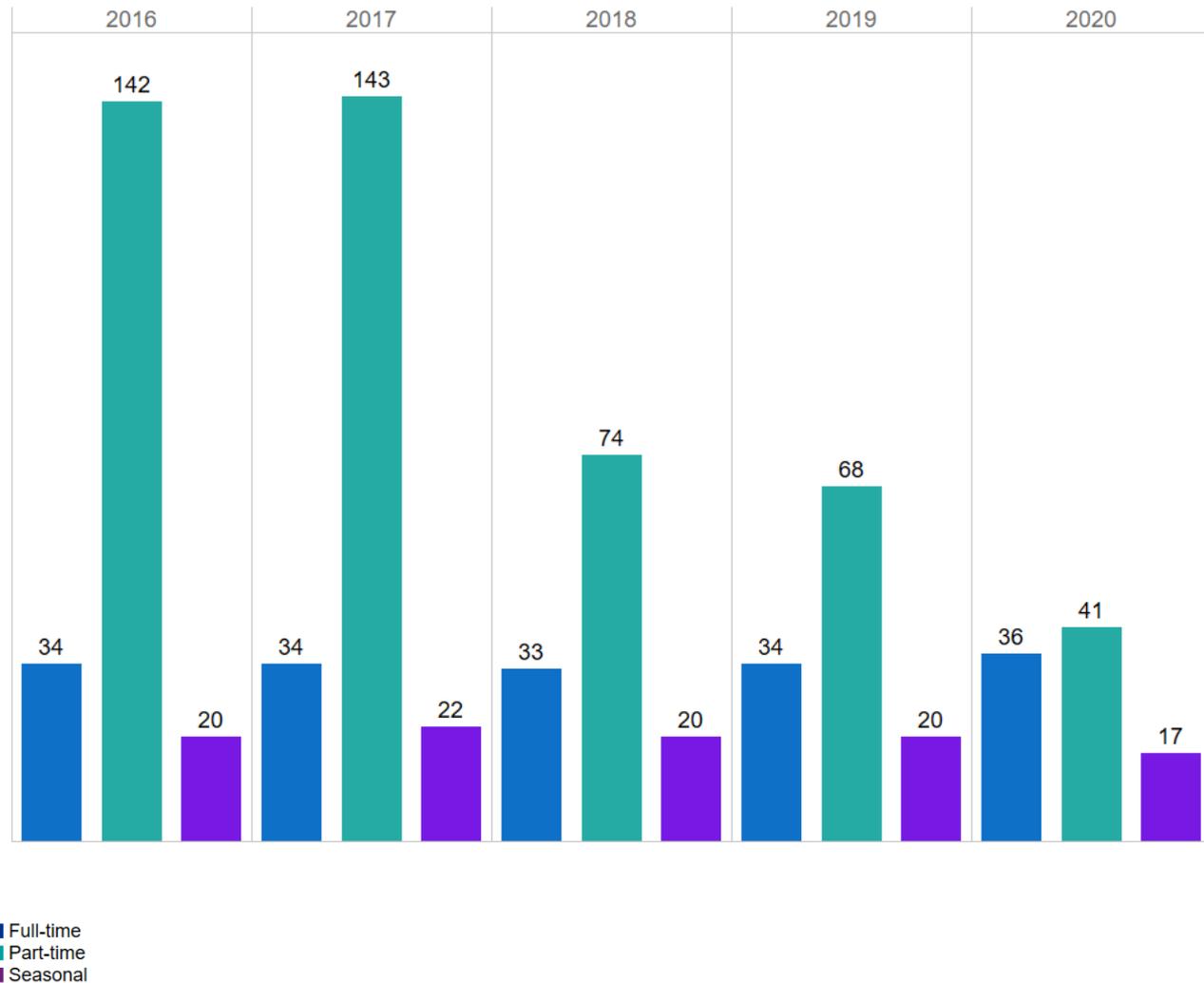
Final Report

Staffing Perspectives

Historical Staffing Levels

When viewed over the past five years, the staffing levels for full-time employees has been consistent with around 34 to 36 employees, while part-time employees decreased from 142 to 41 positions. Seasonal staff has decreased from 20 to 17 employees.

The significant drop in part-time employees is due to the change in reporting volunteer firefighters between 2017 and 2018. Volunteer firefighters are excluded from FIR reporting requirements. Due to the COVID-19 pandemic, the Municipality further decreased its part-time workforce, specifically in parks and recreation services.



Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

Staffing Perspectives

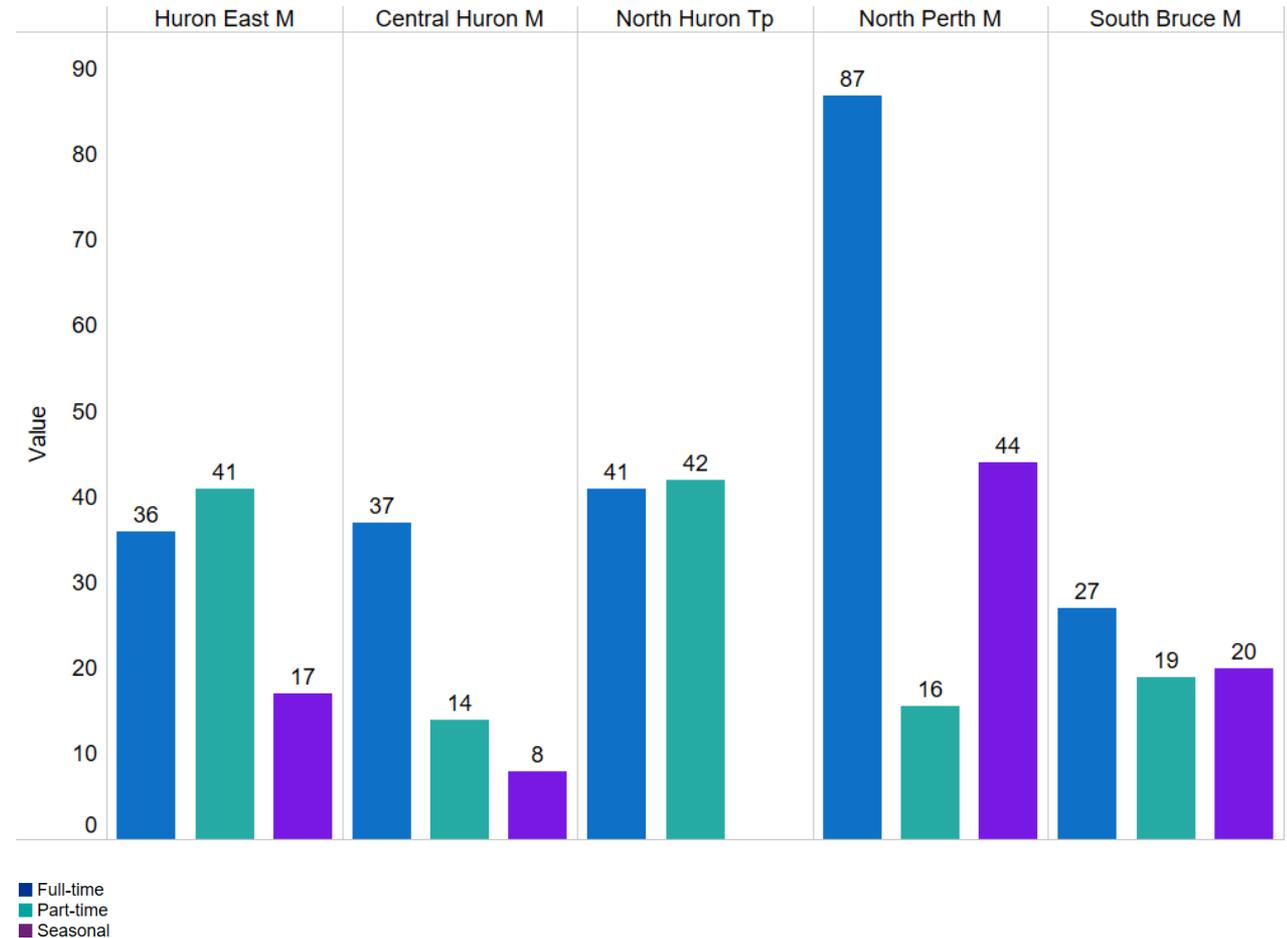
Comparator Staffing Levels

The size, volume, complexity and suite of services offered by a municipality impacts its staffing level and approach (i.e. in-house, contract, shared services). Council's strategic service priorities also impact the structure and deployment of its staffing levels and staffing mix.

For example, North Perth provides library services.

Huron East, North Huron, and North Perth offer direct child care services.

North Perth currently operates three child care centres and is looking to expand childcare services due to rising demand. The higher staffing levels reflect additional services provided by North Perth.



Source – KPMG analysis of annual Financial Information Returns, 2020, Schedule 80A

Full-Time Staffing Positions by Service Areas

The table below illustrates the number of full-time staffing positions by service areas across the comparator group.

	Huron East	Central Huron	North Huron	North Perth	South Bruce
Administration	6	9	7	15.5	8
Fire ¹	1	1	0	2.5	1
Public Works	13	18	14	23.5	11
Health Services	0	0	0	1.5	0
Other Social Services ²	5	0	10	20	0
Parks & Recreation	6	7	10	15	3
Libraries	0	0	0	4	0
Planning ⁴	3*	2	0	4	0
Other ³	2	0	0	1	4
FIR TOTAL	36	37	41	87	27

Note 1: Volunteer firefighters are not reported in the FIR.

Note 2: Other Social Services primarily consists of child care services and social services staff, excluding long-term care staff.

Note 3: Consists of clerical/administrative staff, by-law officers and inspectors not included in any of the above categories.

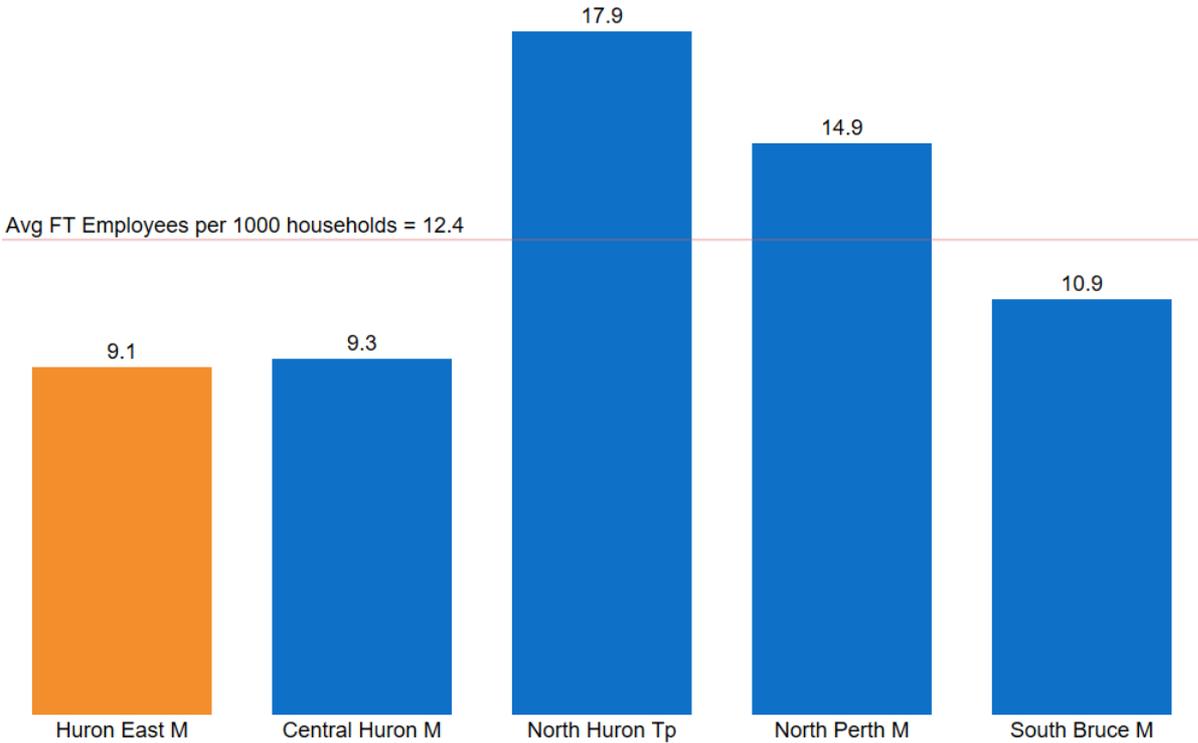
Note 4: Planning staff for Huron East includes the County Planner, Chief Building Officer and Building and Planning Assistant.

Staffing Perspectives

Full-time staffing complement per 1,000 households

Looking at the full time staffing complement per 1,000 households, Huron East is the lowest among the comparator group.

North Huron and South Bruce have less households than Huron East leading to a higher staff per household calculation.



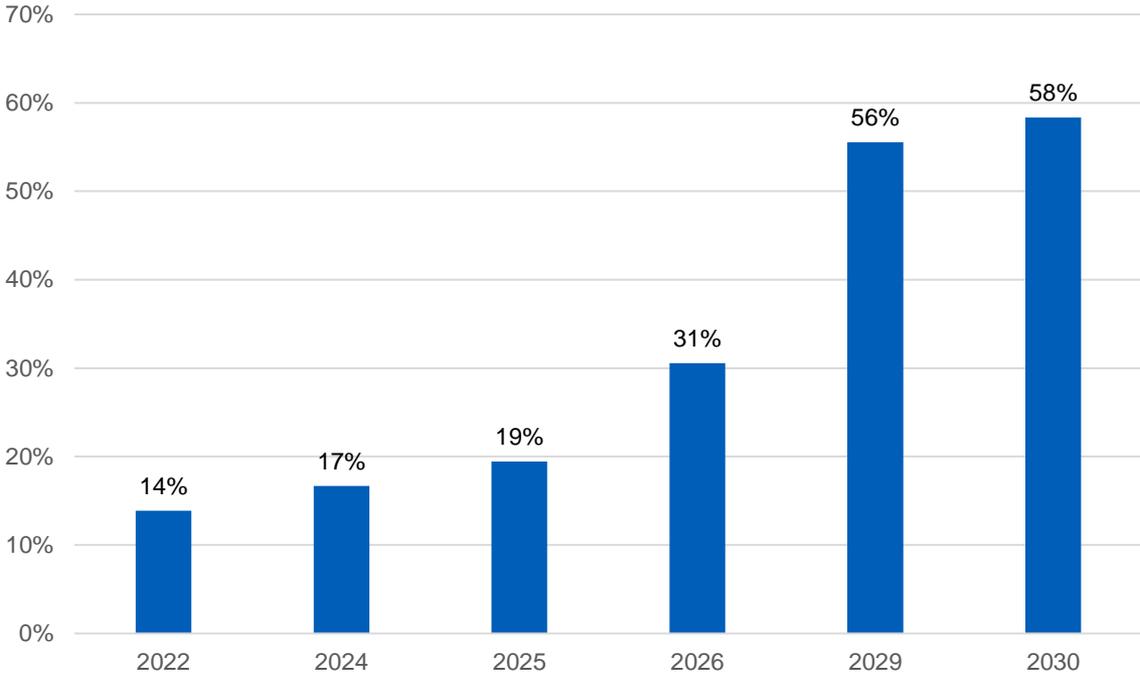
Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

Staffing Perspectives

Retirement Profile

By 2030, a cumulative total of 21 employees of the Municipality will be entitled to retire with unreduced pensions. This number represents approximately 58% of all full-time employees of the Municipality.

