



# Municipality of West Grey

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Service Delivery and Operational Review

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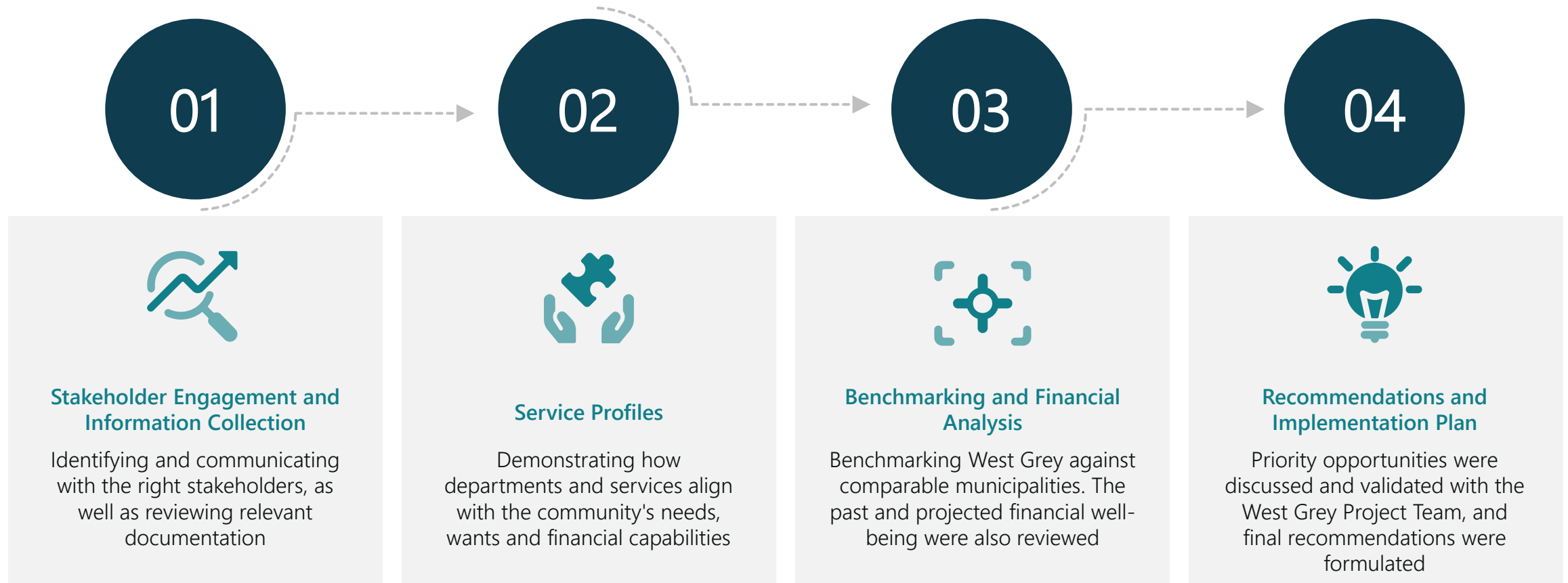
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# Understanding our Methodology

Throughout this engagement, MNP worked closely with West Grey to provide recommendations that will support council and management in making strategic decisions regarding the delivery of its services. At the centre of MNP's approach is our focus on collaboration. The following report has been developed in compliance with AODA guidelines to be shared publicly.



# Financial Benchmarking Overview



The 2018-2020 Annual Financial Information Returns (“FIRs”) were analyzed for the Municipality of West Grey and six comparator municipalities of similar size and scope. Comparators were carefully selected in collaboration with the municipality to best reflect West Grey’s environment. All comparators have a relatively similar population and number of total private dwellings, as well as other key traits under consideration. Based on initial assessments of comparator data, **the majority of West Grey’s services have operating costs below average or near average** relative to peers. Please note that although the same data source is used to compare the municipality and its comparators as accurately as it is feasible, differing reporting practices amongst the organizations may cause variances in FIR data. These potential differences and inconsistencies mean these numbers should be used for high-level analysis and interpretation, restraining from making any final conclusions until further investigation and analysis are completed by the municipality.

