

# Tay Valley Township

Service Delivery Review Recommendations  
Presentation to Council

**CONFIDENTIAL**

April 29th, 2021



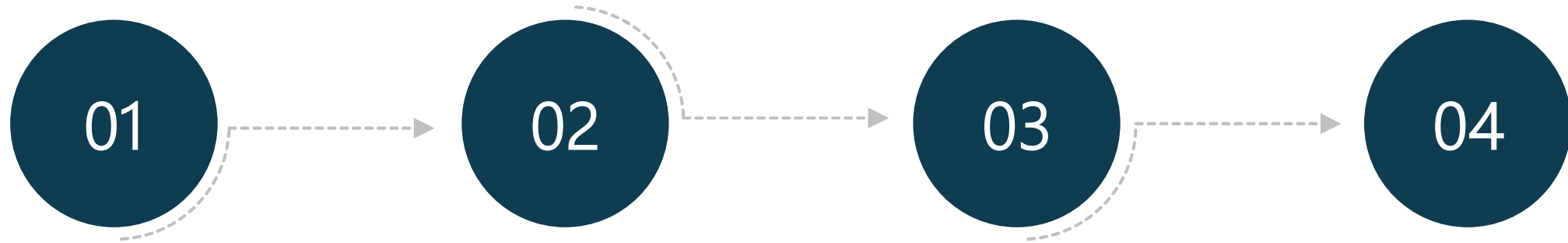
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# Understanding our Methodology

Throughout this engagement, MNP worked closely with the Township to provide recommendations that will support Council and Township staff in making strategic decisions regarding the delivery of its services. At the centre of MNP's approach is our focus on collaboration.



## Phase 1

Identifying and communicating with the right stakeholders



## Phase 2

Demonstrating how programs and services align with the community's needs, wants and financial capabilities



## Phase 3

Benchmarking Tay Valley through the use of comparable municipality data. Past and current service delivery structures were also reviewed



## Recommendations

Priority opportunities were discussed and confirmed with the Tay Valley Project Team, and final recommendations were formulated

# Summarizing the Current State

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



## Revenue-generating opportunities

There are revenue-generating opportunities that can be realized without increasing tax costs for constituents.



## Functional Re-alignment

By optimizing its organizational structure and re-aligning functions and responsibilities, the Township will be able to achieve more efficiencies. This will also improve communication between departments and ultimately decrease inefficiencies due to overlapping services.



## Priority Alignment

Implementing a strategic plan is an important vehicle to bring together residents, Council, and Township staff in the development of a common vision and direction, and actionable goals. Regularly revising and re-aligning a strategic plan is equally as important, as it considers an ever-changing environment, it builds a renewed consensus within the organization, it enables measured progress and highlights areas for improvement.



## Talent Management and Succession Planning

There is a need for additional training to provide staff with the opportunity to further develop their skillsets which will, in turn, support the effectiveness and efficiency of the Township's service delivery. More broadly, Tay Valley does not currently have a talent management or succession plan, which is an important tool in developing training resources and retaining valuable operational knowledge in the future.