This is above our typical finding of approximately 20% when this analysis was conducted for other municipalities, indicating that the Municipality needs to proactively plan for succession to maintain the current staffing level.



Source: Retirement data provided by the Municipality.

Note: No retirements in the years 2023, 2027, and 2028.

04

Benchmarking of Services

Municipality of Huron East

Service Delivery Review

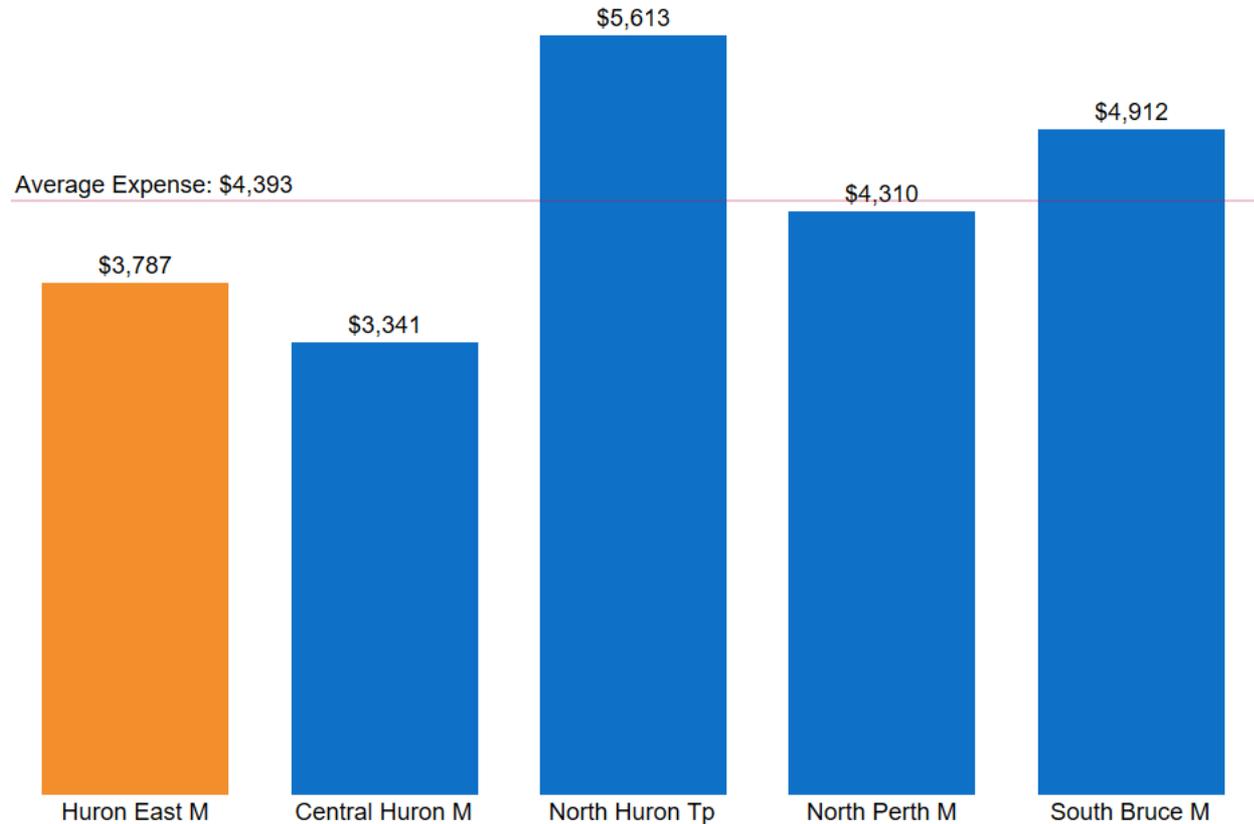
Final Report

Benchmarking Perspectives

Total Operating Cost per Household

Total operating cost represents the overall cost to deliver all municipal services to residents and communities.

The Municipality of Huron East's total operating cost per household (\$3,787) is the second lowest amongst the comparator group.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

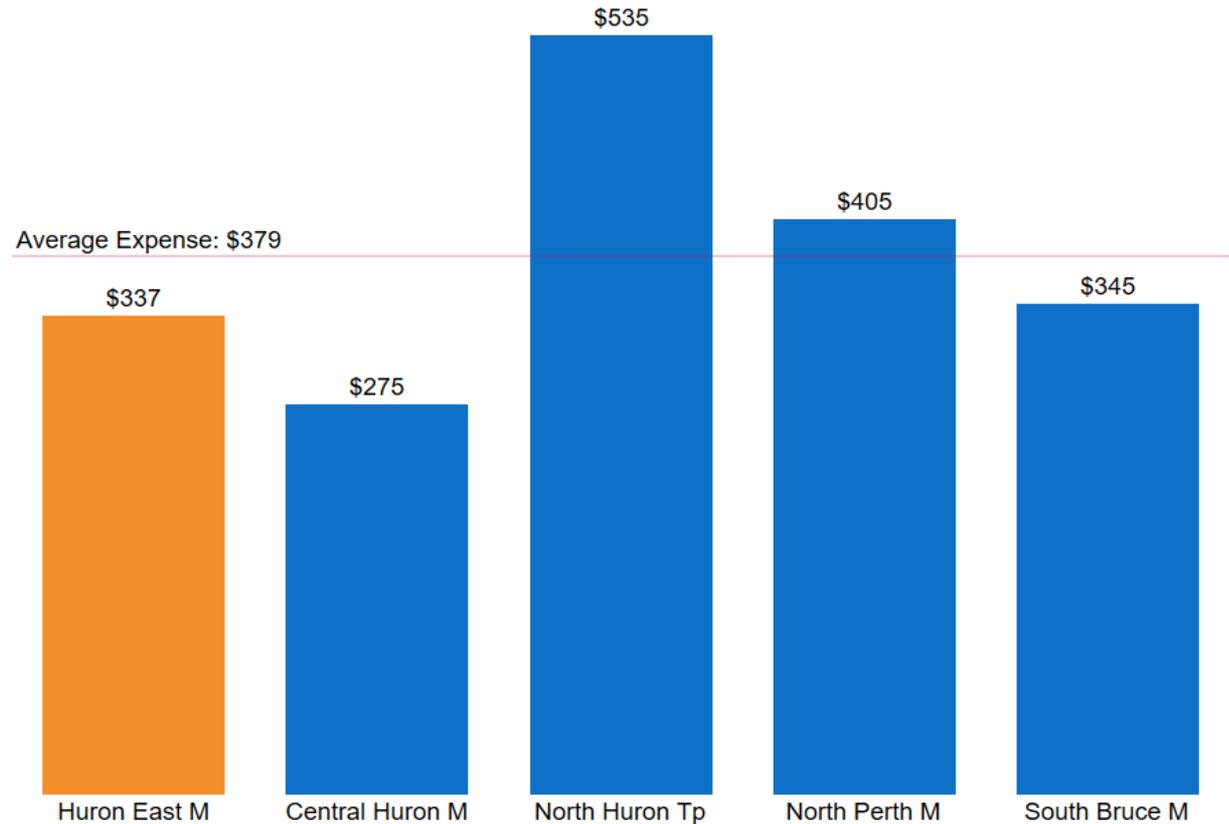
Benchmarking Perspectives

Governance, Corporate Management, and Program Support Cost per Household

The Municipality of Huron East's general government administration expense per household (\$337) is the second lowest amongst the comparator group.

Governance costs include costs associated with the Office of the Mayor, Council members and direct administrative staff, council support, and election management.

Corporate Management and Program Support costs reflect cost of the Municipality's back-office or non-citizen facing services.



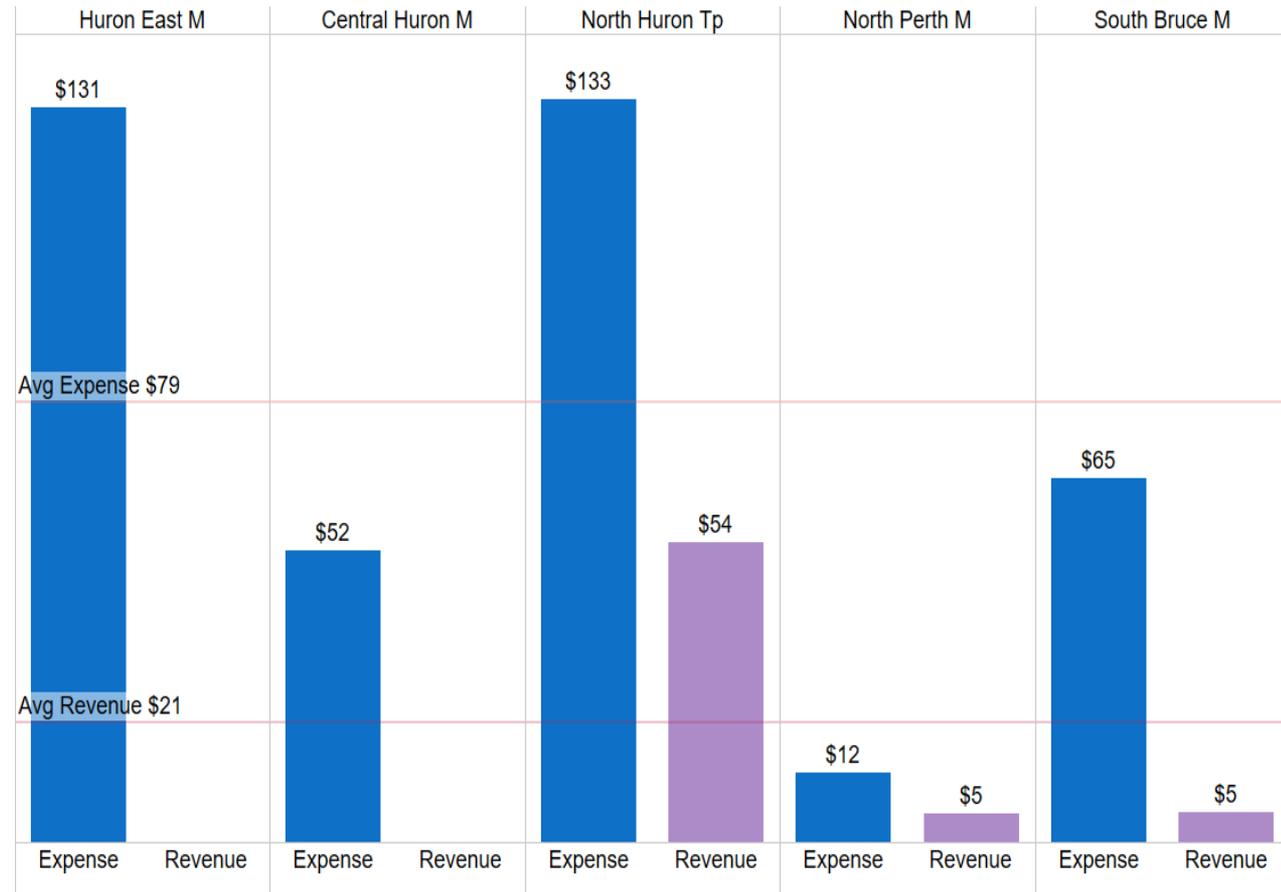
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Recreation Programs Revenue and Expense per Household

Huron East's operating expense for recreation programs per household (\$131) is above the average for the comparator group average of \$79 per household.

Huron East and Central Huron reported recreation revenue under Recreation Facilities.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Benchmarking Perspectives

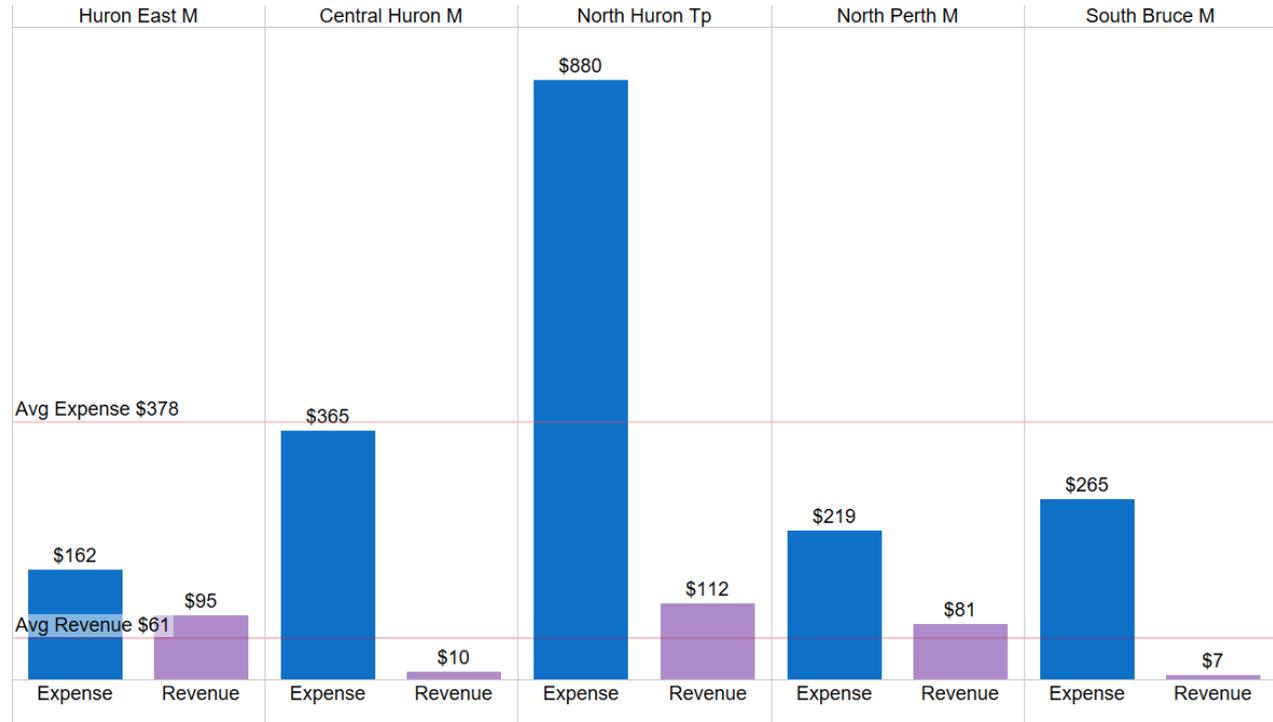
Recreation Facilities Expense per Household

Huron East's operating expense for recreation facilities per household (\$162) is below the average for the comparator group average of \$378 per household.

