

# Tay Valley Township

Service Delivery Review - Final Report

**CONFIDENTIAL**

April 19th, 2021



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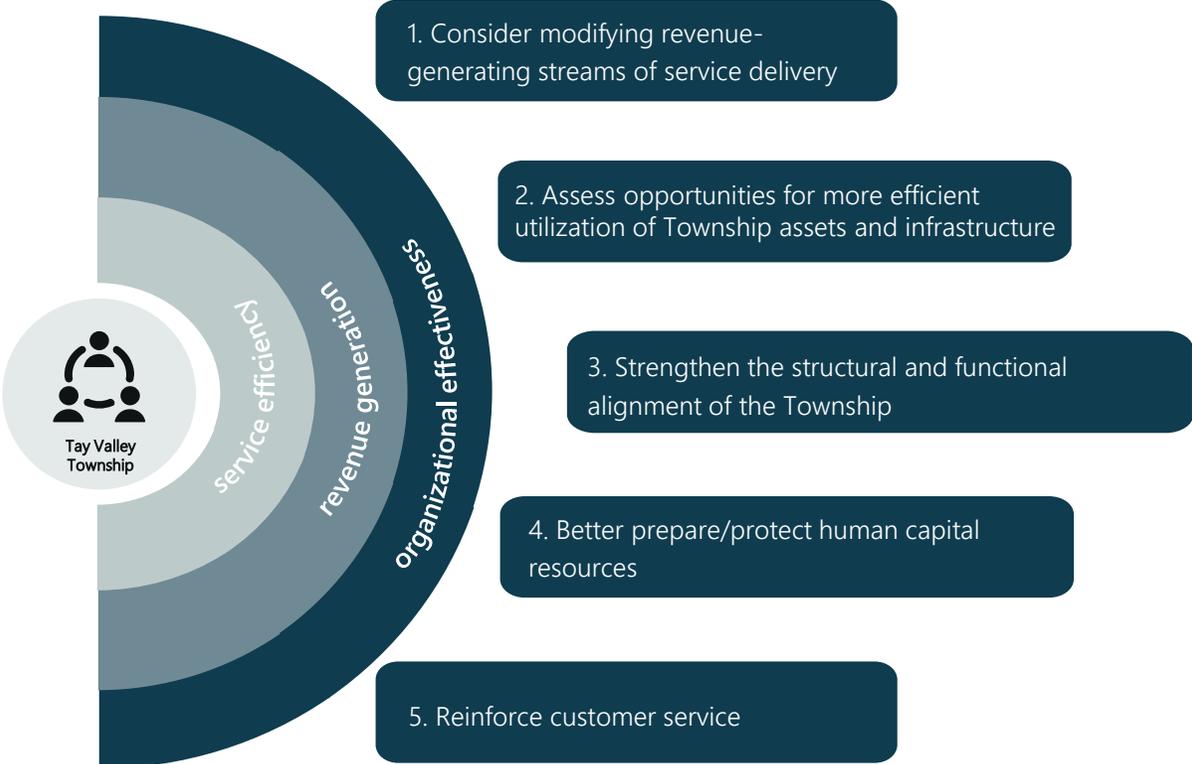
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# Executive Summary



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, which is why phase 1 of the engagement consisted of identifying and communicating with the right stakeholders. Phase 2 focused on demonstrating how programs and services align with the community's needs, wants and financial capabilities. This included the identification of high-impact services to develop service profiles on. Phase 3 focused on benchmarking Tay Valley through the use of comparable municipality data. Past and current service delivery structures were also reviewed. Taking all the information gathered through phases 1 to 3, initial observations and opportunities were outlined. Priority opportunities were discussed and confirmed with the Tay Valley Project Team. Lastly, final recommendations were formulated, outlining potential changes in services, programs, resources and organizational models.

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: 1) revenue generation, 2) organizational effectiveness, and 3) service efficiency. A recommendation may target multiple areas for improvement within the three (3) year implementation horizon outlined in this report. 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.



# Report Objectives



This Report is intended to provide Tay Valley Township (Tay Valley) with a summary of MNP's current state observations and offer recommendations to improve the overall effectiveness and efficiency of Tay Valley. In addition, this report provides Tay Valley with an Implementation Plan that may be used to guide the successful implementation of MNP's recommendations.

This report is aligned to the Scope of Work defined by Tay Valley and includes:

1) Current State Assessment Benchmarking with Similar Municipalities; Service Profile Inventory of key Services identified; and, Organizational Assessment.	8-21
3) Recommendations that include: Revenue-generating opportunities; Service delivery efficiencies; and, Organizational effectiveness implications.	22-37
4) Implementation Plan and best practices for Change Management	38-42

Finally, This report outlines the collaborative process and engaging work completed during each phase of this project and is a direct result of the thoughtful input and ideas provided by staff, management, and Council members. Throughout each phase, stakeholders helped direct and shape the project's outcomes, ensuring a holistic understanding of the Township and providing well-rounded, feasible recommendations. Furthermore, Tay Valley thanks its constituents for participating in the Service Delivery Survey and providing candid feedback, which has played a crucial role in validating the findings and guiding the recommendations from this review. MNP thanks all those involved for their participation throughout this engagement.

# Introduction

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This section provides an overview of the project scope, objectives and methodology.

# Project Background and Objectives

## Project Background

Tay Valley Township, a popular cottage destination, is growing and the expectations of citizens and businesses to enhance service levels are increasing. Constituents are looking to the Township to modernize and make capital investments that improve access to community, culture, and infrastructure that would support the economy and environment as well as support customer-focused programs and services.

Tay Valley owns an ageing portfolio of public infrastructure that requires maintenance and renewal. There are increasingly onerous safety and regulatory standards that must be complied with. Additionally, the Provincial government has placed heightened pressure on all municipalities to deliver quality services within a constrained financial context triggered by reducing provincial transfers. Having a constituent community that varies greatly in socioeconomic position - ranging from wealthy to low-income residents - means simply raising taxes is not a solution for Tay Valley. Lastly, the current COVID-19 pandemic has placed great stress on all municipalities as they continue to deliver vital services while protecting the health of employees and residents. A rapid shift to "remote/virtual" environments has resulted in dramatic shifts in service delivery. To efficiently prepare and address these changes and current service level gaps, the Township has engaged MNP to conduct a Service Delivery Review.

## Project Objective

The desired outcome from this engagement includes recommendations that, once implemented, will support Tay Valley in delivering on its key priorities for this term and enable the community, Council, and Township staff to make strategic decisions regarding its services.

MNP's recommendations consider:

- Addressing community views on and needs of services provided;
- Supporting strategic and evidence-based decision-making;
- Enhancing the organizational structure design of the Township and enhance the efficiency of existing organizational functions;
- Articulating cost-effective service efficiencies while improving overall responsiveness; and
- Improving value (improved efficiency, cost-effectiveness and quality) by achieving more with what you have.

# Project Approach and Methodology

## Project Approach

### Phase 1: Project Launch

- Milestone 1: Conduct a project launch meeting to confirm project timelines and expectations;
- **Deliverable 1: Finalized project plan.**

### Phase 2: Current State Assessment

- Milestone 2: Collect and review background documentation;
- Milestone 3: Conduct interviews with staff and Council;
- Milestone 4: Complete an Organization Department Assessment;
- Milestone 5: Conduct Benchmarking and Service Profiling exercise; and,
- Milestone 6: Analyze the current state and summarize opportunities for improvement.

### Phase 3: Future State Recommendations

- Milestone 7: Develop future state recommendations;
- Milestone 8: Develop an implementation and change management best practices; and,
- Milestone 9: Summary presentation;
- **Deliverable 2: Findings and Recommendations Report.**

## Information and Data Collection Activities

MNP used the following research methods to collect relevant information and data that informed the findings and analysis presented in this report:



Documentation review (a complete list of the documents reviewed can be found in **Appendix A**);



Eleven individual interviews with key stakeholders (a complete list of the interview participants can be found in **Appendix B**). Additionally, high-level notes on what was heard during these engagements can be found in **Appendix C**;



Public consultation to receive constituent feedback on service delivery (Quantitative survey results can be found in **Appendix D**. Additional feedback provided by constituents is provided separately in a confidential document to the Township);



Departmental assessment (an overview of functions, strengths, gaps and opportunities per department can be found in **Appendix E**); and,



Financial analysis (findings from the relevant financial analysis can be found in **Appendices F-H**).

# Current State Assessment

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This section summarizes the key takeaways and trends identified from MNP's current state review. The findings outlined guided the development of the future state recommendations.



# Summary of Observations and Opportunities

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The following section provides an overview of the observations and opportunities identified through both internal and public consultation, and outlines key findings from MNP's environmental scan. This section also summarizes MNP's overall assessment as it relates to service delivery, including strengths, challenges and gaps.



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# Summary of Key Findings

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. Further details from stakeholder consultations can be found in *Appendix C* and *Appendix D*. Additionally, initial observations and opportunities identified throughout the current state assessment can be found in *Appendix H*.



## 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.

# Service Delivery Trends

There are various trends that may impact or influence the Township's operations and/or service delivery. Specifically, this environmental scan has considered the Township's economic drivers, population and demographics, infrastructure and technology, and political and environmental factors. The results of this scan are presented below.

## Environmental Scan

**Ageing Infrastructure** – Tay Valley, like many other Townships, owns an ageing portfolio of public infrastructure (e.g. roads) that requires demanding maintenance and renewal, and increasingly onerous safety and regulatory standards that must be complied with. This impacts the Township's operations and potentially limits its service delivery by increasing the costs and putting a greater strain on the budget.

**Technological Innovation** – the technology landscape is constantly evolving at a rapid pace with innovative information systems and information technologies being developed every year. These innovative technologies are dramatically changing the ways municipalities and businesses deliver services and connect with customers.