Client 2018-2020 Benchmarking Percentile Summary				Legend
	2020 Cost Percentile	2019 Cost Percentile	2018 Cost Percentile	
Building permits and inspection services	12%	14%	25%	Below Average
Paved road maintenance	12%	12%	12%	Average
Solid waste management	12%	12%	12%	
Parks	12%	25%	25%	Above Average
Recreation programs and facilities	37%	75%	25%	
Reserves	37%	37%	25%	
Governance and corporate management	37%	75%	50%	
Fire services	50%	50%	50%	
Winter maintenance	87%	50%	50%	
Library services *out of scope*	62%	87%	62%	
Police services *out of scope*	87%	87%	87%	
Average of cost percentiles	33%	39%	30%	

➔ As seen in the chart, West Grey’s operating costs for building permit and inspection services, paved road maintenance, solid waste management, and parks, were the **lowest among comparators**. Additionally, the Municipality’s reserves, as well as operating costs for fire services, governance and corporate management, and recreation programs and facilities were **below average**.

Building/ Inspections

West Grey had the **second highest volume of permit applications per FTE for all three years**, with figures approximately twice those of the benchmarked average. **Even when permits from Chatsworth were omitted, figures remained slightly above average relative to comparators.**

Road Maintenance

Over the past three years, **West Grey has recorded the lowest operating costs for paved roads per lane kilometre**, with **2020 costs being only 65.3% of the average among comparators.**

Tax Revenues

**Total taxes collected per household were observed to be second-lowest among comparators**, with the average falling between 20 to 24 percent above West Grey’s figure throughout years 2018 to 2020.

Winter Road Maintenance

Operating costs for winter maintenance are **above average**. The increase in winter maintenance from 2019 to 2020 was reported to be a result of council’s decision to enhance sidewalk clearing to both sides of the street throughout West Grey.

Reserves

Reserves as a percentage of Tangible Capital Assets (TCA) for West Grey have been below average over the past three years. Without stable reserves, **the organization may be at risk of being unable to meet future financial requirements.**



# Summarizing the Current State

Based on MNP's assessment of the current state of West Grey - guided by information gathered through stakeholder interviews, a staff survey, and supporting research - the following key findings emerged and influenced the service delivery improvement recommendations outlined in this report.

## Staff Resourcing



- Management and staff across multiple departments reported current workloads are unsustainable given the lack of staffing resources.
- Employees are experiencing high levels of burnout as overtime hours continue to increase, raising concerns over employee retention.
- MNP's benchmarking analysis supported these findings, as the municipality currently operates with lower operating costs relative to comparators in delivering similar services, providing justification for additional human, technological, or financial resources for departments in need.

## Enhanced Communication



- Communications amongst staff were reported to be positive, however, there is a need for formalized channels that support functional relationships.
- There is a lack of a centralized Customer Relationship Management (CRM) system used across departments, limiting some staff members in their ability to provide informed customer service.

## Service Prioritization



- The ongoing workload pressures across departments, most notably the clerk's office and fire services, are putting the delivery of mandated services at risk, resulting in the need for consistent overtime to effectively fulfill responsibilities.
- Staff will require resources - both financial and human - to meet legislative requirements and the demands resulting from development and growth.

## Talent Management and Succession Planning



- West Grey will need to ensure compensation offerings are sufficiently competitive to attract new talent, as well as retain valuable existing staff, or risk exacerbating ongoing problems due to resignations and long-term vacancies.
- Existing processes and procedures require specific knowledge and experience and have not been defined in ways that could be easily transferred to incoming staff, raising concerns over succession planning.

## Strategic Planning and Asset Management



- While staff pursue opportunities to proactively improve service delivery within their department, ongoing resource constraints have limited their ability to investigate, analyze, develop, and implement enhancements or strategic initiatives to support future delivery.
- The municipality is expecting significant growth in the coming years, as well as the expiry of ageing infrastructure, prompting the need for a comprehensive asset management plan that will support effective decision-making.