The number and mix of recreation facilities each municipality owns and operates, including building condition, impacts the spending level. Huron East is providing lower service levels in terms of the recreation facilities it provides to the community.

The revenue collected for Huron East includes Vanastra Recreation Centre's rental fee to the Vanastra Early Childhood Learning Centre. The Childcare centre is subsidized by tax levy to balance its budget.

Central Huron owns a casino that is operated by OLG and the profits are shared with the Municipality.



Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Municipality	Indoor Recreation Facility Space	Cost per Indoor Recreation Facility Space
Huron East	104,008 sq. metres	\$6.6
Central Huron	11,299 sq. metres	\$128.4
North Huron	11,121 sq. metres	\$181.4
South Bruce	17,370 sq. metres	\$39.0
North Perth	9,000 sq. metres	\$141.7

Source – KPMG analysis of annual Financial Information Returns, 80D

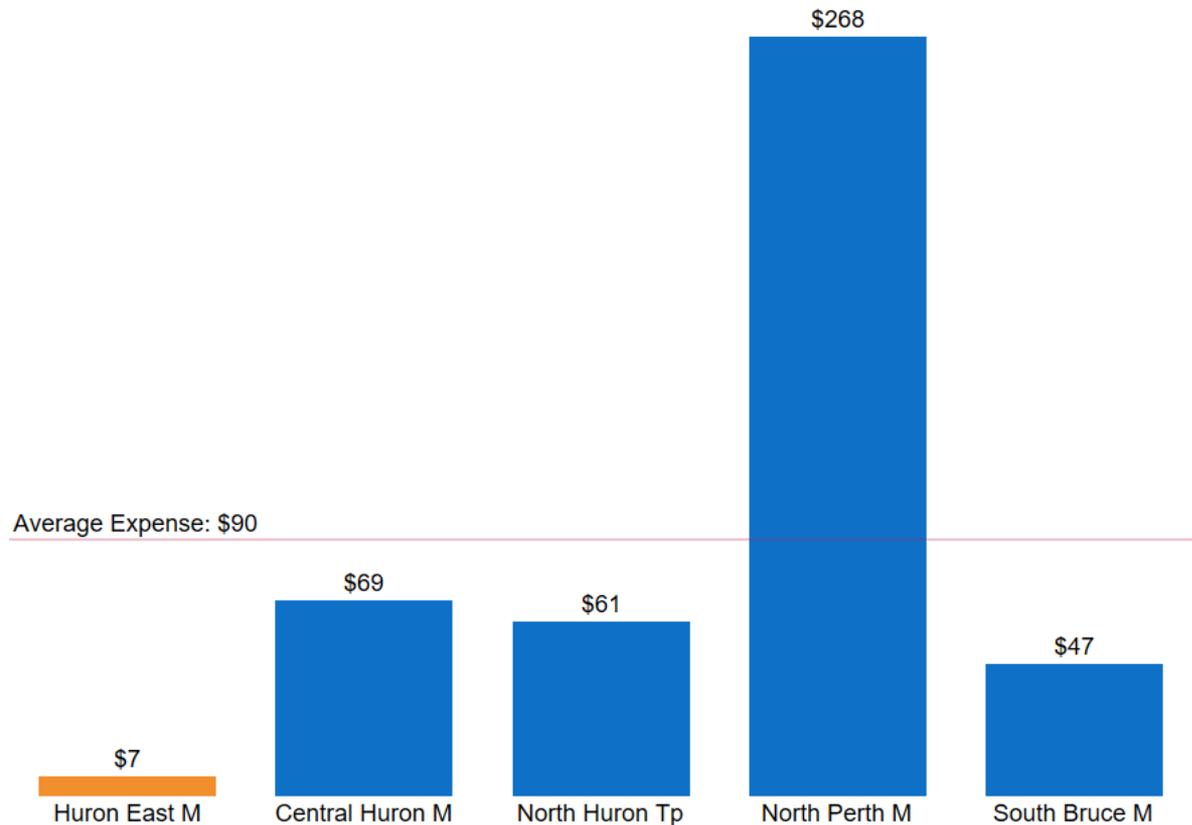
Benchmarking Perspectives

Parks Expense per Household

Huron East's operating expense for parks per household (\$7) is below the average for the comparator group of \$90 per household.

Spending level is subject to the amount of park land a municipality maintains, budget, and associated service levels it delivers.

Parks in Huron East are maintained by volunteers, which keeps the operating cost low. However, due to aging volunteers, this operating model is not sustainable and the Municipality will eventually need to directly operate and maintain its parks.



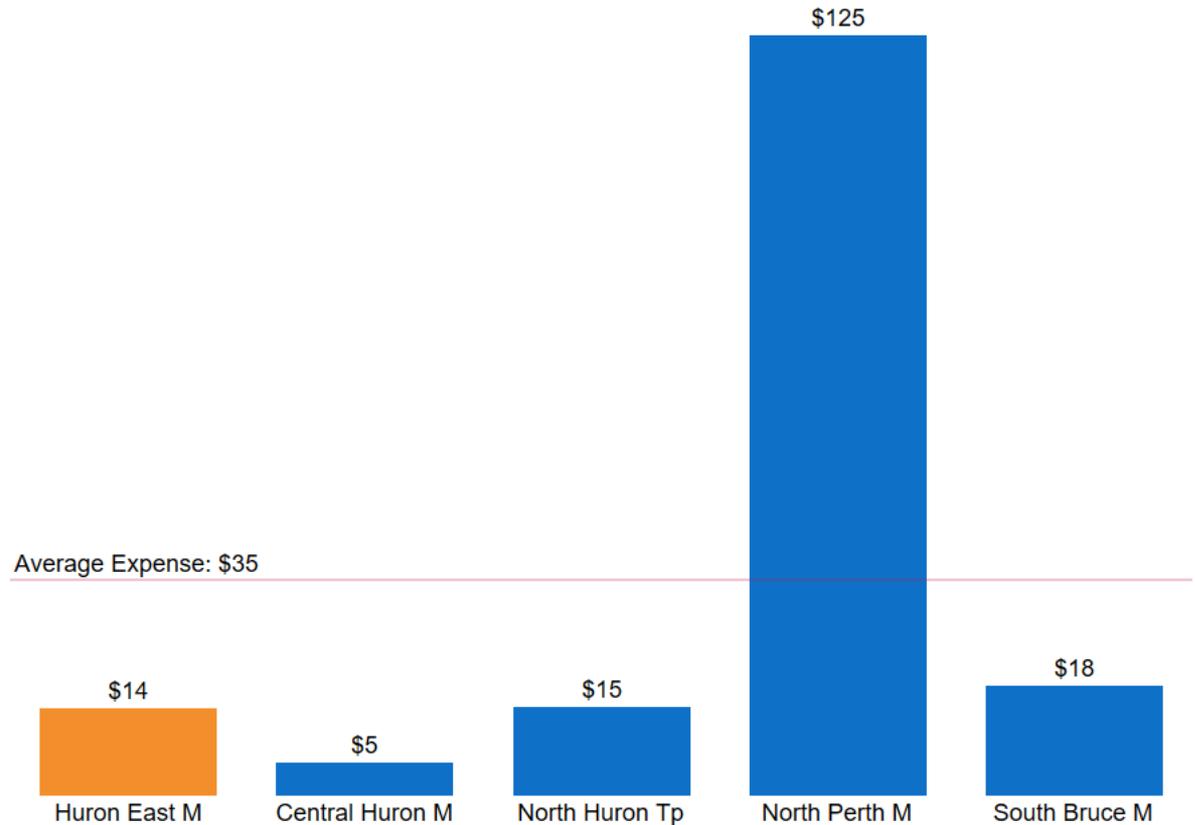
Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Benchmarking Perspectives

Libraries Expense per Household

Huron East's operating expense for libraries per household (\$14) is below the average for the comparator group average of \$35 per household.

North Perth delivers library services, while Huron County and Bruce County delivers library services on behalf of Central Huron, North Huron, and South Bruce. Expenses relate to facility maintenance.



Municipality	Number of Branches	Weekly Hours of Operation
Huron East	2	66
Central Huron	2	66
North Huron	2	68
North Perth	3	82
South Bruce	2	49

Source – KPMG analysis of annual Financial Information Returns, Schedule 2 and 40

Benchmarking Perspectives

Planning & Development

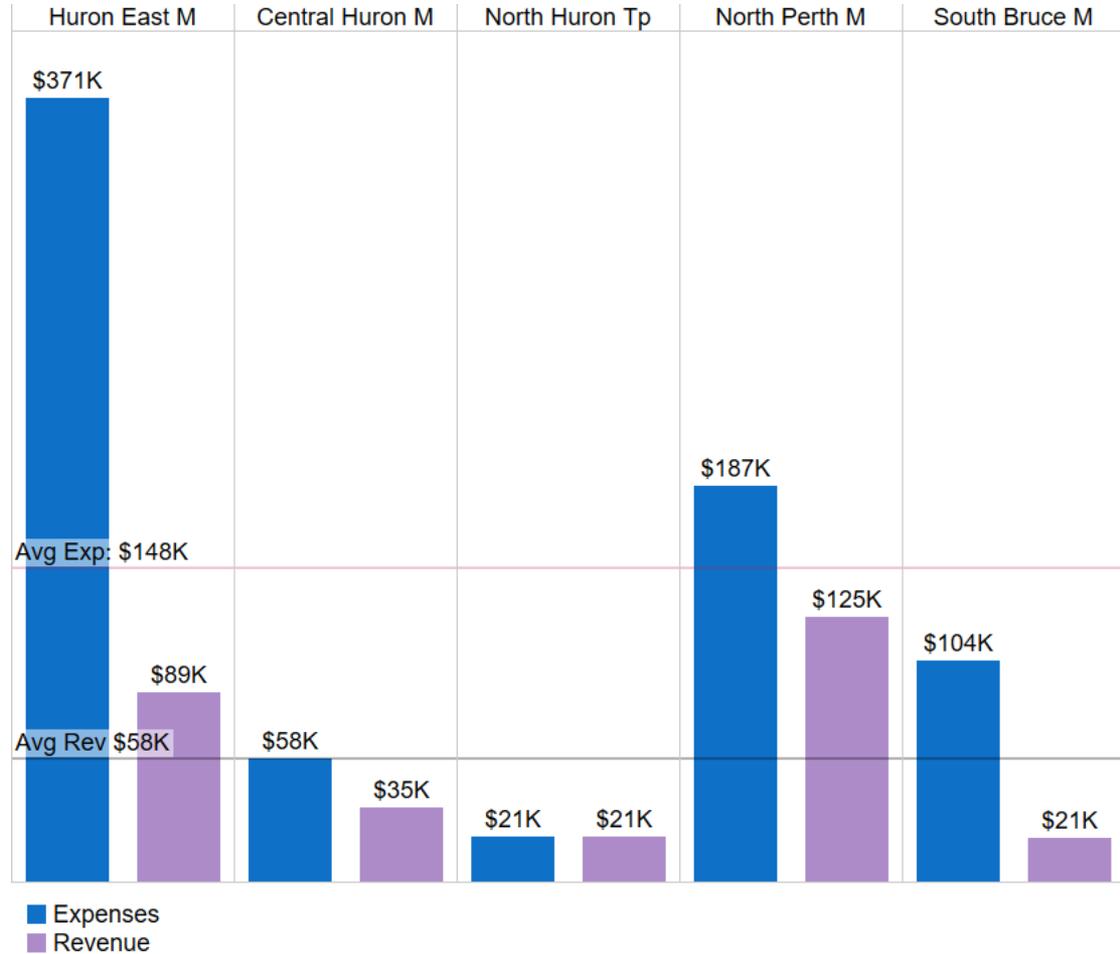
As a percentage of gross Planning and Development expenses incurred, Huron East has the second lowest recovery through user fees amongst the comparator group (24%). The low recovery is because Huron East was not charging site plan control fee in 2020.

Planning and development expenses include planning and zoning, and commercial and industrial expenses.

North Huron's Council previously deprioritized development which is reflected in low planning and development revenue and expenses.

Municipality	Land Use Planning – Total Number of Residential Units
Huron East	32
North Huron	22
Central Huron	16
South Bruce	23
North Perth	269

Source – KPMG analysis of annual Financial Information Returns, 80D



Source – KPMG analysis of annual Financial Information Returns, Schedules 02, 12, 40, 80D

Benchmarking Perspectives

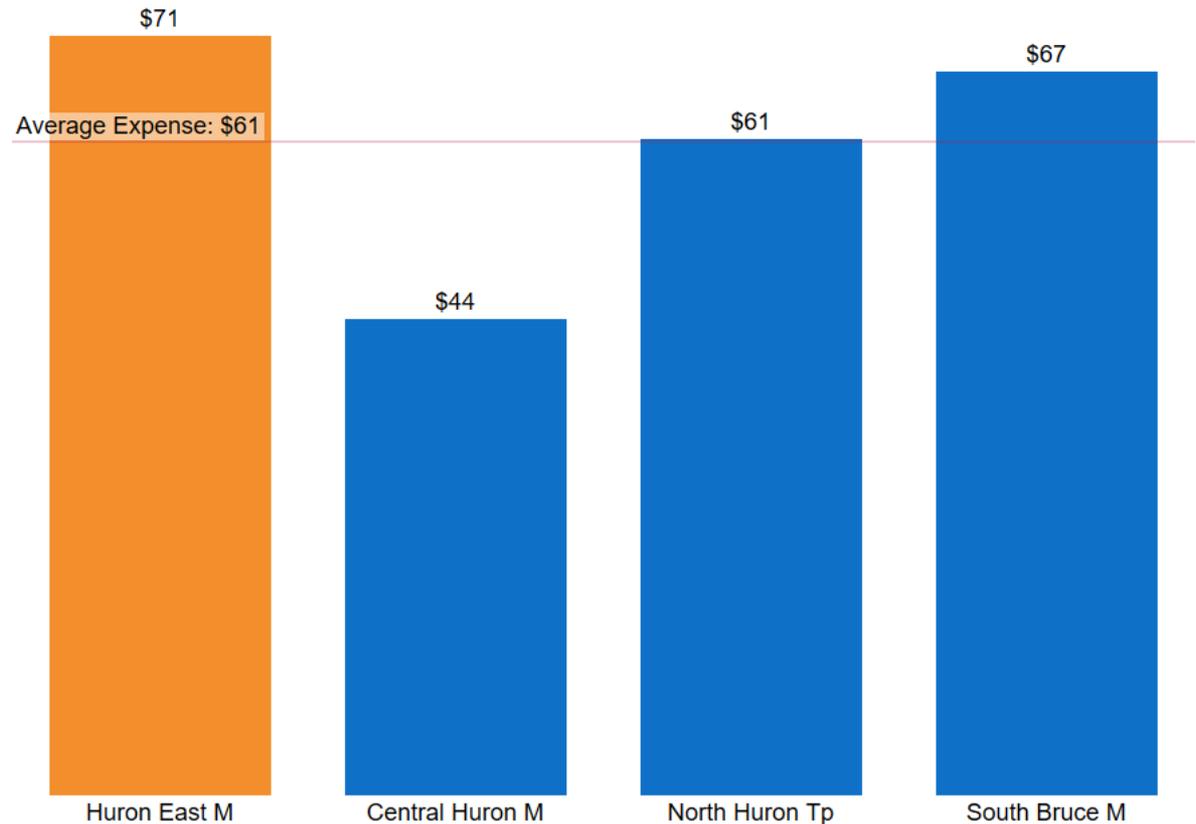
Building Permit and Inspection Services

The Municipality's total expense per household for Building Permit and Inspection Services is the highest amongst the comparator group.