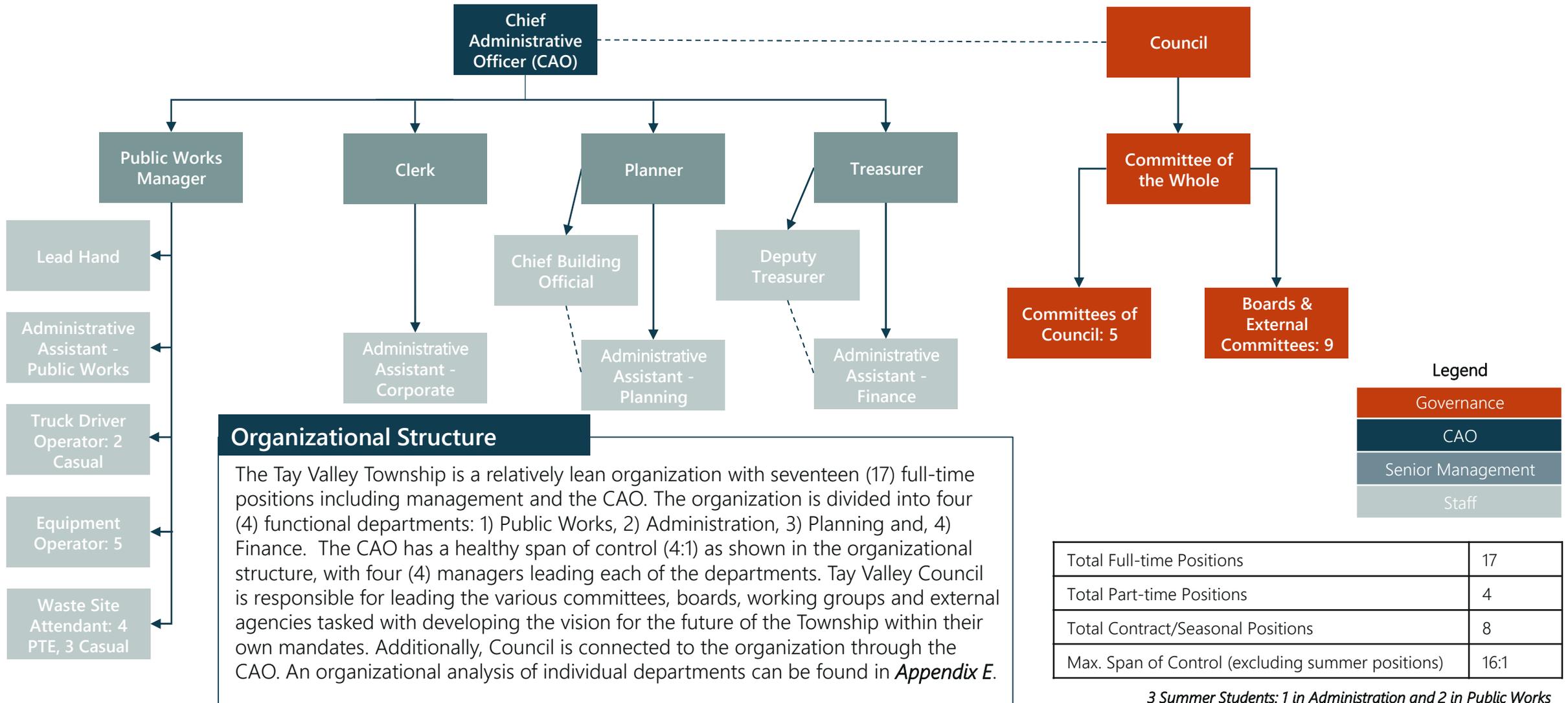
**Provincial Government** – the pressure for municipalities to deliver quality services with reduced provincial transfers, coupled with the trend of downloading service responsibilities to municipal government, presents a challenging hurdle.

- The provincial government has placed heightened pressure on all municipalities to deliver quality services within a constrained financial context, triggered by reducing provincial transfers and growing resident sensitivity to tax increases.
- Municipalities are currently faced with the provincial downloading of services and policy changes amidst a year of uncertainty. This is a challenge as these changes are out of the Township's control and can impact the number of services delivered and/or the way they are delivered.

**Climate Change** – municipalities today are required to adapt to the effects of the changing climate. The rising intensity of storms and short-term variations in temperature requires greater maintenance of roads, parks, and infrastructure. Additionally, warmer and more extreme weather patterns are leading to increased quantities and intensities of forest fires and other natural disasters. This is a challenge because the service requirements and proactive emergency readiness programs will constrain the Township's existing resources and funds.

**COVID-19** – the pandemic will have a notable impact on the Township's revenue with reduced user fees, reduced occupancy rates of programs and services, and increased sanitation requirements (e.g. staffing). For perspective, it is estimated that municipalities across Canada could lose nearly \$12 billion this year.<sup>4</sup> A loss in revenue will undoubtedly have an impact on the Township's operations and service delivery.

# Organizational Overview



**Organizational Structure**

The Tay Valley Township is a relatively lean organization with seventeen (17) full-time positions including management and the CAO. The organization is divided into four (4) functional departments: 1) Public Works, 2) Administration, 3) Planning and, 4) Finance. The CAO has a healthy span of control (4:1) as shown in the organizational structure, with four (4) managers leading each of the departments. Tay Valley Council is responsible for leading the various committees, boards, working groups and external agencies tasked with developing the vision for the future of the Township within their own mandates. Additionally, Council is connected to the organization through the CAO. An organizational analysis of individual departments can be found in *Appendix E*.

**Legend**

Governance
CAO
Senior Management
Staff

Total Full-time Positions	17
Total Part-time Positions	4
Total Contract/Seasonal Positions	8
Max. Span of Control (excluding summer positions)	16:1

3 Summer Students: 1 in Administration and 2 in Public Works

# Organizational Overview

## Key Functions



## Summary of Services

- Administration
- Animal Control
- **Building Applications, Permits & Inspections**
- Business Directory
- **By-law Enforcement**
- Communications (Website, Facebook, Print)
- **Drainage and Flooding**
- **Emergency Management**
- **Garbage and Recycling**
- Green Energy & Climate
- Change
- Lottery Licensing
- **Planning & Development**
- **Property Taxes**
- Recreation Activities and Program
- Recreation (Facilities, and Outdoor Spaces)
- **Road Infrastructure & Maintenance**

*\*Note: bolded services are mandatory*

## Strengths, Challenges, Gaps

- The functional organizational structure allows for operational efficiencies as the departments focus on one area of work. This means that staff are skilled in the tasks they perform, with clear lines of management and accountability.
- It was frequently highlighted that staff are hard-working and dedicated, with the organization taking a progressive approach to plan for the future. This is reflected through the numerous boards and committees available.
- The Township's demographic has an ageing group that is above provincial average. For this reason, the Township focuses on ensuring services are user-friendly, and available both digitally as well as in-person where possible.
- While functional departments work well to create a clear distinction between roles and responsibilities, increased cross-departmental communications would create efficiencies for some services.
- The Township is under increasing pressure from the County to take over services which the County will no longer provide in the future.
- There is currently no role with a focus on direct community outreach. This means that Township duties around communication, recreation, and tourism are a second priority due to lack of human resources.
- Some positions do not have the proper back-up for vacation or leave, meaning the Township must either hire third-party contractors to meet legislated timelines or otherwise expose itself to audit risks.
- Service delivery seems to be greatly affected by a misalignment of Township Priorities. Council, Management and staff at all levels describe their day-to-day work as "constantly extinguishing fires." There is an opportunity to clarify goals and re-align the direction of the Township, in order to create unity and thus efficiency within Service Delivery.



# Financial Analysis and Benchmarking

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The following section provides an overview of the Township's finances as well as key findings from the benchmarking analysis. Further details for the Benchmarking exercise can be found in ***Appendix F***.



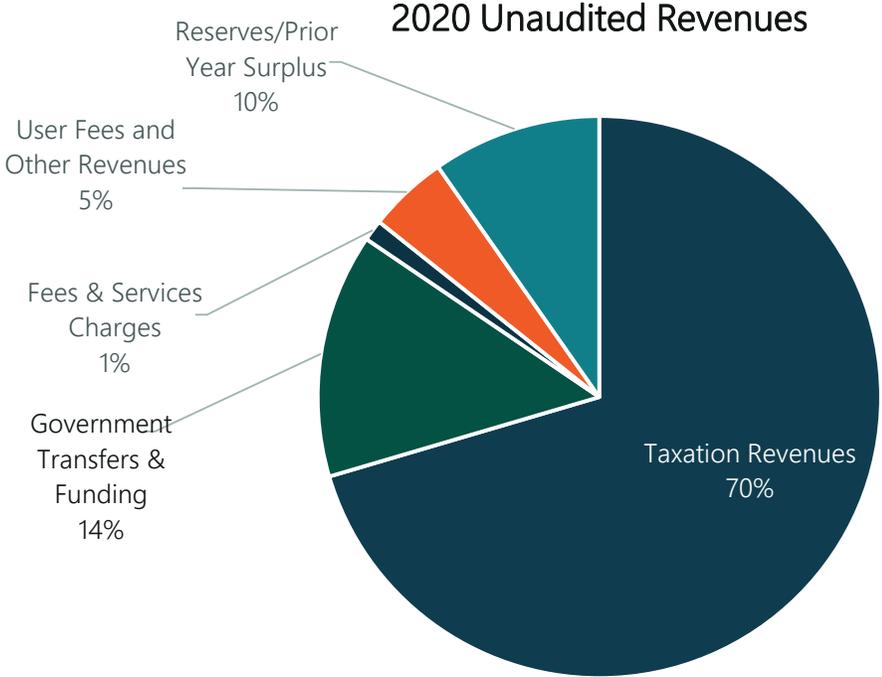
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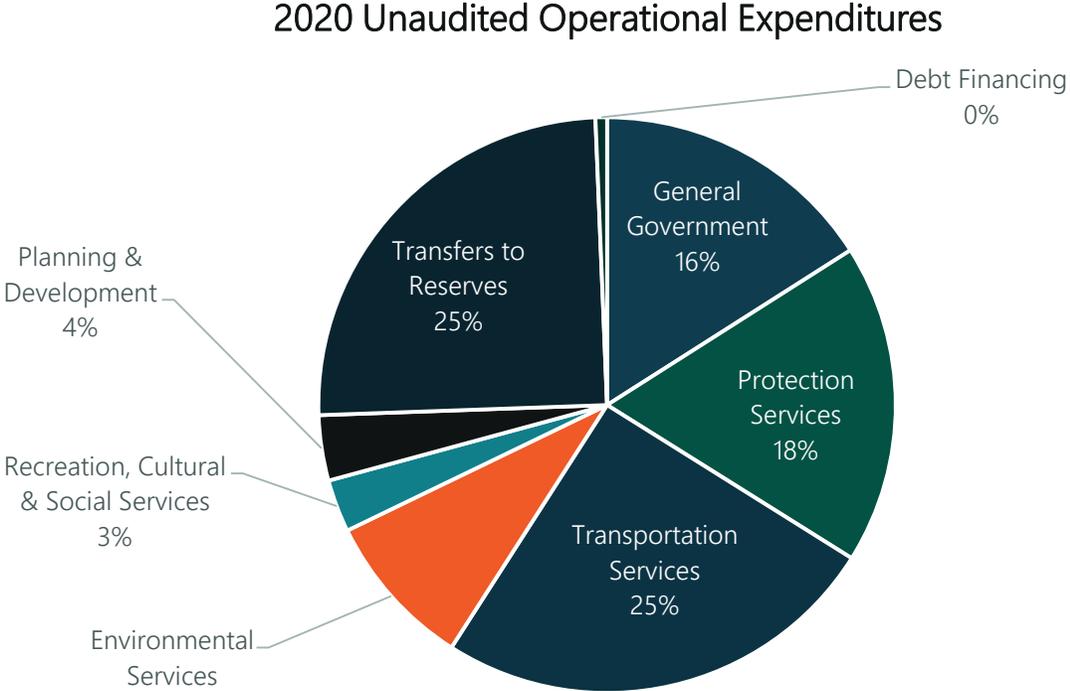
# Financial Overview