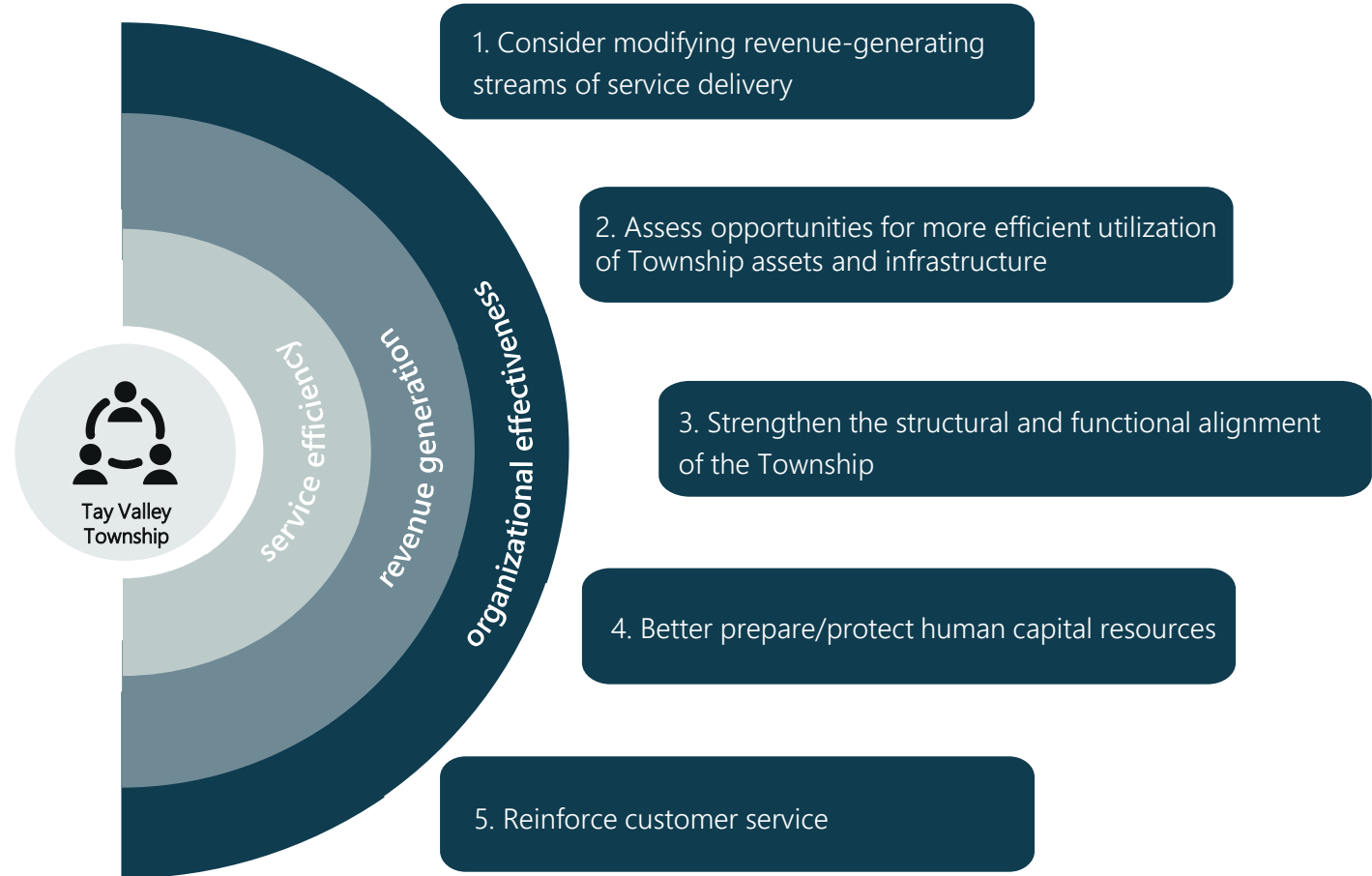


## Asset Management

There are opportunities to efficiently manage currently under- or un-managed assets/services in a way that could bring value to service delivery as well as potential revenue streams to the Township.

# Outlining Recommendations at a High Level

MNP developed five (5) major recommendations for Tay Valley to consider, each further broken down into suggested sub-activities. The recommendations are based on municipal service delivery best practices and focus on three (3) key areas for improvement. While Tay Valley will be able to implement a number of these recommendations internally, it is important to note that the limited size of the Township means Senior Management has limited capacity to implement strategic planning. As a result, larger projects may need to be outsourced to third-party resources to ensure implementation is timely and effective.



# Correlating Activities to Improvement Areas

A recommendation may target multiple areas for improvement within three (3) year implementation horizon outlined in this report.