In terms of service volume, Huron East processed the second largest amount of building permits in 2020.

Subject to the application type, there is a timing difference between when cost are incurred to process applications and when user fees are collected.

Note: North Perth did not report Building Permit and Inspection Services expenses in the FIR. This may be an inadvertent error where such expenses were reported in the Protective Inspection and Control Expense line.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80A

Municipality	Total Number of Building Permits ¹	Expense per Building Permit
Huron East	165	\$1,701
South Bruce	145	\$1,156
North Huron	102	\$1,376
Central Huron	154	\$1,146
North Perth	420	No FIR data reported

¹ - 2020 Data

Benchmarking Perspectives

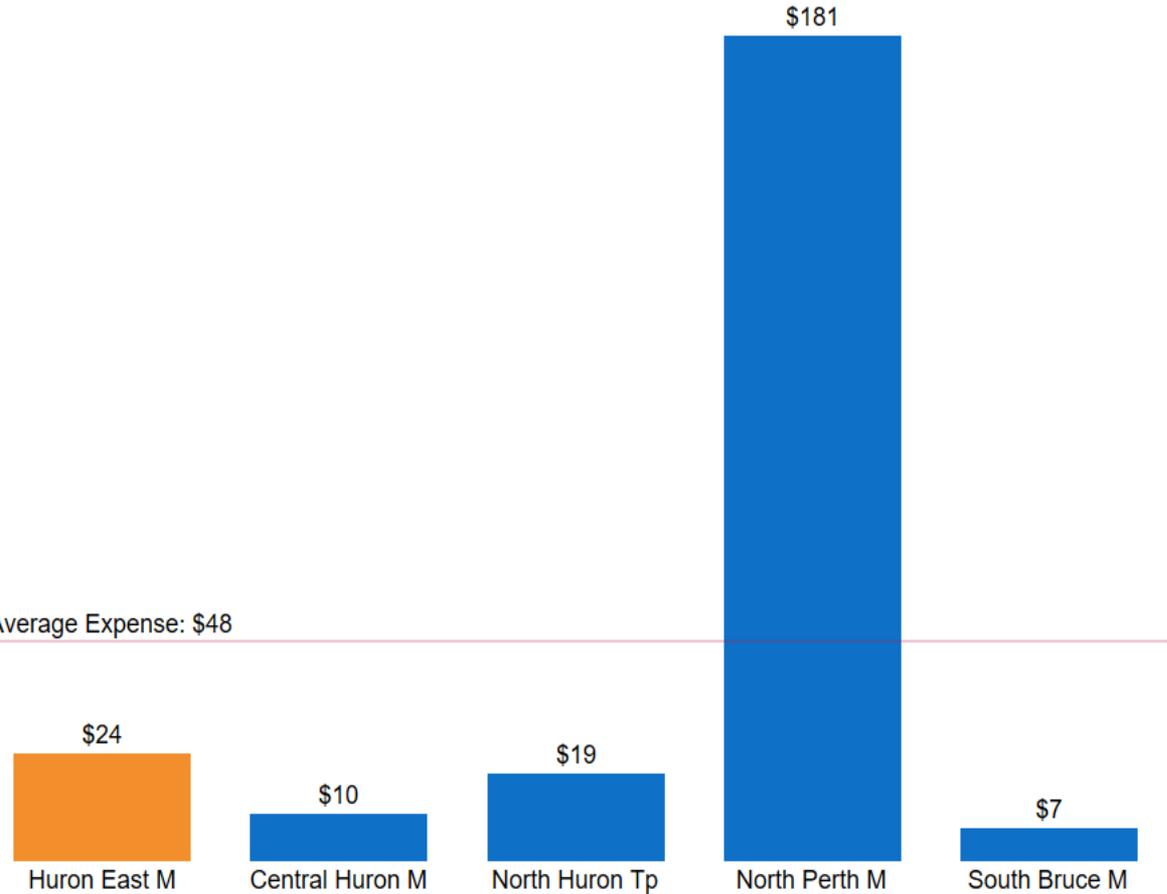
Protective Inspection and Control Expense per Household

Protective inspection and control expenses primarily consists of bylaw enforcement and other enforcement related expenses. Expenditures includes both in-house and contracted resources.

The service delivery approach (in-house vs. contracted resources) impacts the spending level. Huron East has a contract with North Huron to deliver bylaw enforcement services. The other municipalities may deliver enforcement services with a different organizational structure.

Note: North Perth may have inadvertently reported Building Permit and Inspection Services expenses in this line in Schedule 40 of the FIR.

Average Expense: \$48



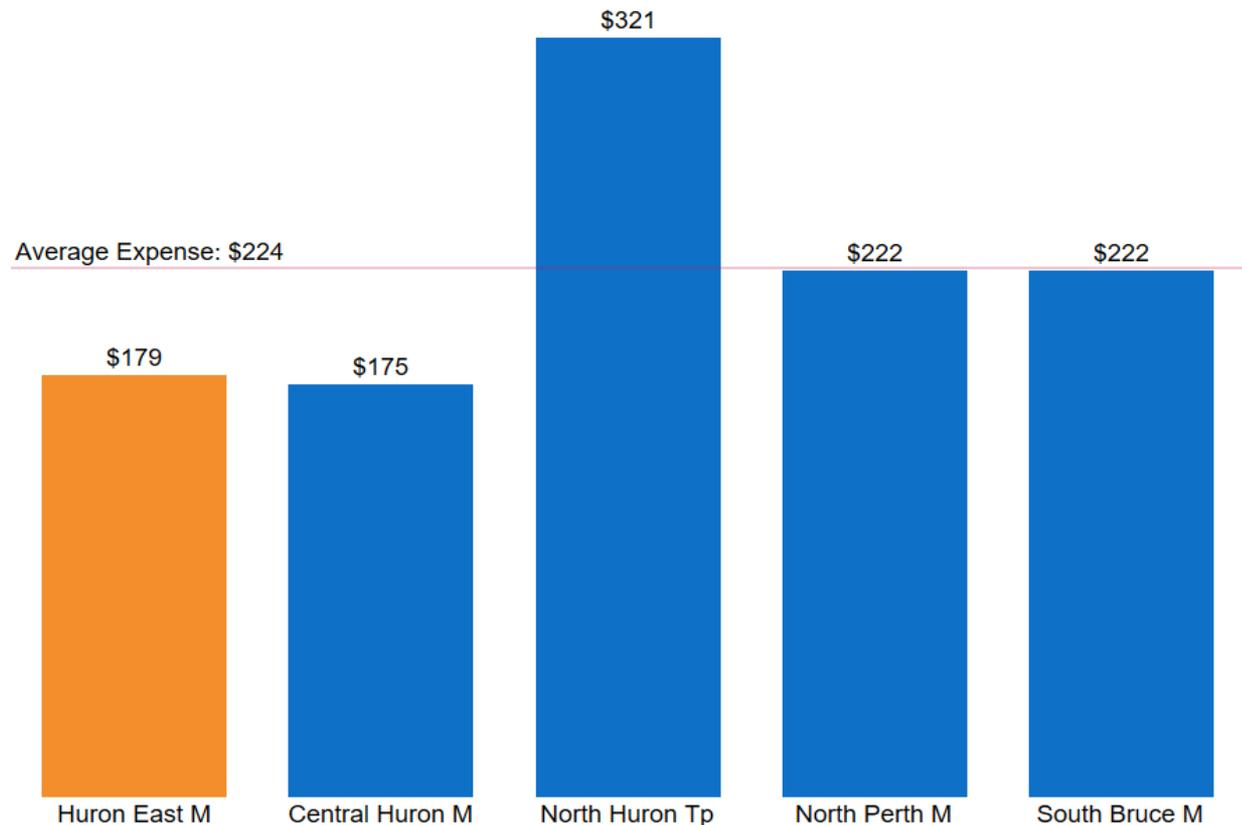
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Fire Expense per Household

Huron East's fire services expense per household is the 2nd lowest amongst the comparator group due to the use of volunteer firefighters. Huron East shares the Fire Chief with North Huron.

The comparator municipalities deploy a similar a firefighter model having a full time Fire Chief while all other personnel are serving as volunteers. North Perth employs other full time administrative positions.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

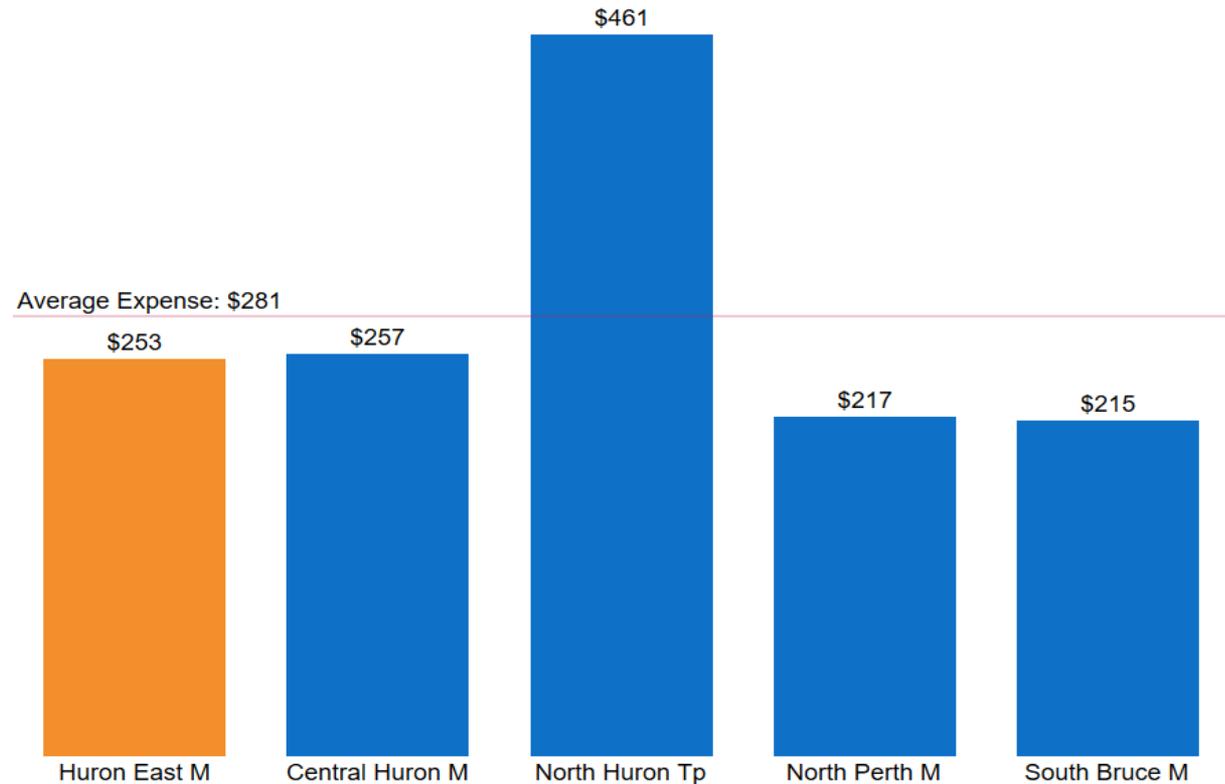
Benchmarking Perspectives

Water Treatment and Distribution Expense per Household

Huron East's total expense per household is around the average of the comparator group. The total expense per megalitre of drinking water treated is the lowest of the comparator group.

North Perth and Central Huron own and operate all components of Water and Wastewater services in-house.