The pie graphs below provide an overview of the distribution of revenues and expenses for 2020. Taxes are the major source of revenue for the Township. This is typically positive for municipalities as too much reliance on government transfers and funding is risky given the political uncertainty. However, the Township would benefit from increasing user fees and other revenues. The expenditure pie chart is relatively evenly split between transfers to reserves, general government, protective services, and transportation services. Please note that capital spending amounts are not included in this overview.\*



Total Revenues: \$8,249,794



\*Total Operational Expenditures: \$4,811,699

# Benchmarking Comparator Profiles

The 2017-2019 Annual Financial Information Returns (“FIRs”) were analyzed for Tay Valley Township and six (6) comparator municipalities of similar size and scope. The comparators (outlined below) were carefully selected by MNP's subject matter experts in collaboration with the Township, to best reflect Tay Valley's environment. With the exception of Rideau Lakes, all comparators have a relatively similar population. All comparators are experiencing population growth with the exception of the Townships of Madawaska Valley and Ashfield-Colborne. With a similar total number of private dwellings, land size and population density, the Township of Havelock-Belmont-Methuen is the closest comparator to Tay Valley.

Geographic Name	CSD Type	Population, 2016	Population, % change	Total private dwellings, 2016	Private dwellings occupied by usual residents, 2016	Permanent Resident Share of Dwellings	Land area in square kilometres, 2016	Population density per square kilometre, 2016
 <b>Tay Valley Township</b>	Township	5,665	1.7%	3,689	2,255	61%	550.01	10.3
 <b>Centre Hastings</b>	Municipality	4,774	4.4%	2,161	1,904	88%	222.86	21.4
 <b>Rideau Lakes</b>	Township	10,326	1.2%	6,891	4,423	64%	729.22	14.2
 <b>Asphodel-Norwood</b>	Township	4,109	1.7%	1,758	1,632	93%	161.02	25.5
 <b>Madawaska Valley</b>	Township	4,123	-3.7%	2,619	1,706	65%	672.51	6.1
 <b>Havelock-Belmont-Methuen</b>	Township	4,530	0.2%	3,936	2,015	51%	542.73	8.3
 <b>Ashfield-Colborne</b>	Township	5,422	-2.9	3030	2107	70%	586.97	9.2
<b>Average*</b>		<b>5,572</b>	<b>0.76%</b>	<b>3,473</b>	<b>2,336</b>	<b>72%</b>	<b>465.67</b>	<b>15.1</b>

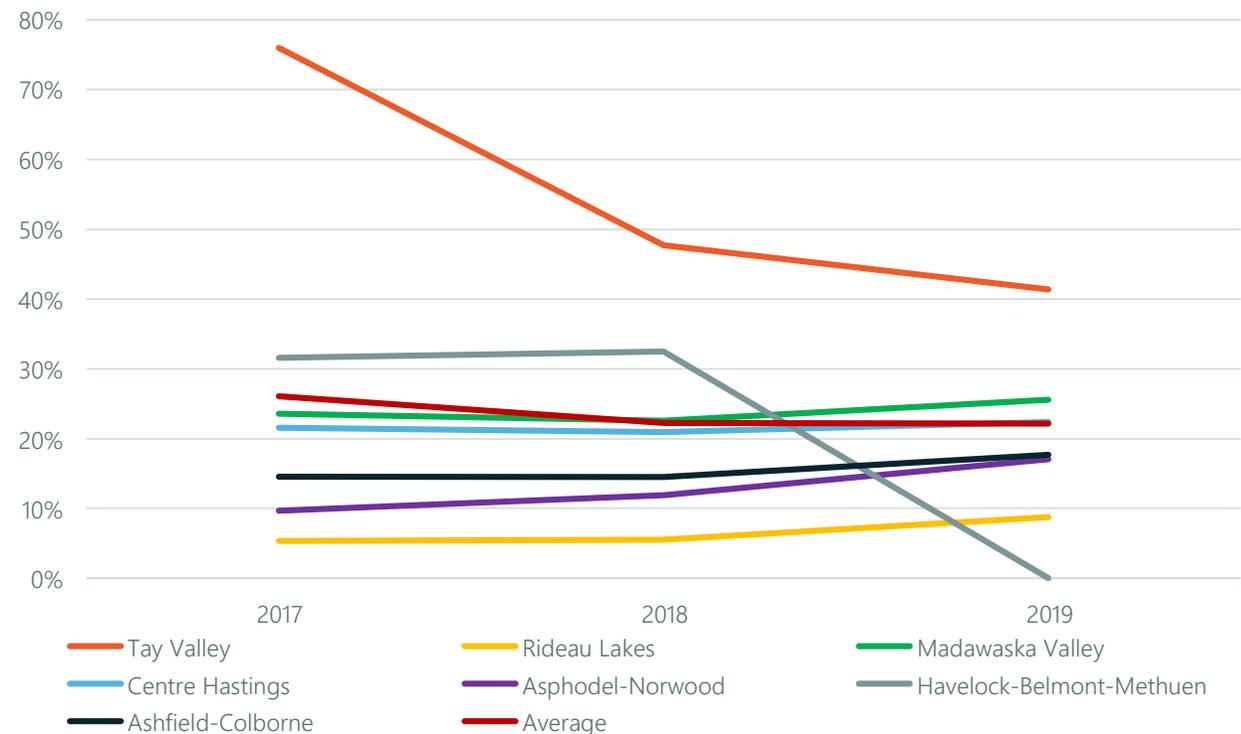
\*Average calculations throughout the benchmarking analysis do not include Tay Valley Township

# Financial Benchmarking Findings

Please note that although the same data source is used to compare the Township and its comparators as accurately as it is feasible, differing reporting practices amongst the organizations may cause variances in FIR data. Additionally, it is important to note that: 1) population and household data for the Township of Asphodel-Norwood is inconsistent and 2) the 2019 FIR data for the Township of Havelock-Belmont-Methuen is not publicly available. Due to a lack of data, the benchmarking analysis for 2019 excludes the Township of Havelock-Belmont-Methuen from all calculations. These potential differences and inconsistencies mean these numbers should be used for analysis and interpretation, restraining from making any final conclusions until further investigation and analysis are completed by the Township. The following slides provide an overview of the key findings from the benchmarking analysis. The detailed benchmarking analysis can be found in **Appendix F**.

- The graph summarizes the trend of reserves as a percentage of tangible capital assets (“TCA”) from 2017 to 2019 for Tay Valley and the six comparator municipalities.
- Tay Valley's reserves as a percentage of TCA are the highest among the municipalities in the benchmarking analysis. This remains true even considering the significant decrease observed from 2017 to 2019.
- The Township's 10-year Capital Plan supports the need to maintain higher reserve percentages than the benchmarking comparators. Specifically, Tay Valley will undertake heavy investments in bridge and road construction in the near future, meaning the Township needs to continue to invest in its reserves in order to continue financing capital costs without the need to obtain debt financing for future long-term capital investments.

### Reserves as a Percentage of TCA



# Financial Benchmarking Findings

Based on initial assessments of comparator data, Tay Valley has a number of services for which its operating costs are below average, as well as a number of services for which its operating costs are above average. An overview of Tay Valley's operating costs in comparison to other comparator's services is presented below. Percentiles have been calculated using Tay Valley's ranking as an indicator of whether operating costs are above or below the average of comparators. A 50% cost percentile represents the average operating cost for the benchmarking comparators. Any cost percentile under 50% means Tay Valley's operating costs are lower than average, while any cost percentile over 50% means Tay Valley's operating costs are above average. Again, this information can be used for interpretation, however, further analysis is required to draw conclusions.

Tay Valley Township 2017-2019 Benchmarking Percentile Summary			
	2019 Cost Percentile	2018 Cost Percentile	2017 Cost Percentile
Recreation programs and facilities	25%	12%	12%
Winter maintenance	25%	25%	12%
Building permits and inspection services	37%	62%	62%
Fire services *out of scope*	50%	75%	37%
Police services *out of scope*	62%	37%	37%
Library services *out of scope*	62%	37%	50%
Paved road maintenance	75%	75%	12%
Governance and corporate management	75%	50%	62%
Solid waste management	75%	87%	87%
<b>Average</b>	<b>54%</b>	<b>51%</b>	<b>41%</b>

## Key Takeaways:

- Higher than average operating costs may indicate inefficiencies if comparator municipalities with similar population numbers are achieving lower operating costs. Further investigating these comparators may be beneficial in identifying opportunities for Tay Valley to reduce costs, however, reporting differences between jurisdictions may play a part in this variance.
- Tay Valley experiences significantly higher operating costs for solid waste management (i.e. garbage and recycling). This may be the result of operating one (1) waste site and two (2) waste transfer stations.
- The Public Works Department is currently working to transition from a reactive to a pre-emptive approach to road maintenance. Ageing infrastructure means costs are likely to increase in the near future. From the analysis in the previous slide, it is clear that Tay Valley currently has a healthy reserve to cover these infrastructure-updating costs.
- Governance and Corporate Management operating costs include such items as the hospital donation, general governance, CAO's, Clerk's and Finance Departments, as well as general corporate expenses (e.g. office supplies, legal).

- As seen in the chart, Tay Valley's operating costs for recreation programs and facilities, winter maintenance, and building permits and inspection services are **below** average.
- As seen in the chart, Tay Valley's operating costs for paved road maintenance, governance and corporate management, and solid waste management are **above** average.



# Service Profiles

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This section outlines service profiles to provide further analysis of the financial information for select services based on findings from the benchmarking analysis. A service profile summary of the remaining services can be found in **Appendix G**.



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# Roads Service Profile



To maintain financial consistency throughout the report, the 2017-2019 Annual Financial Information Returns ("FIRs") were utilized to construct the following service profiles. As a result, the same financial implications mentioned in the benchmarking section of the report apply to the service profiles, meaning these numbers should be used for analysis and interpretation, but should not be used to draw conclusions until further investigation and analysis is completed by the Township.