# Summary of Recommendations

Based on MNP's analysis, findings, and initial opportunities identified in the current state assessment, the following recommendations have been developed in collaboration with the municipality. These recommendations can be categorized as one of four recommendation types: **1) Technology, 2) Organizational Effectiveness, 3) Resource Management, 4) Strategy and Performance Management**. A recommendation may target multiple areas for improvement within the three (3) year implementation horizon. MNP's detailed recommendations are located in **Appendix C**

Recommendation Type	Activities	Priority
1. Technology Recommendations	A. Conduct a review of available Customer Resource Management (CRM) technologies to support enhanced customer service levels.	Immediate
	B. Conduct a technology inventory review to provide a formal structure outlining the functionality, use, and integration capabilities of software, and to ensure technology systems are being equally utilized across all departments.	Medium-term
	C. Undertake a detailed business process review to identify available technologies and the necessary digital transformation to improve service delivery and streamline business processes.	Medium-term
	D. Engage a third party to complete a technology implementation plan or roadmap based on findings from the business process review and technology inventory review and execute the plan.	Longer-term
	E. Incorporate regular technology reviews and staff training to ensure technology systems are being utilized efficiently and effectively.	Longer-term
2. Organizational Effectiveness Recommendations	A. Develop a records management transformation strategy and invest in dedicated staff resources for implementation and training purposes.	Immediate
	B. Conduct review of roles, responsibilities, and cross-departmental collaboration to promote effective and efficient operations.	Longer-term
	C. Review, develop, and define formalized processes across departments.	Longer-term
3. Resource Management Recommendations	A. Implement recommended changes from 2020 Organizational Review and incorporate regular review cycle.	Immediate
	B. Conduct a compensation assessment across the organization, update compensations accordingly, and incorporate regular review cycle.	Medium-term
	C. Review and update current succession plans and training materials.	Medium-term
4. Strategy and Performance Management Recommendations	A. Collaborate with the newly-elected council and department leads to develop an updated strategic plan and long-term infrastructure/asset management plan.	Medium-term
	B. Establish and track key performance indicators (KPIs) to support decision-making and measure progress against strategic or operational objectives.	Longer-term

# 1. Technology – Immediate Priorities

## CRM System

The following recommendation should be commenced within the next 3-9 months, provided the municipality can secure adequate resources.



### Recommendation 1.A

Conduct a review of available Customer Resource Management (CRM) technologies to support enhanced customer service levels.

#### Benefits/Outcomes

- Improves ability to manage, track, and respond to customer inquiries.
- Enables consistent communications and service across departments.
- Improves overall quality and response time of customer service.

# 1. Technology – Medium-term Priorities

## Technology Inventory and Process Reviews

The following recommendations should be commenced in Year 2 of the implementation plan, provided the municipality can secure adequate resources.

2023  
(Q1)

### Recommendation 1.B

Conduct a technology inventory review to provide a formal structure outlining the functionality, use, and integration capabilities of software, and to ensure technology systems are being equally utilized across all departments.

#### Benefits/Outcomes

- Improves West Grey's ability to leverage all existing technology effectively.
- Provides visibility and opportunity to eliminate redundant technology systems.
- Provides a basis to assess and align system integration capabilities.

2023  
(Q1)

### Recommendation 1.C

Undertake a detailed business process review to identify available technologies and the necessary digital transformation to improve service delivery and streamline business processes.

#### Benefits/Outcomes

- Maximizes benefits from West Grey's technology investments.
- Supports the elimination of manual, paper-based processes. For example the building and planning permitting process, records management, customer service, online application processes, among others.
- Staff will have more time to spend on value-added activities.

# 1. Technology – Longer-term Priorities

## Implementation Roadmap, Ongoing Reviews and Training

The following recommendations should be commenced in the longer-term, provided the municipality can secure adequate resources.

2023  
(Q3)

### Recommendation 1.D

Complete a technology implementation plan or roadmap based on findings from the technology inventory review and business process review and execute the plan.