Central Huron is in a shared service agreement to provide water for Huron East.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40, 51A - 51C

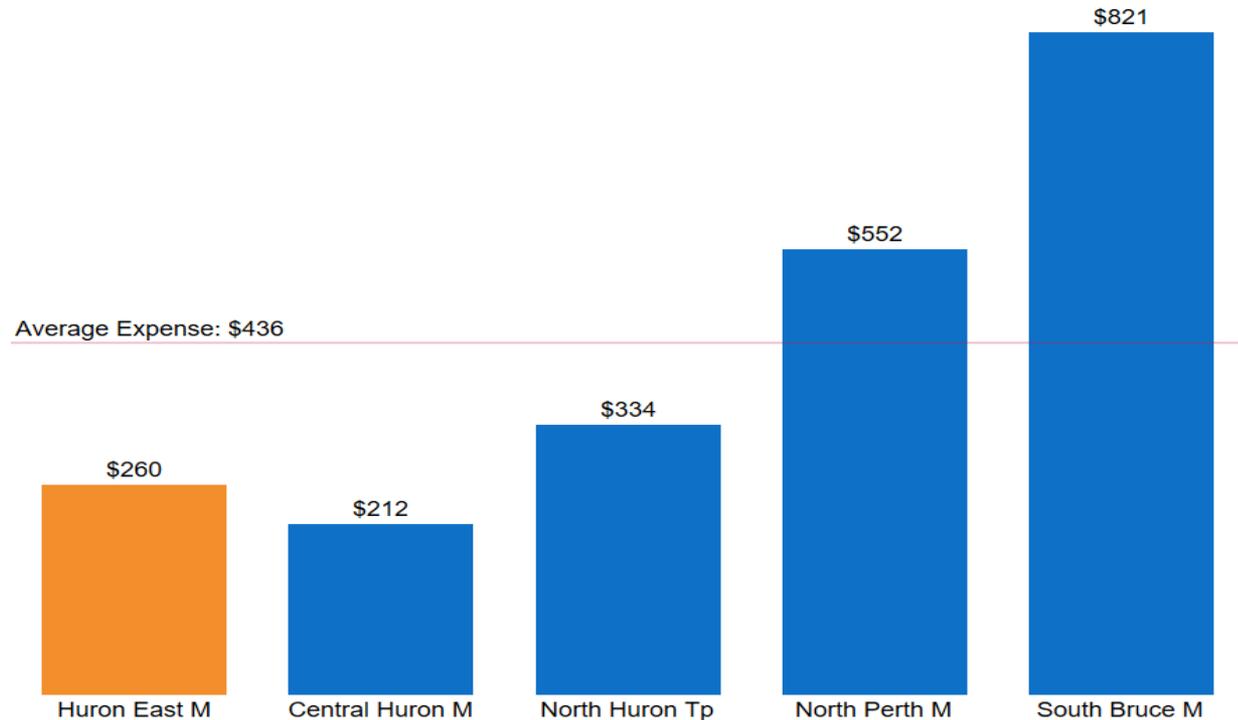
Municipality	Total Megalitres of Drinking Water Treated	Expense per Megalitre
Huron East	674	\$1,491
Central Huron	452	\$2,263
North Huron	573	\$1,844
South Bruce	339	\$1,573
North Perth	806	\$1,566

Source – KPMG analysis of annual Financial Information Returns, Schedule 80D, 40

Benchmarking Perspectives

Wastewater Collection and Treatment Expense per Household

The Municipality's total expense per household and expense per megalitre of wastewater treated is the 2nd lowest amongst the comparator group.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Municipality	Total Megalitres of Wastewater Treated	Expense per Megalitre
Huron East	1,025	\$1,005
Central Huron	757	\$1,111
North Huron	835	\$917
South Bruce	452	\$4,513
North Perth	2,410	\$1,334

Benchmarking Perspectives

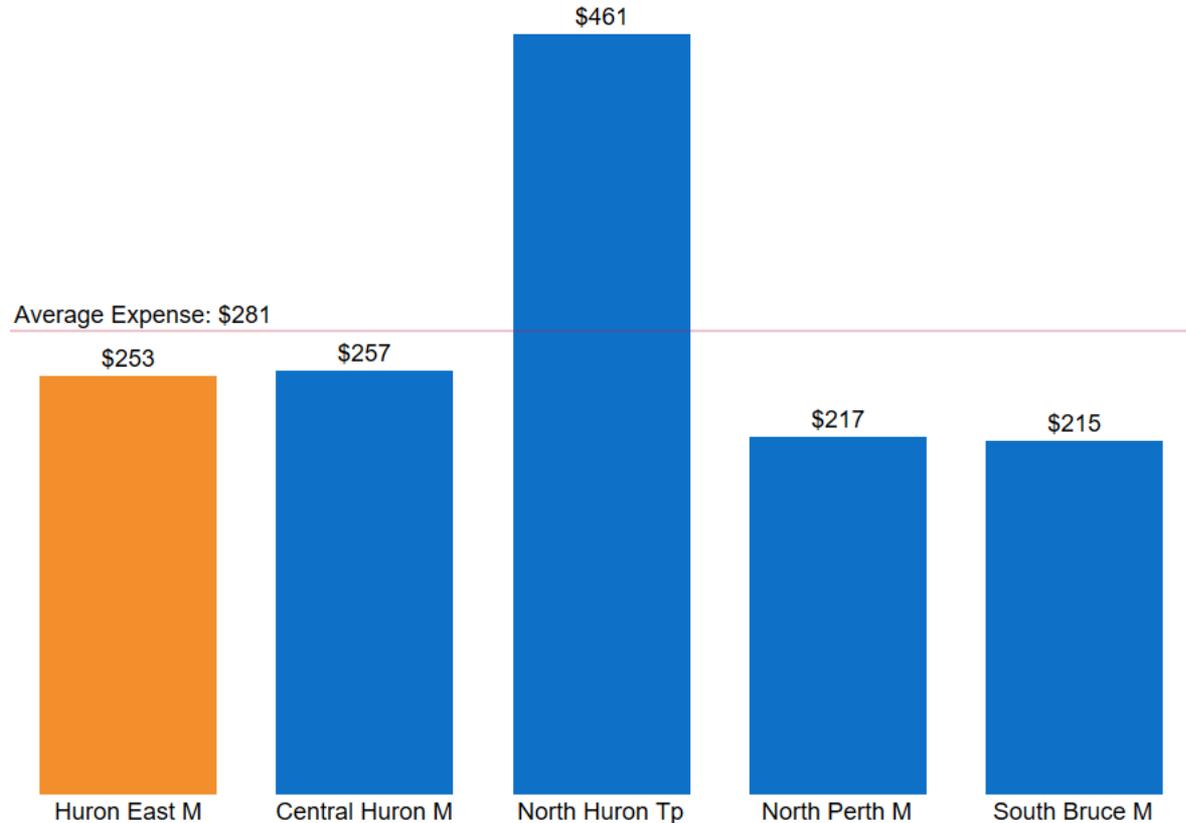
Solid Waste Services Expense per Household

The Municipality's operating expense per household for solid waste services is the 2nd lowest amongst the comparator group.

Expenses include solid waste collection and disposal, and waste diversion expenses.

All municipalities use contractors to perform solid waste collection and waste diversion services.

Huron East is moving towards a single contractor with consistent level of service across its towns.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

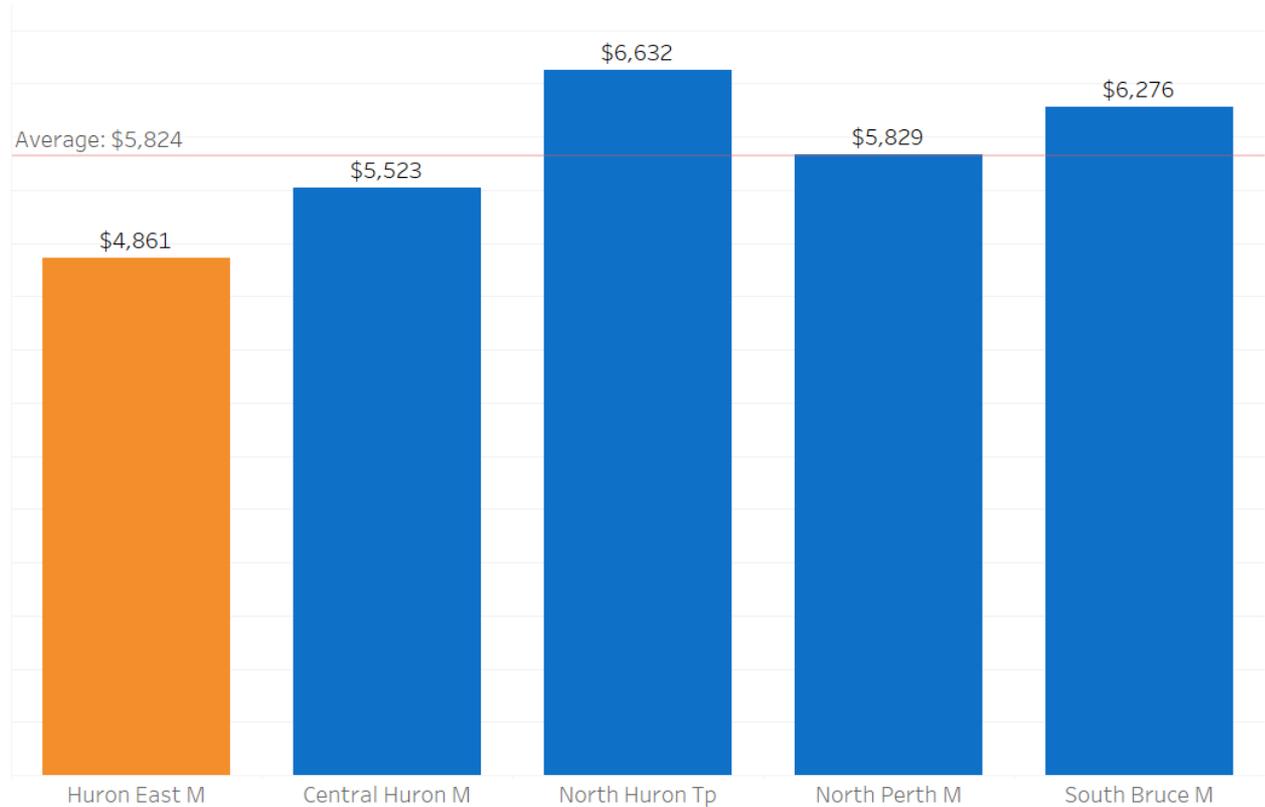
Total Road Maintenance per Lane Kilometre

A lane kilometer is calculated by multiplying the total number of kilometers in the municipal road network by the number of lanes.

Huron East has the highest number of lane kilometres amongst the comparator group and the lowest road maintenance expense per lane kilometer.

It was noted that the Municipality maintains its roads according to the minimum maintenance standards.

Central Huron's road expenses is highest because previously the budgeted expenses for facilities were used for road maintenance expenses.



Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Municipality	Paved Lane Km	Unpaved Lane Km	Lane Km maintained in Winter
Huron East	444 KM	642 KM	998 KM
Central Huron	691 KM	330 KM	675 KM
North Huron	88 KM	220 KM	308 KM
North Perth	180 KM	549 KM	874 KM
South Bruce	477 KM	349 KM	703 KM

Note – Calculation is based on total road and winter maintenance expense over total lane km maintained in winter

Appendix D: Service Profiles

Municipality of Huron East
Service Delivery Review
Final Report



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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.	
Service Level Assessment	
A qualitative assessment of service levels based on interviews and documentation review of documents provided by individual departments.	
Service profiles are organized by the Municipality’s current organizational structure and service delivery approach.	

01

Council

Municipality of Huron East

Service Delivery Review

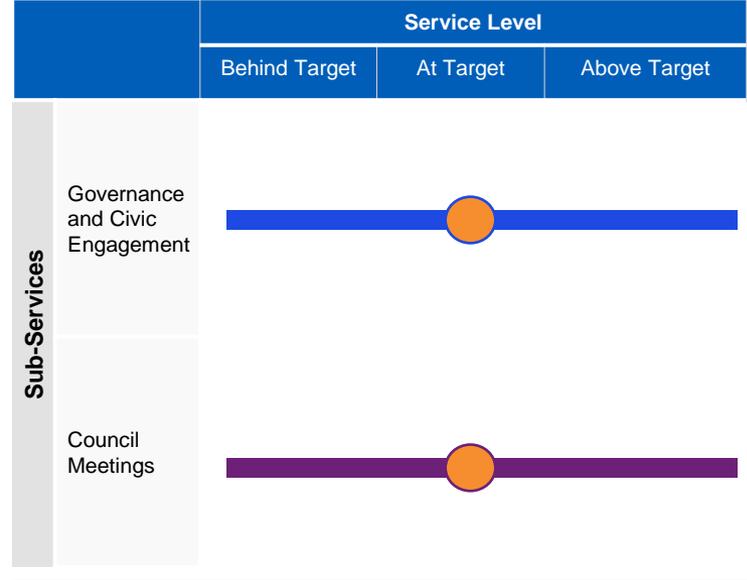
Final Report

Elected Representatives

Department	
Council	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$149
Material, Operating and Other Cost	\$30
Transfers	-
Total Operating Costs	\$179
User Fees and Recoveries	-
Grants, Other Funding Sources	-
Total Operating Revenues	-
Net Levy	\$179
Capital Budget	-
Number of Councillors	11

Service Description
<p>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:</p> <ul style="list-style-type: none"> 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. <p>The Municipality of Huron East is currently governed by the Mayor, Deputy Mayor and 9 elected officials representing 5 wards.</p>

Sub-Services	Service Description
Governance and Civic Engagement	<p>Governance and civic engagement includes activities conducted by Council to support public interest and how staff deliver on those interests.</p> <p>Activities include understanding priorities and concerns, and establishing action plans to address public concerns.</p>
Council Meetings	<p>The Municipality of Huron East's Council typically meets bi-weekly on Tuesdays.</p> <p>Committee meetings are held once a month.</p>



Service Level Rationale
<ul style="list-style-type: none"> 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. Council size of 11 members has been a topic of debate and a motion was recently passed for the creation of an arm's-length committee to review the composition of council.

02

Office of the CAO

Municipality of Huron East

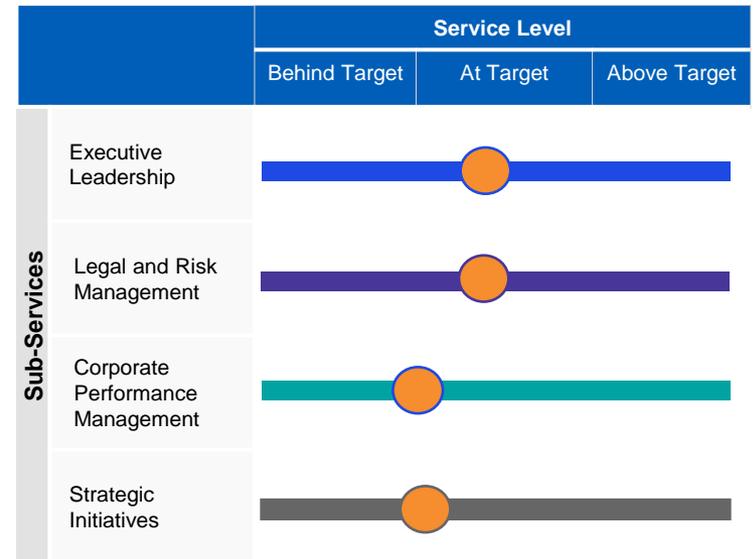
Service Delivery Review

Final Report

CAO Administration

Department	Service Description	
Office of the CAO	Provides the overall leadership and direction for all the Municipality's departments and operational units. This includes strategic planning, execution of strategic initiatives and management of business processes.	
Service Type	Essential	
Overall Service Level Assessment	At Target	
2022 Budget (\$,000s)	The Municipality's management team includes the Clerk, the Treasurer, the Chief Building Official, the Fire Chief, the Economic Development Officer, the Public Works Manager, 3 Recreation Facilities Managers, and the Day Care Supervisor.	
Compensation & Benefits		
Material, Operating and Other Cost		
Transfers		
Total Operating Costs	Not separately budgeted	
User Fees and Recoveries		
Grants, Other Funding Sources		
Total Operating Revenues		
Net Levy		
Capital Budget		
FTEs	2	
PTEs	-	

Sub-Services	Service Description
Executive Leadership	Provides strategic and operational leadership to the Municipality's departments and operational units. Key activities include goal setting, strategic thinking and effective execution of strategic initiatives.
Legal and Risk Management	Oversees outside legal counsel services of risk management, insurance and claims management, realty services, litigation support (if any), and legal advice.
Corporate Performance Management	Monitoring service delivery and operational performance of the Municipality's departments and operational units.
Strategic Initiatives	Leading the research, planning, implementation and evaluation of strategic programs (e.g., Economic Development Strategic Plan, Green Energy and Climate Change).