## Service Profile

Public Works Department

**Department** Public Works

**Sub-Service** Roads

**Type** Internal

**Classification** Mandated/Required

**Description**

This sub-service is responsible for the maintenance and development of roads. The responsibilities under the sub-service include civic addressing, entrance permits, paved and unpaved road infrastructure and maintenance, maintenance of bridges and culverts, traffic operations and roadside management, street lights maintenance, winter operations (i.e. snow removal and sanding) and summer operations (i.e. grass cutting, road signage, and drainage).

Financial Info	2019	2018	2017	2016
Revenues	\$ 9,603	\$ 12,844	\$ 19,820	\$ 39,036
Expenditures	\$ 1,927,323	\$ 2,248,695	\$ 2,055,262	\$ 2,032,945
User Fees	\$ 9,603	\$ 12,844	\$ 19,820	\$ 14,036
Levy Support	\$ 1,917,720	\$ 2,235,851	\$ 2,035,442	\$ 1,993,909
Capital at Cost	\$ 17,818,146	\$ 15,351,095	\$ 15,351,095	\$ 14,937,782
Available Grants	\$ 1,037,751	\$ 1,324,716	\$ -	\$ 50,000
Reserves	\$ 1,899,654	\$ 1,986,930	\$ 2,621,290	\$ 2,041,405

**Suggested Key Performance Indicators (KPIs)**

- Maintenance Cost Per Household
- Average Maintenance Cost Per Kilometer
- Number of Citizen Complaints Per Year

**Service Notes**

- FIR data show the only source of revenue is user fees from "Traffic Operations & Roadside" Services (i.e. civic addresses, entrance permits)

**Observations/Notes**

- Revenues have decreased significantly each year due to the loss of contract plowing. There is a limited ability to generate revenue.
- The cost of maintaining gravel roads tends to be higher than that of maintaining paved roads due to weather-related wear and tear effects on gravel
- Around 2% of expenses come from third party contractors
- A number of employee retirements are expected in the near future. This may represent a material increase in salary costs in the short term due to training expenses and pension payment additions. In the long-term, salary costs may decrease based on lower-seniority staff.
- Any capital investments made on long-term infrastructure improvements may be financed by loans or Township reserves

# Garbage & Recycling Service Profile



To maintain financial consistency throughout the report, the 2017-2019 Annual Financial Information Returns (“FIRs”) were utilized to construct the following service profiles. As a result, the same financial implications mentioned in the benchmarking section of the report apply to the service profiles, meaning these numbers should be used for analysis and interpretation, but should not be used to draw conclusions until further investigation and analysis is completed by the Township.

## Service Profile

Public Works Department

**Department** Public Works  
**Sub-Service** Garbage and Recycling

**Type** Internal  
**Classification** Mandated/Required

**Description**

This service is responsible for the disposal and diversion of solid waste. Waste managed through this service includes recycling and composting, construction and demolition waste, brush, yard waste, scrap metal, and household garbage.

Financial Info	2019	2018	2017	2016
Revenues	\$ 182,441	\$ 181,727	\$ 201,266	\$ 133,062
Expenditures	\$ 668,596	\$ 817,413	\$ 774,047	\$ 737,743
User Fees	✓ \$ 96,103	✓ \$ 88,830	✓ \$ 101,158	✓ \$ 87,589
Levy Support	486,155	635,686	572,781	604,681
Capital at Cost	\$ -	\$ -	\$ -	\$ -
Available Grants	✓ \$ 86,338	✓ \$ 92,897	✓ \$ 100,108	✓ \$ 45,473
Reserves	\$ 96,706	\$ 104,178	\$ 97,284	\$ 90,587

**Suggested Key Performance Indicators (KPIs)**

Pollution Indicators

Cost of Waste Disposal Per Household

Cleanliness of Waste Material

**Service Notes**

- Tay Valley owns and operates three waste sites
- As the main site with a more complete service offering, on certain days of the week the Glen Tay site may be very busy, with workers working close to or at

**Observations/Notes**

- Revenues from waste collection may be lost due to a lack of weigh scales
- The current waste bins are not customer-friendly, especially when considering Tay Valley’s age demographics. An investment may be required to update them.
- There are no capital costs associated with garbage and recycling
- Revenues have decreased since 2017
- The “blue box transition”, expected to come into place in 2024, may lead to a decrease in operating costs as the financial responsibility of recycling will fall under manufacturers rather than municipalities due to the global markets for blue box materials

# Future State Recommendations

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This section summarizes MNP's recommendations as it relates to Service Delivery. The recommendations were developed based on the documentation review, feedback collected through internal interviews and external consultation, as well as MNP's analyses.

# Recommendations Overview



Building on the observations and opportunities identified during the current state assessment, MNP developed five (5) recommendations for Tay Valley to consider. The recommendations are based on municipal service delivery best practices and focus on three (3) key areas for improvement: 1) revenue generation, 2) organizational effectiveness, and 3) service efficiency. A recommendation may target multiple areas for improvement, therefore, the correlation between each of the below recommendations and the areas of improvement is outlined in *Appendix J*.

## Recommendations

### 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 opportunities for more efficient utilization of Township assets and infrastructure

- 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

## Consider modifying revenue generating streams of service delivery

### Activities

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

- Pre-consultation Fee - Tay Valley has experienced a spike in constituent demand for property consultations and entrance permit applications. While some requests may be simple in nature, a growing number of consultations require significant staff time spent investigating, inspecting and gathering the documentation necessary for a consultation.
  - Pre-consultation fees should be considered for applications that are processed through both the Planning Department or the Public Works Department.
  - Tay Valley should identify a threshold of acceptable staff-time spent on consultation preparation before a pre-consultation fee is triggered.
  - Tay Valley should investigate pre-consultation fee structures utilized by neighbouring municipalities to better understand what this fee should amount to.
- Staff-time Tracking and Complicated-application Fee - applications received and processed by the Planning Department may become complicated if not completed properly by constituents, leading to significant back-and-forth.
  - Tay Valley should implement staff-time spent on individual applications and charge a "complicated-application" fee after a certain identified threshold has been reached. Introducing this fee may both provide the Township with a new revenue-generating stream that does not affect constituents who do not utilize the service, and motivate constituents to submit clear and complete applications, therefore freeing up staff time to engage in other value-adding responsibilities.
- Review Access-to-Sand Policy - The Township offers the non-traditional discretionary service of providing constituents access to sand from the domes free of charge. There currently are no volume controls attached to this policy. It was mentioned during the current state assessment that some Cottage Road Associations may be taking advantage of this policy by taking large amounts of sand to distribute across private roads. This may be imposing significant direct material costs to the Township while presenting a health and safety concern for the Township.
  - It is recommended that Tay Valley considers updating this policy to ensure appropriate controls and health and safety precautions are incorporated, potentially including introducing a volume limit per household.
  - Tay Valley may also consider completing a cost-benefit analysis of introducing a fee for the service or removing the policy completely.
- Financial Review of Building Department - The Building Department must operate as a revenue-neutral department by legislation, however, no financial analysis has been completed to ensure this mandate is accomplished. It is recommended that an activity based-costing exercise is completed to fully understand the cost of delivering services.
  - The financial assessment should conclude before the 2022 budget is completed in order to provide a revenue-neutral plan for the Department as soon as possible if it is found to not be currently fulfilling this mandate.

## Consider modifying revenue generating streams of service delivery

### Activities

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

- Outsourcing - The Township owns and operates various services which could potentially be outsourced. (e.g. Green Energy & Climate Change, Winter Control, Lottery Licensing)
  - It is recommended that the Township conduct a cost-benefit analysis of these services to calculate the potential of outsourcing opportunities to determine their viability. In other municipalities, outsourcing has improved service levels, reduced long-term costs and reduced the administrative burden to allow for a greater focus on priorities.
  - While the Township has the ability to undertake progressive projects, Senior Management does not have the capacity to undertake projects of a large scale. When necessary, these types of projects, that involve identifying alternatives and conducting cost-benefit analysis, should be outsourced as to not overwhelm staffing resources.
- Shared Services with neighbouring municipalities - Tay Valley recently made large capital investments to update a large number of machines and equipment utilized by the Public Works Department to service the community.
  - There is an opportunity for the Township to formally engage with neighbouring municipalities to understand if there's an interest in sharing specialized equipment and providing maintenance services in collaboration with other municipalities or Townships.
  - Agreements that are currently in place with other municipalities should be reviewed and updated to reflect current circumstances.
  - It is suggested that the Township facilitate a roundtable discussion with neighbouring municipalities to gauge their interest and specific needs of shared service opportunities.
    - For example, the Township may either look into opportunities to outsource its Lottery Licensing service to neighbouring municipalities, or the Township may consider introducing a user-fee for use of the Lottery Licensing service. The service can be offered to neighbouring municipalities as a way for the township to gain a new revenue stream.

## Assess opportunities for more efficient utilization of Township assets and Infrastructure

### Activities

**A. Complete a Functional Assessment to investigate possible consolidation within the Public Works Department.** - While the Township was amalgamated in 1998, there has never been an amalgamation process for the Public Works Department. There is a significant opportunity for general cost savings and operational efficiencies by updating the Department to fit the operational needs of the Township today. It is recommended that Tay Valley engages a third-party to complete a Functional Assessment of the Public Works department. The below considerations may be further analyzed during this assessment.

- Garages and Sand Domes - Tay Valley is currently operating out of two (2) separate garages. As a result, the coordination of operating equipment and workers is time-consuming. In conjunction with the garages, Tay Valley also currently owns two (2) separate sand domes. At the moment, the Bathurst dome does not have the capacity to store enough sand throughout the winter, so the material will be frequently transported from the Burgess dome to the Bathurst dome.
  - Considerations for this assessment may include analyzing the feasibility of consolidating the garages and domes into one (1) larger operating centre, capable of housing all equipment owned by the Township.
  - A consolidation of these buildings may not only reduce operating costs but also free up valuable staff time to perform higher value work.

**B. Gain Ability to Track Small Assets.** - Tay Valley does not currently have access to a system application to accurately track small assets remotely. This means it takes the Public Works Department longer to respond to a maintenance request as it mainly relies on the knowledge of its workers to accurately locate the assets in need of maintenance. This issue is heightened during the winter months when small assets may be hidden by snow.

- There is an opportunity for the Township to assess the benefit of purchasing an additional function for the current GIS system to provide the Public Works Department with the capability to track small assets remotely. This investment may be beneficial for service delivery by both allowing for a more efficient location process for work requests, while also providing key information that may be utilized during the training of new maintenance workers.