#### Benefits/Outcomes

- Ensures that new and existing technologies are leveraged effectively.
- Supports the elimination of manual, paper-based processes that staff perform.
- Staff will have more time to spend on value-added activities.

2023  
(Q4)

### Recommendation 1.E

Incorporate regular technology reviews and staff training to ensure technology systems are being utilized efficiently and effectively.

#### Benefits/Outcomes

- Ensures staff will use the technology efficiently and effectively.
- Ensures the benefits from West Grey's investments in technology are maximized.



## 2. Organizational Effectiveness – Immediate Priorities

### Records Management

The following recommendations should be commenced as soon as possible, provided the municipality can secure adequate resources.



#### Recommendation 2.A

Develop a records management transformation strategy and invest in dedicated staff resources for implementation and training purposes.

#### Benefits/Outcomes

- Achieve compliance with legislation
- Reduces existing risks related to non-compliance in records management and archives
- Provides staff time efficiencies from improved document retrieval, distribution, version control.
- Allow for remote access to archived files when required and as appropriate.

## 2. Organizational Effectiveness – Longer-term Priorities

### Roles and Responsibilities, Formalized Process Maps

The following recommendations should be commenced in the longer-term, provided the municipality can secure adequate resources.

2023  
(Q3)

#### Recommendation 2.B

Conduct review of roles, responsibilities, and cross-departmental collaboration to promote effective and efficient operations.

##### Benefits/Outcomes

- More effective use of taxpayer money.
- Increased focused on revenue-generating or value-added activities.
- A proactive approach to upcoming anticipated departures of long-term employees.

2024  
(Q2)

#### Recommendation 2.C

Review, develop, and define formalized processes across departments.

##### Benefits/Outcomes

- Increased visibility/understanding of interdependencies and flow of information between stakeholders.
- Formalized training materials for improved training and succession planning purposes.
- Consistency and reliability in service delivery across different employees and/or departments.

# 3. Resource Management – Immediate Priorities

## Organizational Reviews

The following recommendations should be commenced as soon as possible, continuing into Year 2 and 3, provided the municipality can secure adequate resources.



### Recommendation 3.A

Implement recommended changes from 2020 Organizational Review and incorporate regular review cycle.

#### Benefits/Outcomes

- Enhanced organizational capabilities
- Reduced employee burnout and increase retention
- Improved service delivery

# 3. Resource Management – Medium-term Priorities

## Compensation Reviews, Succession and Training

The following recommendations should be commenced in the longer-term, provided the municipality can secure adequate resources.

2023  
(Q3)

### Recommendation 3.B

Conduct a compensation assessment across the organization, update compensations accordingly, and incorporate regular review cycle.

#### Benefits/Outcomes

- Reduced turnover rate
- Larger candidate pool

2024  
(Q2)

### Recommendation 2.C

Review and update current succession plans and training materials.

#### Benefits/Outcomes

- Seamless position transitions – with retirements and other workforce changes that would otherwise disrupt service delivery.
- Early identification of skillset gaps – when preparing for upcoming projects or changes to services and/or service delivery.
- Increased staff retention and morale – more opportunities for employees to advance their career.

## 4. Strategy and Performance Management – Medium-term Priorities

### Strategic Planning

The following recommendation should be commenced following the upcoming municipal election, provided the municipality can secure adequate resources.



#### Recommendation 4.A

Collaborate with the newly-elected council and department leads to develop an updated strategic plan and long-term infrastructure/asset management plan.

#### Benefits/Outcomes

- Effective decision-making for efficient resource allocation.
- Consistent and clear direction across the municipality.

## 4. Strategy and Performance Management – Longer-term Priorities

### Strategic Planning

The following recommendation should be commenced in the longer-term, provided the municipality can secure adequate resources.



#### Recommendation 4.B

Establish and track key performance indicators (KPIs) to support decision-making and measure progress against strategic or operational objectives.

#### Benefits/Outcomes

- Enables informed decision-making at the management level.
- Fosters a culture of continuous improvement.