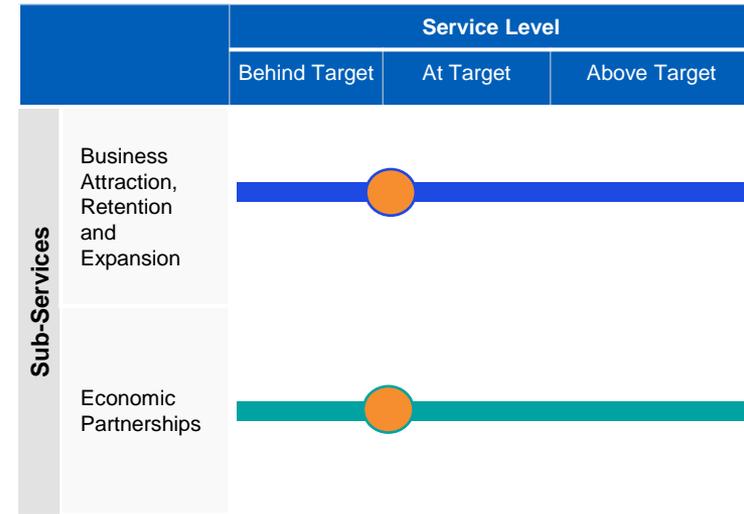
- ### Service Level Rationale
- CAO administration is an essential service that provides strategic direction and support to departments and operational units.
 - The CAO has several operational roles, such as the Human Resource Manager and Planning Services Manager, due to the Municipality's traditional staffing model.
 - The CAO has multiple direct reports potentially leading to operational challenges such as delayed decision making, high managerial workload etc.
 - There is an opportunity to reassess the organizational structure and staffing model to address succession plans and to better align with service delivery needs.

Economic Development

Department	
Office of the CAO	
Service Type	
Traditional	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$58
Material, Operating and Other Cost	\$95
Transfers	(\$31)
Total Operating Costs	\$122
User Fees and Recoveries	(\$7)
Grants, Other Funding Sources	(\$28)
Total Operating Revenues	(\$35)
Net Levy	\$87
Capital Budget	-
FTEs	-
PTEs	-

Service Description
<p>Economic Development serves the interests of local businesses by building relationships between businesses and the local government, and creating and developing partnership opportunities. The Municipality is in the process developing an Economic Development Strategic Plan.</p> <p>Key activities include:</p> <ul style="list-style-type: none"> Engaging local businesses on specific subject matters. Managing CIP grant program applications and reviews. Obtaining upper governmental grants and programs on behalf of business owners and the Municipality. Implementing strategic economic development projects. <p>Currently the Economic Development Officer position is vacant. The CAO is servicing as acting Economic Development Officer.</p>

Sub-Services	Service Description
Business Attraction, Retention and Expansion	<p>Promote Huron East as a location for new business investment and facilitate business investment projects.</p> <p>Develop and manage business, organizational and government relationships to foster growth of established businesses. Facilitate business expansion projects through municipal processes.</p>
Economic Partnerships	<p>Create, develop and maintain partnerships with community businesses and other external stakeholders that benefit the Municipality.</p>



Service Level Rationale
<ul style="list-style-type: none"> Economic Development is a traditional service that serves as a liaison between local businesses and the municipal government. Services are delivered behind targeted service levels due to limited staff capacity to provide economic development services with the Economic Development Officer position being vacant.

Human Resources

Department	Service Description
Office of the CAO	<p>Human Resources provides operational human resource management programs and services to support Huron East's workforce and enable the Municipality to meet its business objectives and regulatory requirements.</p> <p>Currently there is no dedicated Human Resource professional to manage workforce needs. The CAO and the Executive Assistant serve as the HR functional team.</p> <p>The following services are provided:</p> <ul style="list-style-type: none"> • Payroll • Talent acquisition, onboarding, and development • Performance management • Total rewards (compensation, benefits, and other rewards) • Health and safety (incident reporting, disability management) • Human resource strategy and workforce management
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	

Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Sub-Services	Service Description
Workforce Planning and Recruiting	Strategic recruitment and workforce planning support and advice to the Municipality's departments. Also includes recruitment and onboarding activities.
Talent Management	Talent development, leadership development, and succession planning.
Total Rewards	Organizational compensation, job evaluation, benefit administration, and performance management.
Payroll	Manager payroll distribution and reporting.
Health and Safety	Occupational health and safety management. Facilitate processes for incident reporting and disability management.



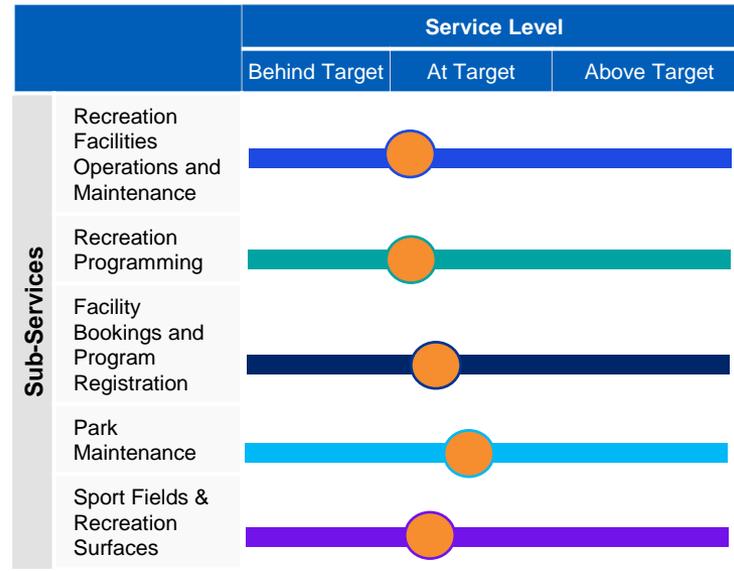
Service Level Rationale
<ul style="list-style-type: none"> • Human Resources is an essential service to support the Municipality's workforce in terms of creating a healthy and productive workplace environment. • Workforce planning, recruiting and talent management are behind target in terms of fulfilling staffing gaps in a timely manner and conducting consistent performance evaluations across the corporation. The Municipality is working on updating its HR policies. • Processes are still highly manual; the Municipality is still using paper timesheets. Payroll is calculated via excel before inputting data into Great Plains. Employee records are maintained manually in paper files, local secure LAN drives, or in Great Plains. • There is an opportunity to onboard an HR Manager to help manage workforce needs and to address succession concerns. • There is also an opportunity to explore the business case for a HRIS solution to increase operational efficiency.

Recreation & Park Services

Department	
Office of the CAO	
Service Type	
Traditional	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$802
Material, Operating and Other Cost	\$690
Transfers	(\$182)
Total Operating Costs	\$1,310
User Fees and Recoveries	(\$488)
Grants, Other Funding Sources	(\$436)
Total Operating Revenues	(\$924)
Net Levy	\$386
Capital Budget	\$2,547 in Operating \$7,263 in Capital
FTEs	6
PTEs	17

Service Description	
Responsible for the operation of community facilities, such as arenas and pools, and surrounding sports fields and parks. The Municipality has 3 recreation centres each managed by a Recreation Facilities Manager:	
<ul style="list-style-type: none"> Brussels, Morris & Grey (BMG) Community Centre – the centre is under renovation Seaforth and District Community Centre Vanastra Recreation Centre 	
Recreation Services also coordinates and manages, in partnership with local recreation groups, the delivery of recreation programs to residents of Huron East.	
Other service responsibilities include event management, facility rentals and program registration.	

Sub-Services	Service Description
Recreation Facilities Operations and Maintenance	Operation and maintenance of the Municipality's recreational facilities, including ice plants and pools systems.
Recreation Programming	Delivery of recreational programs for children, youth, adults, and seniors.
Facility Bookings and Program Registration	Provide customer service to manage bookings, rentals, and events across all recreational facilities.
Park Maintenance	Responsible for the maintenance of park areas.
Sport Fields and Recreation Surfaces	Responsible for the care, operation, and maintenance of these assets for long-term sustainable use for residents and stakeholders.



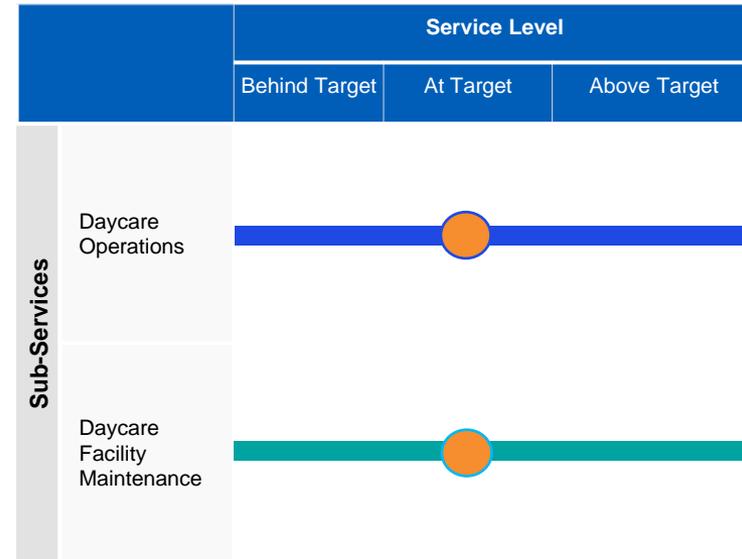
Service Level Rationale	
<ul style="list-style-type: none"> Recreation and Park Services is a traditional service guided by Council direction, as well as industry maintenance and safety practices. Financial sustainability of the community centres is a concern as the centres are mostly funded by the levy and donations. Communities are active in fundraising for specific initiatives or projects. Stakeholders noted that the Municipality needs to update programming content to suit different age group needs. The Municipality would benefit from an online registration and payment tool. Communication of services to the public could be improved (e.g., enhancing the corporate website). The is opportunity to look at the organization and staffing structure to address community feedback and streamline coordination between the recreation centres. Stakeholders suggested a dedicated program coordinator. 	

Daycare Operations

Department	
Office of the CAO	
Service Type	
Discretionary	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$567
Material, Operating and Other Cost	\$80
Transfers	-
Total Operating Costs	\$647
User Fees and Recoveries	(\$141)
Grants, Other Funding Sources	(\$310)
Total Operating Revenues	(\$451)
Net Levy	\$196
Capital Budget	-
FTEs	5
PTEs	6

Service Description
Direct delivery of daycare services at the Vasantra Early Learning Centre.
Other Child Care and Early Years Services are managed and delivered by Huron County.

Sub-Services	Service Description
Daycare Operations	Provides licensed child care for up to 62 children ages 18 months – 13 years. Also provides before and after school care to children and programs/services on March break and Professional Development Days.
Daycare Facility Maintenance	Maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.



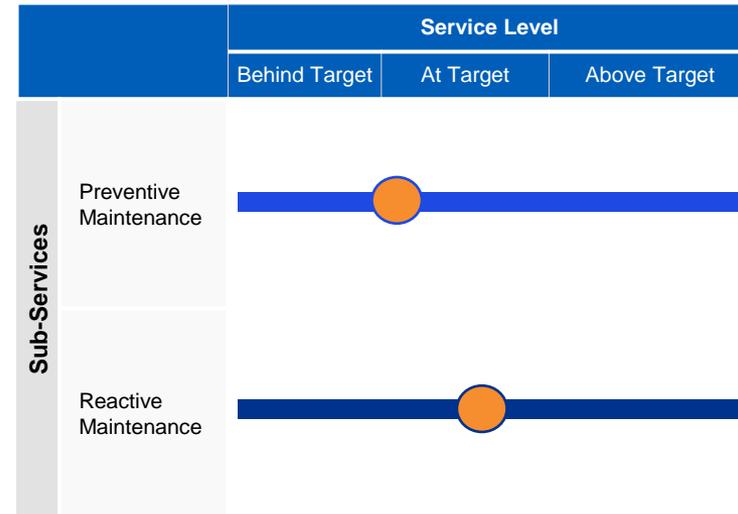
Service Level Rationale
<ul style="list-style-type: none"> Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community. With population and development growth, there is an increasing need of child care services within Huron East. The Centre has a long waiting list. Balancing operating costs for long-term financial sustainability is a concern. Some stakeholders believe that non-residents are utilizing the service which limits the availability of space to Huron East residents. Users fees are primarily paid through e-transfer and there is a lag in receiving confirmation of payment. There is opportunity to streamline payment processes to ensure payment records are up-to-date.

Corporate Building Maintenance

Department	
Office of the CAO	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$130
Material, Operating and Other Cost	\$338
Transfers	(\$25)
Total Operating Costs	\$443
User Fees and Recoveries	(\$374)
Grants, Other Funding Sources	(\$27)
Total Operating Revenues	(\$401)
Net Levy	\$42
Capital Budget	-
FTEs	1
PTEs	1

Service Description	
The team is responsible for the operation and maintenance of the Town Hall and other municipally owned buildings, such as fire halls, public works garages, day care centre, and libraries. The team facilitates building condition assessments of municipality facilities.	
Recreation facilities are maintained by the Recreation & Park Services team.	

Sub-Services	Service Description
Preventive Maintenance	Regular or routine maintenance of corporate buildings.
Reactive Maintenance	Unplanned maintenance activities resulting from unexpected emergencies and downtime.