## Assess opportunities for more efficient utilization of Township assets and Infrastructure

### Activities

**C. Undertake a Waste Management Plan** - Tay Valley has never created a Waste Management Plan. The Township currently operates three (3) separate waste sites. While the main site (Glen Tay) is operating as a collection and disposal facility, the remaining two waste sites operate mainly as "transfer stations". Due to the limited size and nature of service offerings at these two sites, many constituents will make use of the Glen Tay site regardless of their proximity to other sites. It is advised that Tay Valley engage a third-party to conduct an assessment of waste services and build a Waste Management Plan to identify long-term cost-saving strategies for waste collection and disposal. The below considerations may be further analyzed during this assessment.

- Waste Site Consolidation - Consider conducting a detailed cost-benefit analysis on the amalgamation of the three waste sites currently in operations to understand the level of material cost savings that may be achieved from operating out of one site.
  - This analysis may include an evaluation to potentially expand the Glen Tay site to ensure the site is properly equipped to handle increasing levels of waste as more constituents move to Tay Valley full-time.
  - The current layout of the Glen Tay waste site may also be examined to understand if a new operational design could increase the efficiency of the site.
- Weigh Scale- It was identified during the current state assessment that the Glen Tay Waste Site, which operates as the main waste management location for Tay Valley, does not have a weigh scale available. There may be potential lost revenue for the Public Works Department as a result, since managed waste is weighted based on "best-guest" estimations from workers.
  - This analysis may include understanding the feasibility of investing in a weigh scale for the Glen Tay waste site to accurately measure the waste managed at the Township.
- Waste Bins - It was identified throughout the current state assessment that the size of the waste bins makes it difficult for constituents to dispose of their waste. As a result, a large number of constituents rely heavily on the assistance of site workers. This can prove a major challenge during the seasonal demand increase in the summer. Workers stated that the height of the bin can be challenging for them as well, causing possible strain and injury.
  - This analysis may include understanding the feasibility of investing in increasing the accessibility of the waste bins for the Glen Tay Site.

## Assess opportunities for more efficient utilization of Township assets and Infrastructure

### Activities

- Garbage Pick-up - When asked if any service should be offered in Tay Valley, constituents who desired additional services most commonly requested for a garbage pick-up program to be introduced.
  - This analysis may include a cost-benefit breakdown of providing garbage pick up services to the Municipality.
  - This service may be partially implemented in specific areas of the Township, or fully adopted across Tay Valley.
- Waste Site Service Model - Constituents suggested they may benefit from modified operations on the sites.
  - Operating hours of all sites may be analyzed to understand if modification should be introduced to better accommodate for constituents' needs
  - Being home to an ageing demographic, Tay Valley must take into consideration the weight of the bags accepted at the sites. Some constituents suggested the site accept two smaller bags in replacement of the current larger bag size.
- Out-of-Township Waste - During the current state assessment, it was identified that property owners in Tay Valley may be disposing of construction materials and waste originating from other jurisdictions. This creates risks for the Township as it is a violation of Ministry of Environment requirements.
  - This analysis may include the introduction of controls to stop the disposal of un-authorized materials at the Glen Tay Site.
  - Controls can include providing proof of address for residents and proof of contracting address for construction materials.

**D. Complete a Road and Infrastructure Assessment** - Tay Valley houses a large number of gravel and soft-material roads that require extensive levels of maintenance and constant re-surfacing. This has led the Township to spend significant capital and resources on constant maintenance, while neighbouring municipalities have benefited economically from infrastructure upgrades. It is recommended that Tay Valley engage a third-party engineering firm to complete an inventory and condition assessment of the Township's roads, culverts, bridges and other relevant infrastructure. Through this assessment, Tay Valley can implement a renovation schedule and action plan for road and infrastructure improvements and maintenance. The below considerations may be kept in mind during this assessment.

- Hard Surfacing of Roads - While hard surface roads may require a significant capital investment in the short-term, it is likely to bring cost-savings to the Township through reduced maintenance requirements.
  - The most common complaint received from constituents on the survey was the maintenance frequency required to keep roads up to standard, and the inefficient use of resources to maintain them. There is a desire from both constituents and the Public Works Departments to take a more proactive rather than reactive approach to infrastructure maintenance.
  - As climate change creates more drastic weather, hard surface roads may be key to ensure ease of access to properties and services.

# Recommendation #2

## Assess opportunities for more efficient utilization of Township assets and Infrastructure

### Activities

- Safety Considerations for Mutton's Road - There are two (2) routes constituents can take to the Glen Tay waste site. The Mutton's Roads route requires constituents to drive through a garage and sand dome area. This can pose safety concerns at times, as machinery has to block the road while offloading materials, thus blocking constituents from being able to drive through.
  - This assessment may include an analysis of the potential benefits from closing down constituent access to this road in order to avoid potential safety risks, including accidents.
  - The closure of this road may additionally provide a larger parameter for Tay Valley to renovate and upscale the Glen Tay waste site into one centralized operating location, if it is desired.
- Culvert and Road widening - During the current state assessment, the desire for wider roads or culverts was identified.
  - This assessment may include an outline of opportunities to widen necessary infrastructure on a needs-basis.

### E. Enhance current recreation programs and improve revenues from facility utilization.

- Enhance Recreational Offerings - Public consultations highlighted constituents' desire for a greater variety of recreational offerings from the Township. There is an opportunity to enhance Recreation programs by leveraging the Township's available facilities. Tay Valley recently undertook a Joint Recreation Master Plan with three other municipalities. In addition to this Joint Plan, the following considerations should be kept in mind.
  - It is recommended that the Township conduct a public survey to specifically determine strengths and gaps with the current recreation programs and to identify opportunities to remove, consolidate, or add specific programs. With a comprehensive list of what recreation programs the public wants, the Township can prioritize and streamline its recreation portfolio, and leverage currently existing services at the two available community facilities to reduce the resources needed to deliver recreation services. For example, the facility staff could facilitate bridge tournaments, bingo, etc. in an open area of the building.
  - Consider establishing facility utilization tracking to align hours of operation and seasonal schedules with peak utilization rates.
  - Investigate opportunities to track program participation to effectively determine which programs work and re-evaluate the ones that don't.

# Recommendation #2

## Assess opportunities for more efficient utilization of Township assets and infrastructure

### Activities

- Improve Revenues from Facility Utilization - It was highlighted during the current state assessment that the Township rents out part of its community facility space on an ad-hoc basis.
  - It is suggested that the Township facilitate a roundtable discussion with neighbouring municipalities to gauge their interest and specific needs of further shared service opportunities with regards to recreation.
  - Tay Valley could enhance its advertising efforts of the community facilities to aid in increasing the utilization of the infrastructure.
  - Tay Valley could conduct a cost-benefit analysis of renting the facilities to highlight potential revenue opportunities through rental fees.

### F. Build an Economic Development Strategy.

- Establish a Clear Direction for the Township's Future Economic Development - Tay Valley has a history of supporting home-based businesses as well as focusing on its natural resources to attract tourism revenue. However, the Township has not established a strategy for long-term economic development. This means there is currently no clear direction to the type of development effort the Planning Department should be prioritizing for the Township's growth.
  - It is recommended that the Township establish a clear definition and direction for the Economic Development of the Township.
  - This definition may focus on areas such as commercial development of property, or tourism-focused resources depending on what the Township identifies as its priority for economic development.
- Implement an Economic Development Plan - Once a clear direction has been established, it is of critical importance that the Township develops a formalized Economic Development Plan to guide decision making in the future.
  - It is recommended that Tay Valley develops an Economic Development Plan that outlines feasible and relevant development initiatives for the Township.
  - To ensure proper planning of anticipated growth, the Township should create a strategic growth management plan, which includes a periodic review of the Economic Development Plan and the development of a formalized comprehensive zoning bylaw.
  - The Economic Development Plan may emphasize Tourism as a development strategy by prioritizing the investment of infrastructure and improvements to enhance natural assets and make potential tourist attractions more accessible.

## Strengthen the structural and functional alignment of the Township

### Activities

#### A. Re-align the strategic direction of the Township

- Strategic Priorities - 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, as well as actionable goals. Regularly revising and re-aligning a strategic plan is equally as important as it takes into account an ever-changing environment, it builds a renewed consensus within the organization, measures progress and highlights areas for improvement. Strategic priorities should be clearly outlined with measurable SMART goals in a collaborative effort with Council and Management Staff.
  - It is recommended that Tay Valley aligns the revision schedule of the Strategic Plan to match the start of each Council Term to ensure there is mutual buy-in on the Plan from all levels of the organizations.
  - Consider revising the current strategic priorities and re-writing the priorities with measurable language and descriptions that are Specific, Measurable, Attainable, Relevant, and Time-Based (SMART).
  - It is advised that Tay Valley further break down strategic priorities into annual strategic implementation plans with key goals and KPIs to ensure there is a consistent progression on goals.

#### B. Enhance the working relationship between key stakeholder groups

- Clarify staff-Council Relationship - During the current state assessment, it was highlighted that there is a variance of interpretations of roles and responsibilities.
  - It is advised that the Township consider clarifying the staff-council working relationship and decision-making delegation levels by working with Council and other key stakeholder groups to develop a shared vision for their working relationships.
  - A re-alignment of shared goals and objectives should be established in a way that is consistent with operational capabilities and the needs of the communities.
  - It is recommended that the Township investigate the application of ideas from the article in **Appendix J**, which delves into the staff-council relationship and presents the idea of creating a covenant. The objective of the covenant is to identify the basis of council-staff issues and to determine what actions and attitudes are deemed by all to be appropriate and helpful. As described in the article, *'such a covenant is proactive: it recognizes that there will inevitably be issues of dispute between a Council and its senior advisor, and that, without contemplating these, the fact that they occur at all might be viewed with more credence (and surprise) than need be'* (Cuff, 2010).

## Strengthen the structural and functional alignment of the Township

### Activities

- Enhance Communication to Stakeholders - During the current consultation process, many constituents stated they are unaware of some services currently offered by the Township. It was additionally expressed that residents are unsure of whom to communicate with for inquiries or concerns, as conflicting responses are received at times.
  - Tay Valley should update its Service Delivery communication guide for residents. Clearly outlining updated services and key contact positions for each of the services may provide both transparency and clarity to residents about services offered and how to get more information.
  - Communication avenues should be explored, including further promotion of online offerings.

**C. Undertake a structural review of the Planning Department** - Over the years, the Planning Department has experienced significant growth in responsibility and demand for its services as the full-time population of Tay Valley has grown. This trend is likely to have an even further impact as COVID-19 has created a shift in Canadian's residence preferences. It is expected that a growing number of people will move away from large cities and move away to smaller communities, including Tay Valley. It is recommended that the Township engage a third-party to conduct a structural review of the Planning Department. The review of the Department may include some of the following components.