# Potential Budgetary Requirements (1/2)

The following three-year projections outline the potential budgetary requirements for key activities included in MNP's recommendations. These budgetary requirements are order of magnitude estimates based on MNP's expertise and experience from similar engagements. These requirements may change depending on the West Grey management team's review and prioritization of recommendations and key activities which is scheduled to occur following council approval. Additionally, the use of internal resources could offset costs for third-party services should municipal staff have availability, however, the municipality will need to ensure sufficient resources are assigned to maximize the likelihood of a successful implementation. Following best practices, West Grey should develop a detailed implementation and change management plan for each recommendation, outlining objectives, specific timelines, outputs, milestones, and roles and responsibilities.

Recommendations and Activities	Projected Budget Requirements by Year		
	2022	2023	2024
<b>1. Technology Recommendations (TOTAL)</b>	<b>\$40,000</b>	<b>\$150,000</b>	<b>-</b>
1.A. Conduct a review of available Customer Resource Management (CRM) technologies to support enhanced customer service levels.	\$40,000	-	-
1.B. Conduct a technology inventory review to provide a formal structure outlining the functionality, use, and integration capabilities of software, and to ensure technology systems are being equally utilized across all departments.	-	\$40,000	-
1.C. Undertake a detailed business process review to identify available technologies and the necessary digital transformation to improve service delivery and streamline business processes.	-	\$60,000	-
1.D. Engage a third party to complete a technology implementation plan or roadmap based on findings from the business process review and technology inventory review and execute the plan.	-	\$50,000	-
1.E. Incorporate regular technology reviews and staff training to ensure technology systems are being utilized efficiently and effectively.	-	-	-

# Potential Budgetary Requirements (2/2)

Recommendations and Activities	Projected Budget Requirements by Year		
	2022	2023	2024
<b>2. Organizational Effectiveness Recommendations (TOTAL)</b>	-	\$60,000	\$20,000
2.A Develop a records management transformation strategy and invest in dedicated staff resources for implementation and training purposes.	-	-	-
2.B. Conduct review of roles, responsibilities, and cross-departmental collaboration to promote effective and efficient operations	-	\$60,000	-
2.C. Review, develop, and define formalized processes across departments	-	-	\$20,000
<b>3. Resource Management Recommendations (TOTAL)</b>	<b>\$60,000 + 4 New FTE</b>	<b>2 New FTE</b>	<b>2 New FTE</b>
3.A. Implement recommended changes from 2020 Organizational Review and incorporate regular review cycle	4 New Full-time Employees (FTE)	2 New Full-time Employees (FTE)	2 New Full-time Employees (FTE)
3.B. Conduct a compensation assessment across the organization, update compensations accordingly, and incorporate regular review cycle	\$20,000	-	-
3.C. Review and update current succession plans and training materials	\$40,000	-	-
<b>4. Strategy and Performance Management Recommendations (TOTAL)</b>	-	<b>\$110,000</b>	-
4.A. Collaborate with the newly-elected council and department leads to develop an updated strategic plan and long-term infrastructure/asset management plan	-	\$80,000	-
4.B. Establish and track key performance indicators (KPIs) to support decision-making and measure progress against strategic or operational objectives	-	\$30,000	-

# Next Steps

The following actions are recommended:

1. Management and council adopt MNP's Service Delivery Review Recommendation Report as a broad road map for West Grey's strategic growth and service delivery over the next three years.
2. The municipality's management review the list of recommendations to assign resources for each activity.
3. Outline a detailed workplan, timing, and key milestones required to implement each of the activities. These reports are to be submitted to council for review and approval, if required, based on the implementation road map set out in the Report.

# Thank You



JEN HAYES

ENGAGEMENT PARTNER



E: [Jen.Hayes@mnp.ca](mailto:Jen.Hayes@mnp.ca)



T: 416.515.5055

111 Richmond St. W



Suite #300

Toronto, ON M5H 2G4



GRAEME WEDGE

PROJECT MANAGER



E: [Graeme.Wedge@mnp.ca](mailto:Graeme.Wedge@mnp.ca)



T: 289.231.1578

111 Richmond St. W



Suite #300

Toronto, ON M5H 2G4



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