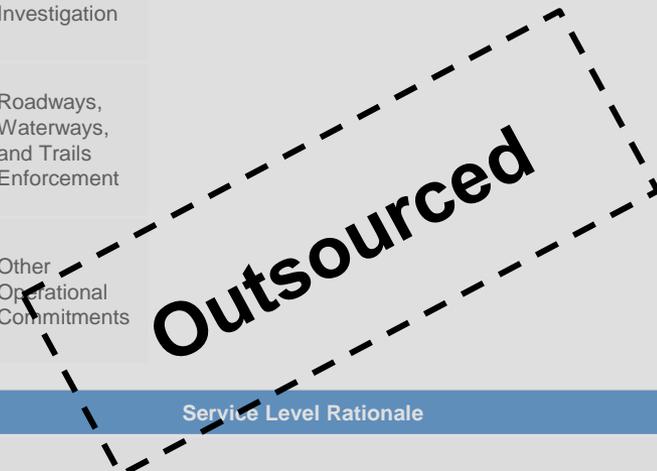
Service Level Rationale	
	<ul style="list-style-type: none"> Corporate Building Maintenance is an essential service to maintaining the building conditions of municipal facilities. Customer service is a priority; hence, reactive maintenance work often takes priority over preventive maintenance work. The team is proactive in conducting building condition assessments to plan short-term and long-term maintenance needs. There is an opportunity to expand the use of CityWide. The Municipality currently does not have a work order management system for facilities . The Municipality has a portfolio of approximately 25 buildings. There is an opportunity to assess the business case of repurposing or divesting under-utilized buildings.

Service Profiles

Police Services

Department		Service Description	
Office of the CAO		The Ontario Provincial Police (OPP) Huron detachment is responsible for ensuring the safety and well-being of the community. The detachment services the municipalities of Huron County.	
Service Type		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 CAO.	
Mandatory			
Overall Service Level Assessment			
Out-of-Scope			
2022 Budget (\$,000s)			
Compensation & Benefits	-		
Material, Operating and Other Cost	\$1,692		
Transfers	-		
Total Operating Costs	\$1,692		
User Fees and Recoveries	-		
Grants, Other Funding Sources	(\$1,671)		
Total Operating Revenues	(\$1,671)		
Net Levy	\$21		
Capital Budget	-		
FTEs	-		
PTEs	-		
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 public communication and education to reduce 911 calls, false alarms, and non-police related service demands. Also focuses on working with communities on transfer of care protocols with healthcare facilities	

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



03

Clerk's Department

Municipality of Huron East

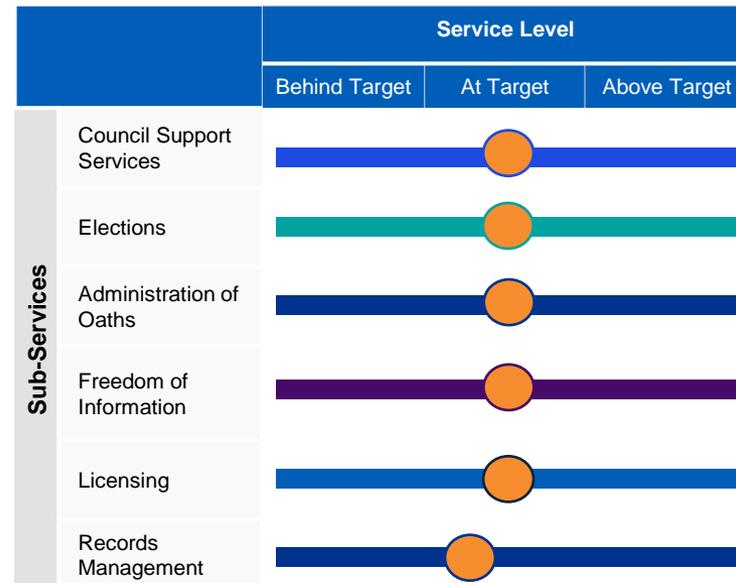
Service Delivery Review

Final Report

Legislative Services

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$800
Material, Operating and Other Cost	\$649
Transfers	(\$29)
Total Operating Costs	\$1420
User Fees and Recoveries	(\$136)
Grants, Other Funding Sources	(\$479)
Total Operating Revenues	(\$615)
Net Levy	\$805
Capital Budget	\$93 in Operating \$389 in Capital
FTEs	1
PTEs	-

Service Description	
<p>The Clerk's Office provides support to Council and Committees of Council. Key activities include:</p> <ul style="list-style-type: none"> Council administration and support (agendas, minutes, etc.) Elections Administration of Oaths Freedom of information (FOI) requests Licensing (lottery, marriage) Records management 	
Sub-Services	Service Description
Council Support Services	Provides administrative support for council and committees (e.g., agenda preparation, minutes).
Elections	Support municipal elections, including election results and election information. Elections are administered according to 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 as per the Municipal Freedom of Information and Protection of Privacy Act.
Licensing	Issue lottery and marriage licenses.
Records Management	Controls the creation, receipt, maintenance, use and disposition of Municipality records, including claims, legal agreements, real estate transactions, and service activities.



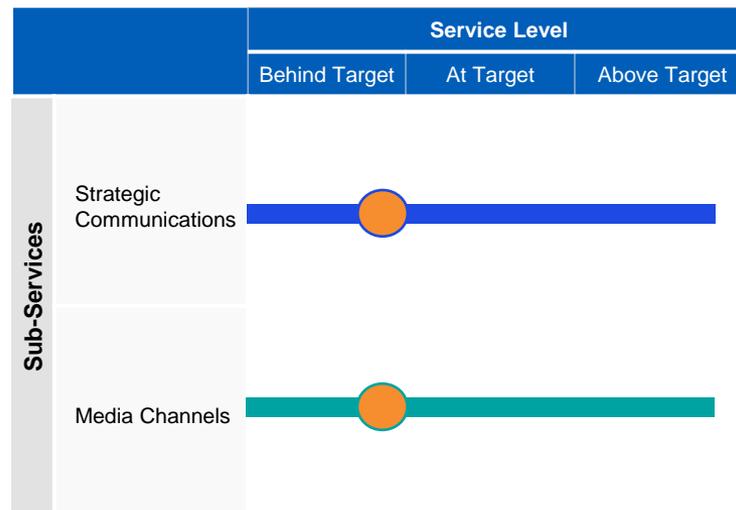
Service Level Rationale	
<ul style="list-style-type: none"> Legislatives Services is a mandatory service per the Municipal Act. Aspects of the Clerk's responsibilities are required to be provided by law, for example, the Clerk has authority to deliver municipal elections under the Municipal Elections Act, 1996. Services are delivered within legislative requirements; however, processes are still highly manual. There is an opportunity to digitize operational processes, such as records management and preparation of Council reporting packages. 	

Communications

Department	
Clerk	
Service Type	
Essential	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description
Corporate Communications supports the organization by providing strategic and tactical communications services that enable the Municipality to meet its business and service goals.
Corporate Communications works to inform the public and employees on Municipality matters.
The Municipality engages in various methods of communication, including the Municipality website, social media accounts, print media, corporate emails, and engagement platform (Huron East Asks Residents).
Communications focuses on the following: <ul style="list-style-type: none"> Enhance communication outside of the organization Support staff in managing and responding to issues effectively Encourage community engagement and participation in the public process of municipal policies and solutions

Sub-Services	Service Description
Strategic Communications	Provide strategic communication of engaging and informing the public, stakeholders, and employees about Municipal services and activities.
Media Channels	Maintain corporate website, social media accounts and engagement platform to ensure effective two-way communication that promotes open and transparent government and services.
	Manages physical and digital graphic design, print production, and corporate publications.



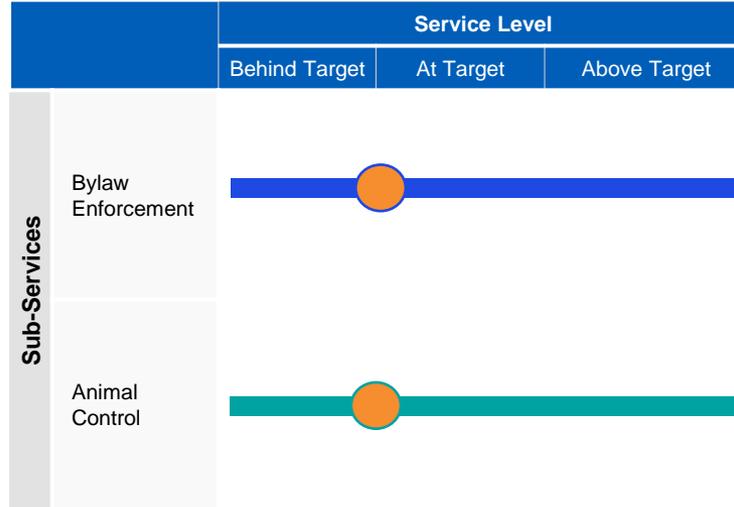
Service Level Rationale
<ul style="list-style-type: none"> Corporate Communications is an essential service to inform the public of Municipal activities. Service levels are set based on Council and management direction. Stakeholders believe that services are currently operating behind the targeted service level. The Municipality does not have dedicated communications personnel resulting in inconsistencies in how information is shared internally and with the public. There are opportunities to further enhance the Municipality's corporate website and the quality and frequency of communications via the various media channels.

Bylaw Enforcement

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$12
Material, Operating and Other Cost	\$7
Transfers	-
Total Operating Costs	\$19
User Fees and Recoveries	(\$36)
Grants, Other Funding Sources	-
Total Operating Revenues	(\$36)
Net Levy	(\$14)
Capital Budget	-
FTEs	1
PTEs	-

Service Description
<p>The Clerk’s Office is responsible for the enforcement of Municipal bylaws. Enforcement of the bylaws is governed by the bylaws themselves, the Provincial Offences Act (POA), and the Municipal Act.</p> <p>The Municipality currently has a shared-service agreement with Central Huron for a part-time bylaw officer. The CBO enforces property standards and building-related enforcement issues.</p>

Sub-Services	Service Description
Bylaw Enforcement	Responsible for the enforcement of various municipal by-laws, 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.



Service Level Rationale
<ul style="list-style-type: none"> 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. Stakeholders noted a need to better use technology to track complaints (intake and response) and to have better mobile working capabilities. Respondents to the surveys believe the Municipality should hire a Animal Control Officer.

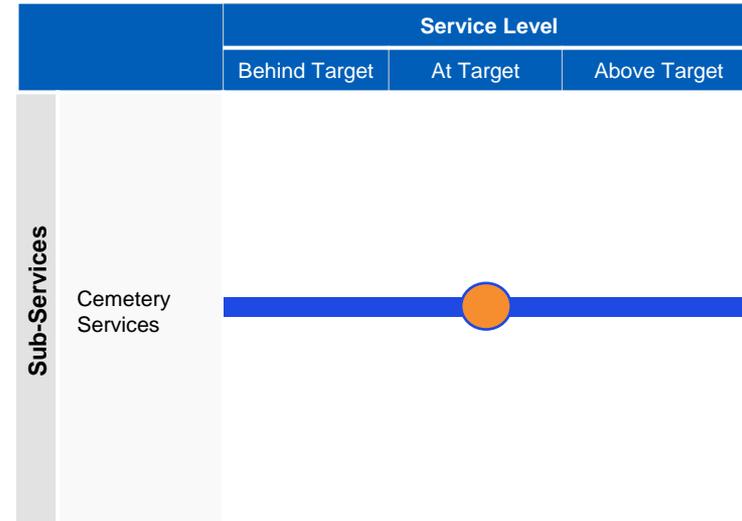
Service Profiles

Cemeteries

Department	
Clerk	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$34
Material, Operating and Other Cost	\$33
Transfers	(\$14)
Total Operating Costs	\$53
User Fees and Recoveries	(\$13)
Grants, Other Funding Sources	\$178
Total Operating Revenues	\$165
Net Levy	\$218
Capital Budget	-
FTEs	1
PTEs	-

Service Description
Cemetery Services provides the community with attractive properties that are protected and preserved for the respectful disposition of the deceased while meeting legislated requirements. The Municipality has three active cemeteries at Brussels, Cranbrook, and Mount Pleasant.
Cemetery services are run and managed by the cemetery boards, which is volunteer-based with the support of one full time caretaker.

Sub-Services	Service Description
Cemetery Services	Provides the community with attractive properties that are protected and preserved for the respectful disposition of the deceased while meeting legislated requirements.



Service Level Rationale
<ul style="list-style-type: none"> Services are delivered in accordance with the Cemetery Act. While the service levels are at target, there is opportunities to digitize cemetery records. Respondents also noted opportunities to realign the current reporting structure to clarify the accountability and management of cemeteries. The volunteer-based staffing model is suitable for current service demand; however, succession planning is needed with aging volunteers.

04

Building and Planning

Municipality of Huron East

Service Delivery Review

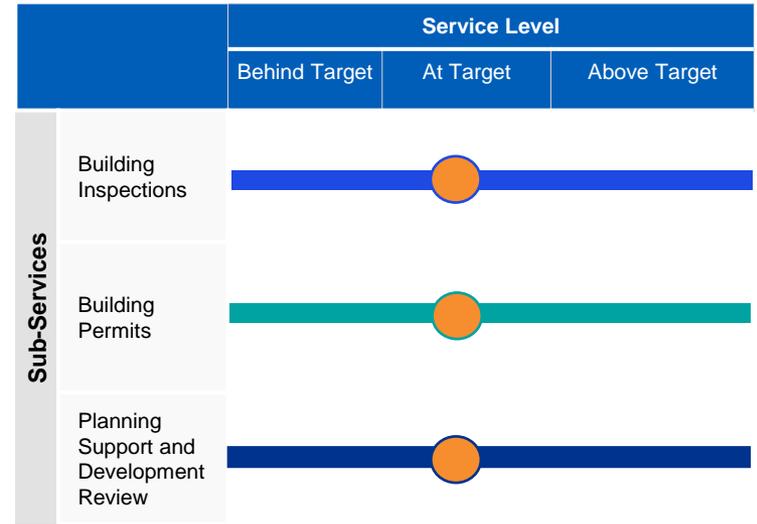
Final Report

Building and Planning Services

Department	
Building and Planning	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$242
Material, Operating and Other Cost	\$110
Transfers	\$8
Total Operating Costs	\$360
User Fees and Recoveries	(\$377)
Grants, Other Funding Sources	(\$50)
Total Operating Revenues	(\$427)
Net Levy	(\$67)
Capital Budget	-
FTEs	2
PTEs	-

Service Description	
<p>Building Services are responsible for the issuance and inspection of building permits, and ensuring the Township's buildings are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.</p> <p>Building Services works with developers on permit processing and approval and educates the public about the Building Code. Services include:</p> <ul style="list-style-type: none"> • Accepting, processing and issuing building permit applications • Inspecting construction worked proposed under building permits • Inspecting unsafe buildings / construction without permits <p>The team also supports the CAO in providing Planning Support Services to the County where the County coordinates the overall planning review process.</p>	

Sub-Services	Service Description
Building Inspections	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. All review is performed in-house.
Planning Support and Development Review	Support the County in policy planning and review/comment on planning applications, such as zone changes, minor variances, subdivisions, site plan control, and official plan changes, including development agreements.