- Focus on Core Services - As a lean organization, it is of crucial importance that Tay Valley allocates resources according to the needs of the organization and of constituents. While the Department is currently involved in a number of discretionary services (e.g. Age-Friendly, Climate Change, Heritage, etc.) it may at times undertake long-range planning for the Township related to mandatory services. It may be more efficient to orient department resources towards mandatory services while reallocating discretionary responsibilities elsewhere.
- Hire an additional Administrative Assistant - As people's desire to move away from the city has sky-rocketed due to the pandemic, building and planning applications have significantly increased since June 2020. As a result, an Administrative Assistant was hired on a temporary basis to assist with the backlog and increase in demand for applications services.
  - If the increase in applications continues, a review on the feasibility of maintaining this position on a permanent basis will be required.

# Recommendation #3

## Strengthen the structural and functional alignment of the Township

### Activities

**D. Introduce a Community Service Coordinator Role** - Tay Valley, like many Municipalities, is currently faced with the provincial downloading of services and policy changes amidst a year of uncertainty. These changes are out of the Township's control but can have a major impact on Service Delivery. A number of services, including tourism and Emergency Management, have been recently downloaded from the County to the Township. Additional legislative requirements, including reporting and accessibility (AODA), have heightened the pressure to maintain proper tracking and backup of documents and decisions made. At the same time, service expectations from both Council and constituents have increased, currently outweighing staff capacity. It is recommended that Tay Valley hires a Community Service Coordinator to offload some of the current workload from over-pressured Departments. Some of the responsibilities of this role may include:

- *Public Communication standards and coordination* - During the current state assessment, it was emphasized that there are currently no written social media/communication standards for the Township to follow.
- *Implementation of Economic Development Plan* - this position may also assist in the implementation of the Economic Development Plan. Specifically, the duties of this position in regards to Planning could include the development of grant applications and other funding activities.
  - Leading tourism efforts based on the Economic Plan may also be undertaken by the role.
- *Overseeing Cemetery and Accessibility Operations* - these are mandatory services that have been underserved in the past due to a lack of resources.
- *Overseeing Additional Outstanding Operations* - Other functions that could fall under the Community Service Coordinator Role include Recreation, Age-friendly services, the Heritage Properties Selection Committee and the History Scholarship Selection Committee.

**E. Conduct a Township Job Description Review and Pay Equity Assessment** - In order to integrate additional clarity within the distribution of duties and responsibilities, Tay Valley may benefit from reviewing current job descriptions. A third-party consultant should be engaged to complete this assessment. This should be done after other recommendations from the report are implemented, as the recommendations would have a significant impact on job descriptions. As part of this assessment, the following considerations may be kept in mind

- *Perform a Governance Review* - As previously highlighted, it is possible that the Township is currently feeling overwhelmed due to a lack of alignment on Strategic Priorities across the organization. However, this could be a result of understaffing or unrealistic expectations of staff.
  - It is advised that Council and Senior Management undergo governance training, at least once per council term, to ensure governance roles and expectations are consistent throughout all members of the organization

# Recommendation #3

## Strengthen the structural and functional alignment of the Township

### Activities

- Consider Redistributing Workload - A large number of responsibilities, that would not naturally belong to one department by mandate, tend to fall into the Clerk's Office. For example, public communications, accessibility, animal control, cemeteries, etc. are all under the responsibility of the Clerk's office on top of all mandated responsibilities. The Department has a significantly larger number of responsibilities making it extremely difficult to fulfill all expected duties with its current staff number.
  - It is advised that a re-assessment and re-assignment of roles and responsibilities is completed to equally distribute the workload amongst all departments.
  - Implementing a formalized guideline to assign new duties as they come into the most appropriate department could ensure that one department does not have an unbalanced amount of responsibility.
- Update Roles and Responsibilities - The potential implementation of recommendation #3 may bring further shifts in roles and responsibilities.
  - Tay Valley should consider updating job descriptions to reflect the responsibilities that may be moved to the Community Coordinator role as well as any future changes triggered by the governance review mentioned above.

## Better prepare/protect human capital resources

### Activities

#### A. Strengthen the Township's Talent Management and Succession Planning

- Prepare a Workforce Strategy - During the current state assessment, it was highlighted the Public Works Department has a number of employees that will be retiring within the next year, putting the Township at risk of being unable to deliver on services once these retirements occur, as there is no succession plan. Tay Valley should aim to put in place succession planning, training and performance reviews to ensure the Municipality is well-positioned to deliver services efficiently and effectively into the future and to forecast any workforce challenges that may arise. A third-party consultant should be engaged to undertake the creation of this succession plan.
  - It is recommended that the Township formalizes talent management and succession plans to identify and provide professional development opportunities (e.g. training plans) and consider retirement schedules or "at-risk" positions (e.g. succession plans) to ensure critical knowledge remains within the organization.
    - Succession plans should be created for all key roles, and include items such as growth plans with opportunities for cross-training and leadership skill development.
    - Succession planning should also align with the development of documented and updated policies and procedures, such as those related to Human Resources.
    - Succession plans should be reviewed annually, at a minimum, to ensure plans are in place and identify whether replacements are required and if they can be found internally or external hiring is required.
  - It is advised that staff receive more comprehensive training, including IT training and cross-training.
    - Staff should have training plans and receive more comprehensive training, such as job shadowing and cross-training. There is an opportunity to enhance staff member skill sets, to both allow them to better perform in their current role, as well as take on additional roles/tasks to further balance the workload.
    - Training could be in the form of formal workshops and programs, as well as job shadowing and mentoring with more senior staff.

## Reinforce customer service

### Activities

#### A. Review appropriate communication policies between staff/residents and Council/residents

- Implement a Best Practice Governance Framework - As previously mentioned, alignment around Priorities must be consistent throughout the organization. However, it is of importance that interactions with constituents are consistent across representatives of the Township.
  - It is suggested that Council considers following this covenant: 1. Carry out their responsibilities as set out by legislation; 2. Make decisions in the best interest of the majority of citizens; 3. Make informed decisions by ensuring a review of all information and advice presented by administration; 4. Seek further input from the administration when uncertain of the preferred course of action; 5. Refer any complaints to the CAO and refrain from any public or private criticism of the administration; and, 6. Provide effective leadership by guiding the Township through annual or longer-term strategic goals. Further actions can be found in the article in *Appendix J*.
- Introduce a Winter Control Plan - The Township does not currently have a Winter Control Plan to outline snowplowing standards and expectations for constituents. This results in a lack of clarity and transparency to constituents when it comes to what they should expect from their winter control services.
  - It is advised that the Township develop a formalized Winter Control Plan to clearly define the service level standard.
  - This target service level should be developed in collaboration with the Public Works department and should consider industry best practices to ensure that metrics are tied to service delivery and departmental performance.
- Update and Formalize Service Delivery Standards - There is an opportunity for the Township to update and standardize service level standards and KPIs for its departments/services. The Township may retain a third-party consultant to undertake this process.
  - It is recommended that the Township review and document service levels for all departments to ensure high-quality customer service, ongoing performance measurement, and clear expectations and accountabilities for staff.
  - The service level standards and Key Performance Indicators (KPIs) should have formal documentation that include a detailed description of the service, the desired outcome (e.g. reduce the cost of maintenance per household), the target service level, KPIs to track (e.g. target an average maintenance cost per household of \$X), and the processes or steps to achieve the desired outcome and target service level/KPI.
  - The target service levels/KPIs for each department should be developed in collaboration with department staff and should consider industry best practices to ensure that metrics are tied to service delivery and departmental performance. Examples of KPIs for each department are included in the Service Profiles.
  - With service levels/KPIs in place, departments could track and report their performance against the defined service level standards/KPIs to benchmark against industry norms as well as to monitor variances and trends.

## Reinforce customer service

### Activities

- Provide Online Property Data - The Township receives a number of requests for property information from constituents. This information can be made available online through the Tay Valley website.
  - It is advised that the Township provides constituents with the online capability for access to property tax information.
  - The Township may additionally consider providing the online capability to access other property information (e.g. official plan, zoning).

### B. Standardize communication releases to constituents

- Outline Information Flow to Constituents - It was stated during the current state assessment that the Township has a strong desire to be more transparent with the public and communicate more efficiently. In parallel, constituents noted their desire to receive communication in a more consistent and clear way from the Township.
  - It is recommended that Tay Valley develops a formalized external communication guidelines.
  - The Community Service Coordinator should ensure communication is delivered consistently.
  - External communication could be used to strongly promote self-service offerings available on the Tay Valley website.

### C. Expand application availability on the website

- Online Application and Permits - Although the Township has the capability to offer applications and permits online, not all offerings are currently available on the website.
  - It is recommended that the Planning Department creates the online structure to complete as many applications and permits, as well as pay application fees through the Tay Valley website.

# Implementation

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The following section outlines a high-level implementation plan providing timing guidelines for the key activities based on MNP's recommendations while taking into consideration any interdependencies that may exist between them. Best practices around change management are also outlined.

# Implementation Plan

The following implementation plan outlines timing guidelines for the key activities based on MNP's recommendation while taking into consideration any interdependencies that may exist. This high-level implementation plan spans a three-year timeframe. To ensure the implementation of recommendations is successful, Tay Valley should develop a detailed implementation plan for each recommendation, outlining objectives, specific timelines, outputs, milestones, and roles and responsibilities.

Recommendations and Activities	Timeline											
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	
<b>1. Consider modifying revenue-generating streams of service delivery</b>												
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												
<b>2. Assess opportunities for more efficient utilization of Township assets and infrastructure</b>												
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												
<b>Change Management</b>												

# Implementation Plan

Recommendations and Activities	Timeline										
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
D. Complete a Road and Infrastructure Assessment											
E. Enhance current recreation programs and improve revenues from facility utilization											
F. Build an economic development strategy											
<b>3. Strengthen the structural and functional alignment of the Township</b>											
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											
<b>Change Management</b>											

# Implementation Plan



Recommendations and Activities	Timeline										
	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
<b>4. Better prepare/protect human capital resources</b>											
A. Strengthen the Township's Talent Management and Succession Planning											
<b>5. Reinforce customer service</b>											
A. Review appropriate communication policies between staff/residents and Council/residents											
B. Standardize communication releases to constituents											
C. Expand application availability on the website											
<b>Change Management</b>											

# Change Management Considerations

Recommendations presented in this Service Delivery Review are intended to create long-term change. It is recommended that the Township employ change management strategies to ensure change is implemented in a sustainable way. Key considerations and “leading practices” have been provided below to support the Township throughout the implementation of recommendations.