Recommendation	Activities	Revenue Generation	Service Delivery Efficiency	Organizational Effectiveness
1. Consider modifying revenue-generating streams of service delivery	A. Consider modifying service fee structures on complicated or overwhelmed services to take advantage of revenue-generating or cost-saving opportunities	✓		✓
	B. Conduct a cost-benefit analysis of shared services with neighbouring municipalities	✓	✓	✓
2. Assess gaps and opportunities for Township asset utilization	A. Complete a Functional Assessment to investigate the possible consolidation of the Public Works Department		✓	✓
	B. Gain Ability to Track Small Assets		✓	✓
	C. Undertake a Waste Management Plan	✓	✓	✓
	D. Complete a Road and Infrastructure Assessment		✓	✓
	E. Enhance current recreation programs and improve revenues from facility utilization	✓	✓	
	F. Build an economic development strategy	✓	✓	
3. Strengthen the structural and functional alignment of the Township	A. Re-align the strategic direction of the Township			✓
	B. Enhance the working relationship between key stakeholder groups			✓
	C. Undertake a structural review of the Planning Department		✓	✓
	D. Introduce a Community Service Coordinator Role		✓	✓
	E. Conduct a Township Job Description Review and Pay Equity Assessment		✓	✓
4. Better prepare/protect human capital resources	A. Strengthen the Township's Talent Management and Succession Planning		✓	✓
5. Reinforce customer service	A. Review appropriate communication policies between staff/residents and Council/residents		✓	✓
	B. Standardize communication releases to constituents		✓	
	C. Expand application availability on the website		✓	✓

# Implementation - Immediate Priorities

The following recommendations should be commenced within 4 months, provided the Township can secure adequate resources.



## **Recommendation 2.C (2021 Q2-Q3)**

Undertake a Waste Management Plan

## **Recommendation 3.D (2021 Q2-Q3)**

Introduce a Community Service Coordinator Role

## **Recommendation 4.A (2021 Q2 onwards)**

Strengthen the Township's Talent Management and Succession Planning

# Implementation - Medium-Term Actions

The following recommendations should be commenced within 10-15 months, provided the Township can secure adequate resources.



## Recommendation 3.A (2021 Q3)

Re-align the strategic direction of the Township

## Recommendation 2.E (2021 Q3-Q4)

Enhance current recreation programs and improve revenues from facility utilization

## Recommendation 5.B (2021 Q3-Q4)

Standardize communication releases to constituents

## Recommendation 1.B (2021 Q3- 2022 Q1)

Conduct a cost-benefit analysis of shared services with neighbouring municipalities

## Recommendation 3.B (2021 Q4)

Enhance the working relationship between key stakeholder groups

## Recommendation 2.B (2021 Q4 - 2022 Q1)

Gain Ability to Track Small Assets

## Recommendation 5.C (2021 Q4 - 2022 Q1)

Expand application availability on the website

## Recommendation 5.A (2021 Q4 - 2022 Q2)

Review appropriate communication policies between staff/residents and Council/residents

# Implementation - Longer-Term Actions

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



## Recommendation 1.A (2022 Q1-Q2)

Consider modifying service fee structures on complicated or overwhelmed services, to take advantage of revenue-generating or cost-saving opportunities

## Recommendation 2.A (2022 Q1-Q3)

Complete a Functional Assessment to investigate the possible consolidation of the Public Works Department

## Recommendation 2.D (2022 Q1-Q3)

Complete a Road and Infrastructure Assessment

## Recommendation 2.F (2022 Q3-Q4)

Build an economic development strategy

## Recommendation 3.C (2022 Q3-Q4)

Undertake a structural review of the Planning Department

## Recommendation 3.E (2023 Q1-Q2)

Conduct a Township Job Description Review and Pay Equity Assessment



# Next Steps

The following actions are recommended:

1. Staff and Council adopt MNP's Service Delivery Review Recommendation Report as a broad road map for the Township's strategic growth and service delivery over the next 1-3 years.
2. The Township's management review the list of 5 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 in sequence, based on the implementation road map set out in the Report. Quarterly updates to be presented to Council to share progress on activities.

# Thank You



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