Service Level Rationale
<ul style="list-style-type: none"> • Building Services is a mandatory service guided by the Building Code Act and municipal bylaws. • 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 in process implementing a cloud-based land manager program to digitize the building permit application and approval process. • Building Services is working on directing the public to use the corporate website for general planning and building services information. • The Department currently has the CBO and a Building Inspector that is shared with Central Huron. The Department also shares an administrative staff with Public Works.

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Finance

Municipality of Huron East

Service Delivery Review

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Financial Management

Department	
Finance	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	Not separately budgeted
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	2
PTEs	-

Service Description	
<p>Finance ensures that the Municipality's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council and municipal departments. The team is responsible for operating and capital budgeting and overall financial planning and development of business plans.</p> <p>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.</p>	

Sub-Services	Service Description
Financial Planning and Fiscal Policy Management	Develop and oversee corporate fiscal policies, internal controls, annual budget and long-term resourcing approaches to support strategic priorities.
Budgeting	Business support for budget and resource planning, strategic procurement support, and other corporate initiatives.
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.
Asset Management	Delivers the corporate asset management program, including development of asset management plans, maintenance of asset management system and asset data, and preparation of capital forecasts and funding strategies.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Financial Planning and Fiscal Policy Management			
	Budgeting			
	Accounting and Reporting			
	Tax Billing, Collection and Assessment Base Management			
	Asset Management			

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.
- The Finance department has experienced turnover in key positions with recruiting challenges. Asset management is delivered by Public Works in the interim until the Municipality hires a new Treasurer.
- The use of special area-rated taxes creates additional operational efforts by the Department to manage the rates accurately.
- Current processes are highly manual (emails, excel spreadsheets, use of cheques and paper invoices, etc.) requiring data entries into Great Plains. There is a need to streamline payment systems used across the Municipality.
- The Municipality is behind on updating Great Plains and could benefit from implementing a newer version. With a newer financial software, there is opportunity to update financial policies and procedures.

Service Profiles

IT Services

Department	
Finance	
Service Type	
Essential	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	Not separately budgeted
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description	
<p>The Municipality has a contract with a 3rd party service provider to provide IT services and infrastructure support:</p> <ul style="list-style-type: none"> • 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 and project support 	

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 the Huron East's existing IT Infrastructure.
System Support	Maintain and manage enterprise and business applications, including implementation of innovative and efficient ways to leverage technology and applications.
Service Management	Manage end-user devices, and monitoring and mitigation of issues with hardware, software or services.
Data & Integration	Support data quality and system integration for analytics and decision-making.
Cyber Security & Risk	Monitoring and assessment of technology usage, advise on technology risks, and provide cyber-security awareness training for all employees.

		Service Level		
		Behind Target	At Target	Above Target
Sub-Services	Project Delivery			
	IT Infrastructure			
	System Support			
	Service Management			
	Data & Integration			
	Cyber Security & Risk			

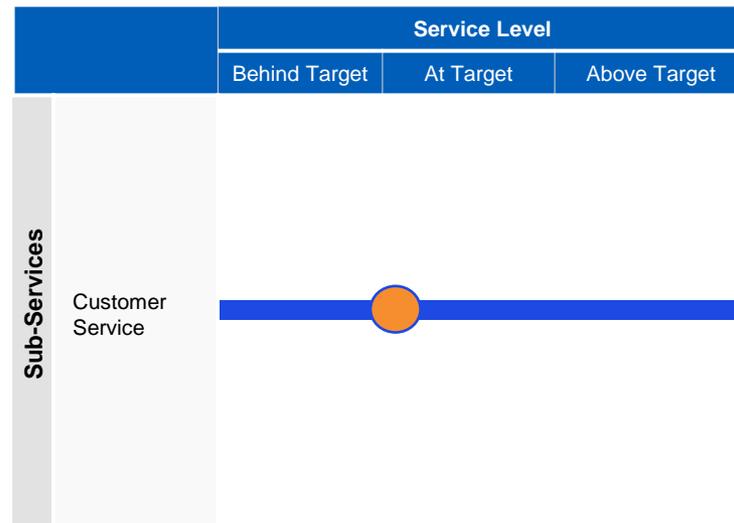
Service Level Rationale	
<ul style="list-style-type: none"> • Information technology services are essential to supporting operations across the municipality. • The Municipality currently does not have a Technology Strategic Plan that sets its approach to IT decision making and service priorities across the organization. • In addition, the Municipality does not have a dedicated IT professional to manage the 3rd party service provider. • The Municipality needs to invest more in digitizing and upgrading IT infrastructure to modernize service delivery. 	

Customer Service

Department	
Finance	
Service Type	
Essential	
Overall Service Level Assessment	
Behind Target	
2022 Budget (\$,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	
User Fees and Recoveries	Not separately budgeted
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FTEs	-
PTEs	-

Service Description
Customer Service provides citizen-facing customer services primarily at Town Hall and responds to citizen phone calls and emails.
Customer service representatives support citizens with general inquiries, making payments, apply for permits, program registration, obtain licenses, rentals and bookings, and request services/information. Individual departments also provide direct customer service for specific subject matters.

Sub-Services	Service Description
Customer Service	Provides front-desk support for citizen inquiries and service requests. Customer service is also offered over the phone. Township information is made available on the Township's website. Specific requests are usually transferred directly to departments for further resolution.



Service Level Rationale
<ul style="list-style-type: none"> Customer Service is an essential service to responding to inquiries and ensuring communication between the Municipality and its citizens and customers. Services is operating behind target for answering calls, emails, and front-desk service needs. It was noted that there have been instances where customers are unclear about who to contact for booking queries and are redirected to multiple staff for resolution. Currently the Finance department services multiple calls a day inquiring about tax balances. An online customer portal could direct traffic to the website.

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Public Works

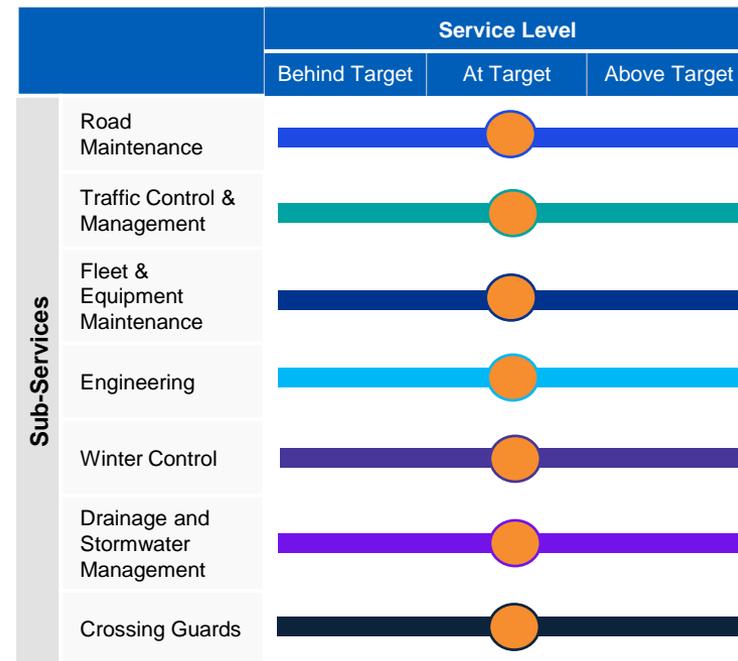
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Transportation

Department		Service Description	
Public Works		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, noxious weeds removal, etc.	
Service Type		Sub-Services	
Mandatory		Service Description	
Overall Service Level Assessment		Road Maintenance	Provides repair and maintenance of roads, bridges, and culverts. Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the province.
At Target		Traffic Control and Management	Responsible for traffic control and management of the Municipality's traffic signals, street signs and pavement markings.
2022 Budget (\$,000s)		Fleet & Equipment Maintenance	Conducts preventative and reactive maintenance of municipal vehicles and equipment.
Compensation & Benefits	\$1,107	Engineering	Oversees vendor performance of engineering services and construction of municipal infrastructure. Key activities include capital project management, site servicing and utility coordination, and infrastructure planning
Material, Operating and Other Cost	\$2,413	Winter Control	Winter Control Services (ploughing, snow removal, pre-treating, sanding/salting, hand shoveling) along municipal roads.
Transfers	(\$629)	Drainage and Stormwater Management	Maintenance of the Municipality's stormwater and drainage system. Respond to and address flooding issues
Total Operating Costs	\$2,770	Crossing Guards	Provision of crossing guard locations along pedestrian routes to public schools to ensure safe student travel.
User Fees and Recoveries	(\$99)		
Grants, Other Funding Sources	(\$896)		
Total Operating Revenues	(\$907)		
Net Levy	\$1,853		
Capital Budget	\$2,778 in Operating \$2,390 in Capital		
FTEs	13		
PTEs	4		



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.

Waste & Recycling Services

Department	
Public Works	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$13
Material, Operating and Other Cost	\$773
Transfers	\$29
Total Operating Costs	\$815
User Fees and Recoveries	(\$235)
Grants, Other Funding Sources	(\$580)
Total Operating Revenues	(\$815)
Net Levy	\$0
Capital Budget	-
FTEs	-
PTEs	2

Service Description
<p>Waste & Recycling Services provide weekly curbside garbage and recycling collection. Services are delivered by two contracted vendors based on ward boundary. Grey / McKillop Wards - Bluewater Recycling Association provides both waste & recycling pickup</p> <ul style="list-style-type: none"> Seaforth / Egmondville / Harpurhey / Vanastra - Bluewater Recycling Association provides recycling pickup & Waste Management provides waste pickup Tuckersmith Ward - Rural Areas including Brucefield - Waste Management provides both waste & recycling pickup <p>The Municipality manages two landfill locations and one recycling centre.</p> <p>Huron County operates a hazardous waste depot. Yard waste can be composted on citizen properties or drop off at one of Huron East's compost sites. Curbside leaf pickup is delivered during Spring and Fall seasons.</p>

Sub-Services	Service Description
Solid Waste Collection, Management & Recycling	<p>The collection and management of solid waste and recyclable material. Collection is contracted to 3rd party vendors and the Department oversees contract performance.</p> <p>Household hazardous waste, electronic waste and yard waste drop-offs are available at designated locations.</p>

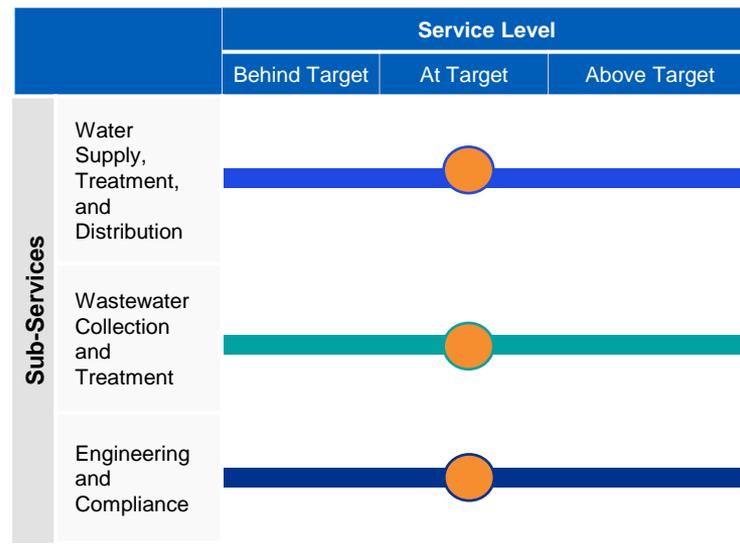
	Service Level		
	Behind Target	At Target	Above Target
<p>Sub-Services</p> <p>Solid Waste Collection, Management & Recycling</p>			
Service Level Rationale			
<ul style="list-style-type: none"> Different wards have different service levels and rates for waste and recycling services. Services are delivered at target in accordance with municipal bylaws, MECP legislation, ECAs and vendor agreements. Citizens voiced in the community survey that better garbage collection services are needed and that an option for paying additional user fees could be considered for wheelie bins. 			

Water & Wastewater Services

Department	
Public Works	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$261
Material, Operating and Other Cost	\$1,750
Transfers	\$296
Total Operating Costs	\$2,307
User Fees and Recoveries	(\$2,683)
Grants, Other Funding Sources	(\$175)
Total Operating Revenues	(\$2,858)
Net Levy	(\$551)
Capital Budget	\$551
FTEs	2
PTEs	-

Service Description
Water & Wastewater Services is responsible for providing all residents and businesses 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 bylaws, and adhere to service level standards set by various legislations.

Sub-Services	Service Description
Water Supply, Treatment, and Distribution	The treatment and distribution of clean, safe drinking water to Huron East residents. In addition, the department 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
<ul style="list-style-type: none"> 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.

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Protection Services

Municipality of Huron East

Service Delivery Review

Final Report

Service Profiles

Fire Services

Department	
Protection Services	
Service Type	
Mandatory	
Overall Service Level Assessment	
At Target	
2022 Budget (\$,000s)	
Compensation & Benefits	\$339
Material, Operating and Other Cost	\$689
Transfers	(\$327)
Total Operating Costs	\$702
User Fees and Recoveries	(\$95)
Grants, Other Funding Sources	(\$1,094)
Total Operating Revenues	(\$1,189)
Net Levy	(\$487)
Capital Budget	\$984
FTEs	1
Volunteer Firefighters	67

Service Description	
<p>The three Fire Stations (Brussels, Seaforth and Grey District Station) are responsible for fire suppression, prevention, emergency medical services, investigation and public education. Fire services are delivered as per the Fire Prevention and Protection Act (FPPA) and municipal bylaws.</p> <p>Lead by the Fire Chief, each station is managed by a district chief. The Municipality deploys a volunteer firefighter model. The Fire Chief is under a shared services agreement to support North Huron along with reciprocal support for service coverage. The Municipality also shares a Fire Prevention Officer with Morish Turnbury and North Huron.</p>	

Sub-Services	Service Description
Suppression	Key activities include the response to calls for service of emergency and non-emergency events that include fires, rescue, medical emergencies, hazardous materials and other public inquiries. Dispatch is administered by Stratford City (in process switching dispatcher).
Prevention	Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and a simplified 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. The Fire Chief serves as the CEMC.



Service Level Rationale

- Fire Services are delivered at the targeted service levels in accordance with FPPA and Municipal bylaws.
- Recruiting and maintaining volunteer firefighters has become a challenge. It is also a challenge to coordinate training schedules.
- There is opportunity to better use technology, such as Fire Pro, and a burn permit system to manage data.
- There is a succession concern as the Fire Chief is close to retirement. The Municipality will need to reassess the Chief's job responsibilities in order to recruit a successor.



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