## What Goes into a Change Management Plan?

Effective change management involves carrying out activities that deliver on each of the five change management principles:

- **Communication** – sharing information about the change and providing opportunities for stakeholders to discuss the information and ask questions. The purpose of communication is to:
  - Answer people’s questions;
  - Build understanding about what is changing;
  - Alleviate fears and anxieties;
  - Create energy and enthusiasm for the change;
  - Recognize stakeholders as partners in the change; and,
  - Mitigate unwanted conversation about the change.
- **Stakeholder Engagement** – bringing together individuals to engage in collaborating on defining objectives for the change, assessing readiness for change, and sharing their experiences and learning with one another.
- **Sponsorship/Change Leadership** – during times of change, leaders are accountable for “living the change”, which means leading by example and holding oneself and others accountable for supporting the change. Leaders play an essential role in creating the conditions to help stakeholders understand change and successfully adapt.
- **Resistance Management** – fostering an environment in which there is mutual trust and respect, and in which people feel comfortable with openly sharing their concerns, asking questions, and learning new knowledge and skills.
- **Knowledge Transfer and Training** – ensuring that when the change is implemented, everyone has the knowledge they need to do things differently. Projects need to support knowledge transfer by providing people with effective training as well as resources like up-to-date policy and procedural documentation.



# Appendices

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This section breaks down further analysis to support the main body of the report. Each appendix is referenced within the section of the report to which it corresponds.



# Appendix A

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## Documentation Review

MNP reviewed the following documents:

- Section C-8 - Council-Staff Relations - Policy
- Section C-2 - Code of Conduct for Council & Local Boards
- Section AD-1 - Delegation of Power & Duties - Policy
- 2019-2023 Accessibility Plan
- 2020 - Tay Valley - Organizational Chart
- 2020 - Committee Structure - Diagram
- Collective Agreement - 2019-2021
- 2017-2021 - Strategic Plan
- 20-10-06- Report #C-2020-16 - Council Priorities
- Tay Valley Information Guide
- Climate Action Plan
- 2019 - Conservation-and-Demand-Management-Plan
- 2019 - DC Background Study - Final
- Asset-management-plan
- 2018 - Community-Plan-for-Safety-and-Well-Being
- 16-02-03 Official Plan
- 2020 - Employee Orientation
- 2015 - Clerk - Job Description
- 2009 - Job Description - Planner
- 2013 - Public Works Manager - Jobs Description
- 2019 - Finance - Treasurer - Job Description
- 2010 - CAO - Job Description



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# Appendix B

## Interview Participants

MNP interviewed the following Tay Valley stakeholders:

- Brian Campbell
- Beverly Phillips
- Barrie Crampton
- Rob Rainer
- Fred Dobbie
- RoxAnne Darling
- Gene Richardson
- Mick Wicklum
- Janie Laidlaw
- Marie White
- Kyle McCrae
- Allison Playfair
- Paul Cameron
- Ernie VanAlstine
- Blake Mouck
- Jeff White
- Laurie Hall
- Pat MacTavish
- Dave Munro
- Jesse Varcoe
- Joe Ennis
- April Findlay
- Amanda Mabo
- Noelle Reeve
- Sean Ervin
- Ashley Liznick



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# Appendix C

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What we Heard - Stakeholder Interviews and Focus  
Group Findings



Wherever business takes you

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# What We Heard - Administration

This section provides a high-level summary of what MNP heard from stakeholders during interviews and focus groups. The information presented is reflective of widely held views, opinions and key themes.

## Administration and Clerk's Department

- It was noted that Tay Valley has an engaged staff body that works towards progressive goals for the Township.
- The Township takes advantage of varying grants available for progressive initiatives, however, staff feel overwhelmed with their current workload and there are therefore limited human resources to implement many of these progressive initiatives.
- There seems to be an imbalance between Council expectations and staff availability to fulfil certain tasks.
- It was mentioned that both the 2013-2016 and 2017-2021 Strategic Plans are both live documents to guide the staff in prioritizing work.
- Certain services have been thus far provided by Lanark County, however, due to the County currently being overwhelmed, it was reported that Tourism and Emergency Management now falls under the responsibility of the Township. Other services may see the same shift in the future. For example, there has been an increase in demand for services from the Commissioner of Oath from not only Tay Valley residents but also individuals from the Town of Perth, as the County has re-directed individuals elsewhere for this service.
- Staff commented on the lack of a Community Service role as a major gap within the department and the Township. This role could have a focus on constituent communication, economic development, tourism, accessibility and recreation.
- It was highlighted the Tay Valley website will undergo a significant re-design in 2021.
- Staff mentioned that a possible cemetery expansion has recently triggered a major review of cemeteries within the Township.
- The Department highlighted recreational services as a gap for the Township. All programs are currently run on a volunteer basis and with many departments involved, meaning the services lack the focus needed to develop them further.
- The Department is heavily involved in Township committees and boards as it is responsible for either creating or reviewing meeting agendas and minutes to ensure there is legislative compliance within mandate boundaries.
- It was highlighted that there is currently no role overseeing project management, meaning responsibilities that do not explicitly fall under a department's mandate are likely to fall into the duties of the Clerk.
- The desire to expand/upgrade the current GIS system was expressed with the goal of providing constituents with the ability to search information related to roads, properties, etc.
- The department is responsible for economic development and has recently spearheaded grant research and applications for tourism-related activities, however, it was emphasized that there is currently no formalized economic development plan for the Township.

## Planning Department

- Staff highlighted the Township's ageing demographic, emphasizing how the demands of constituents will change as the demographic composition continues to age.
- It was noted that one of the major challenges for the future of the Township will be protecting landscapes and adapting as climate change requires it.
- It was mentioned that transportation is significantly limited within the Township. The demand for this service is increasing as an ageing demographic requires supported transportation services.
- It was highlighted that the median income is below the provincial average. The Township is under pressure for services affordability as there is a large discrepancy between wealthy and working-class constituents.
- It was highlighted that there is not currently a standard for communication towards constituents. Constituents have consistently provided negative feedback in regards to Township communications.
- The Department stated that back-up for certain positions is limited. For example, when the Chief Building Officer is on vacation, a third-party contractor must be hired to ensure provincial guidelines are met.
- It was stated that the Building department must operate as a revenue-neutral department by legislation, however, no financial analysis has been completed to ensure this mandate.
- The Planning Department mentioned it is responsible for information releases to the media during emergencies.
- It was highlighted that updating the current zoning by-laws may be important to ensure policies are all-inclusive and promote various types of development while protecting important natural environments. Policies around the following areas should be considered: boathouses, cannabis growing and retail, co-housing, clustered tiny homes, ARU's, 3.4, CBC's, natural hazards (ANSI's) mapping, protection of carbon sinks, backlot development, secondary units, etc.
- It was stated that Planning and Building applications have significantly increased as more people move away from the city and into Tay Valley.
- It was stated that seasonality might become less relevant in the future as an increasing number of seasonal constituents are moving to Tay Valley full-time.

## Public Works

- As the largest Department in the organization, Public Works staff are key to ensuring strong service delivery. The Department currently finds itself close to the end of a staff lifecycle, with four (4) of six (6) machine operators becoming eligible for retirement within the next year.
- Staff states that the road maintenance workload is currently manageable with six (6) operators.
- It was highlighted that the Department operates three (3) separate waste sites. While staff are operating at capacity at the main site (Glen Tay) during certain times, the remaining two waste sites are underused, operating mainly as "transfer stations". Due to the limited nature of service offerings at these two sites, many constituents will drive to Glen Tay regardless of their proximity to other sites.
- It was also mentioned by staff that the waste bins available at each site are very tall and thus not user-friendly. Staff spend a significant amount of time assisting constituents at the site. Although this has led to constituents being very satisfied with the service, staff struggle to keep up with demand during the summer season.
- It was highlighted that operating from two (2) garages makes communication and logistics challenging at times, however, neither of the current garages have the capacity to hold all of the resources and assets held by the Department. Additionally, a significant amount of time is spent transporting sand from the Burgess dome to the Bathurst dome, as the Township does not currently have a large enough infrastructure to store enough sand in one dome for the entire winter.
- It was noted that the Department spends a material amount of time clarifying service level standards to constituents. A large number of complaints received by constituents are in regards to winter operations (i.e. plowing of roads).
- It was emphasized that while the Township was amalgamated in 1998, there has never been an amalgamation process for the Public Works Department. This forces the department to operate from multiple separate locations, significantly hindering the department from being able to achieve cost savings.
- The Department mentioned it is partially responsible for the Tay Valley recreation service. This service is limited and currently volunteer-run. It is also run by multiple staff across departments. This was highlighted as an inefficiency as there is no clear focus on the program.
- Staff highlighted that based on the needs of the waste sites, equipment operators will assist in cleaning out the sites. This occurs around twice a month.
- It was mentioned that equipment is fairly new and well maintained. When the Township's machinery is too small to complete certain maintenance work, a third party will be contracted to complete the job.
- It was stated that facility management for recreational facilities is contracted out.
- The Department mentioned that the incoming "blue box" transition occurring in 2024 is likely to bring cost savings for the Department.
- It was stated that there is a significant safety concern for workers and constituents with Mutton's Roads, which must be obstructed by operating equipment (i.e. vehicles) when the Department is loading and offloading materials.

## Finance

- The Department mentioned its satisfaction with management.
- Staff mentioned that the lottery licensing service, although not utilized often, takes a significant amount of staff time to complete and there is no fee attached to it.
- Staff stated there has been an increase in the number of severance applications by constituents, which results in additional processing time for the Finance Department.
- It was mentioned that during public hours staff are constantly distracted from their tasks to assist constituents.
- It was highlighted that the Department currently builds budgets manually through Excel, then uploads them into the Great Plains system. Staff stated that additional software training around reporting could assist in optimizing the reporting process.
- It was mentioned that tax bill folding and stuffing, which occurs twice a year, is highly time consuming and thus contracted out.
- Staff expressed their desire for additional software functions to optimize reporting.
- The Department highlighted the interconnectivity between the Finance and Planning departments as they both utilize the GIS system to track information for address and ownership changes for tax implications.
- The Department stated there's a desire for a local lawyer to become involved with property registration as Department staff may not fully understand the legal implications of the documents being signed.

## Township Council

- Council highlighted the importance of maintaining affordable services due to income discrepancies amongst low-income and wealthy constituents.
- It was mentioned that recreation offerings are limited. Council is currently in the process of re-negotiating recreational services with the Town of Perth.
- Council also stated that the website can be difficult to navigate at times.
- Both a noise by-law and a property standard by-law were highlighted as priorities for Council.
- It was stated that the original Council priorities were unrealistic and thus untouched for two (2) years, however, these were recently re-assessed.
- It was mentioned that there is tension in the Council/staff working relationship.
- Council brought up the concern for lack of back-up or replacements in the case that a staff member has to go on extended leave.
- It was stated that Tay Valley is composed of 90% residential infrastructure, with little economic development taking place.
- Council is too busy with day-to-day operations and thus has not been able to implement bold and proactive initiatives as desired.
- It was highlighted that the 2017-2021 strategic plan was created by a previous term of Council. As a result, this current term of Council does not refer to this document.
- Council stated that a majority of complaints from constituents come from property owners situated on private roads. This is because private roads receive fewer service offerings.
- Technology was highlighted as a challenge for the Township. Council states that the technology currently available creates more work for employees.
- Council stated the workload on Senior Management is heavy.
- It was emphasized that communication with constituents needs to be improved.
- It was mentioned that transparency and further engagement with the community are desired.
- Council mentioned there is a tension to implement urban-created legislations that are brought down by the Province.
- It was highlighted that there should be a consolidated Strategic Plan that combines both Council expectations and Township priorities.
- Council stated it receives frequent updates on each Department through the CAO, however, Council expressed its desire to communicate directly with Department heads.



# Appendix D

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Analysis of Survey Results



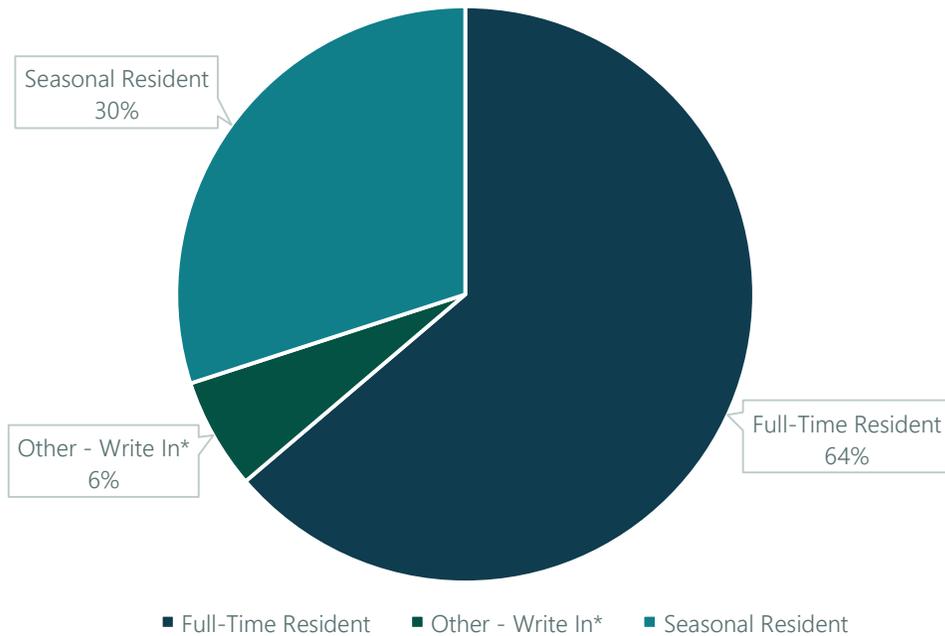
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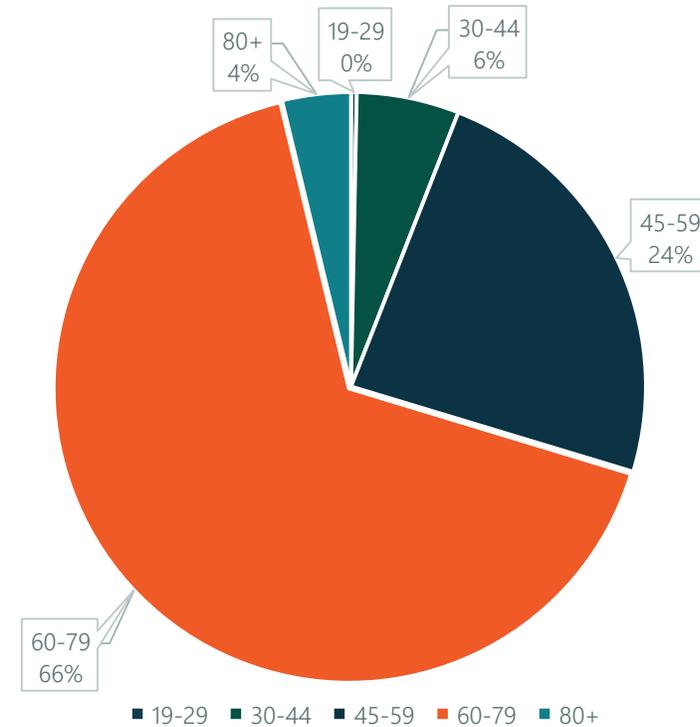
# Survey Results

MNP conducted an online survey to gather public feedback in regards to service delivery. The survey was available on the Tay Valley website from February 1st to February 19th, 2021 and received three hundred and twenty (320) individual answers. The results from the survey are outlined in this section, with answers filtered by both residence type and age group. Overall over 60% of responses were provided by Full-Time residents and constituents between the ages of 60 and 79.

### Demographics - Residence Type



### Demographics - Age Groups



*\*Other-Write In - mainly constituents of individuals who are either property owners but do not reside in Tay Valley, or residents who live in Tay Valley part-time but throughout the year rather than seasonally.*

# Survey Results

The Survey asked constituents to rate their satisfaction with services offered on a scale from 1 to 5. Ratings were broken down as follows: 1= "needs extensive improvement"; 2= "Needs some improvement"; 3="Neutral"; 4="Good"; 5="Excellent". Constituents also had the option to select "Not applicable" if they did not make use of the service and thus could not provide an objective rating. Overall the lowest rating achieved was 2.91 on Green Energy & Climate Change while the highest rating achieved was 3.90 for Administration (Customer Service). The average rating for Township services was 3.32 with averages being lower amongst seasonal residents and highest amongst Other-Write In residents.

Overall Service Delivery Ratings				
Age Group	Full-Time Resident	Other - Write In*	Seasonal Resident	Average/ Service
Administration (Customer Service)**	3.83	4.11	3.83	3.90
Animal Control	3.32	3.00	3.29	3.27
Building Applications, Permits & Inspections	3.41	2.75	3.31	3.20
Business Directory	3.28	3.24	3.34	3.28
By-Law Enforcement	3.07	3.36	3.46	3.25
Communications - Website	3.57	4.12	3.36	3.64
Communications - Facebook Page	3.50	3.50	3.02	3.38
Communications - Print (Tay Valley Guide, Newspaper, Tax Bill Inserts, etc.)	3.81	3.49	4.08	3.80
Drainage and Flooding	3.15	3.69	2.81	3.16
Emergency Management	3.35	3.71	2.80	3.26
Garbage and Recycling	3.31	3.75	3.67	3.56
Green Energy & Climate Change	3.19	2.46	2.89	2.91
Lottery Licensing	2.96	3.00	3.03	2.98
Planning & Development	3.25	3.45	2.87	3.18
Property Taxes	2.98	2.90	2.89	2.93
Recreation Activities and Programs	3.34	3.70	2.89	3.28
Recreation Facilities	3.43	4.17	3.07	3.39
Recreation - Parks & Playgrounds	3.34	3.70	2.89	3.28
Road Infrastructure	3.42	3.44	3.21	3.36
Road Maintenance	3.32	3.04	3.23	3.22
Average/ Resident Type	3.34	3.43	3.20	3.32

\*\*Note: The option to rate this service was added after the Survey was released, so this average rating is calculated based on 268 responses instead of 320 responses

# Survey Results

MNP has further broken down service ratings by both residence type as well as age group. These results are outlined in the following slides.

Administration (Customer Service)*				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.43	4.00	3.00	3.48
45-59	3.58	4.50	3.71	3.93
60-79	3.62	3.82	3.60	3.68
80+	3.50	N/A**	5.00	4.25
Average/ Resident Type	3.83	4.11	3.83	3.90

Building Applications, Permits & Inspections				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.09	1.00	4.00	2.70
45-59	3.28	4.00	3.06	3.44
60-79	3.36	3.25	2.87	3.16
80+	2.33	N/A**	N/A**	2.33
Average/ Resident Type	3.41	2.75	3.31	3.20

Animal Control				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.00	N/A**	N/A**	3.00
45-59	3.11	N/A**	2.57	2.84
60-79	3.08	3.00	3.30	3.13
80+	2.40	N/A**	4.00	3.20
Average/ Resident Type	3.32	3.00	3.29	3.27

Business Directory				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.00	N/A**	N/A**	3.00
45-59	2.79	3.33	3.30	3.14
60-79	3.21	3.14	3.38	3.24
80+	2.40	N/A**	N/A**	2.40
Average/ Resident Type	3.28	3.24	3.34	3.28

\*Note: The option to rate this service was added after the Survey was released, so this average rating is calculated based on 268 responses instead of 320 responses

\*\*Note: N/A means no responses were received under the category, or the only responses received for the service were "Not applicable"

# Survey Results

By-Law Enforcement				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.27	N/A**	N/A**	2.27
45-59	2.97	3.00	2.60	2.86
60-79	2.93	3.71	2.79	3.14
80+	2.20	N/A**	5.00	3.60
Average/ Resident Type	3.07	3.36	3.46	3.25

Communications - Facebook Page				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.22	N/A**	N/A**	3.22
45-59	2.78	3.50	2.90	3.06
60-79	3.00	3.50	3.15	3.22
80+	N/A**	N/A**	N/A**	N/A**
Average/ Resident Type	3.50	3.50	3.02	3.38

Communications - Website				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.86	4.00	2.67	3.17
45-59	3.00	4.25	3.33	3.53
60-79	3.33	4.10	3.46	3.63
80+	3.67	N/A**	4.00	3.83
Average/ Resident Type	3.57	4.12	3.36	3.64

Communications - Print				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.36	2.00	N/A**	2.68
45-59	3.23	4.40	3.65	3.76
60-79	3.48	4.08	3.59	3.72
80+	4.00	N/A**	5.00	4.50
Average/ Resident Type	3.81	3.49	4.08	3.80

\*\*Note: N/A means no responses were received under the category, or the only responses received for the service were "Not applicable"

# Survey Results

Drainage and Flooding				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	<b>5.00</b>
30-44	3.00	N/A**	N/A**	<b>3.00</b>
45-59	3.12	4.00	2.36	<b>3.16</b>
60-79	2.99	3.38	3.07	<b>3.15</b>
80+	1.67	N/A**	3.00	<b>2.33</b>
Average/ Resident Type	3.15	3.69	2.81	3.16

Garbage and Recycling				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	N/A**	N/A**	N/A**	<b>N/A**</b>
30-44	3.36	4.00	3.50	<b>3.62</b>
45-59	2.74	3.75	3.22	<b>3.24</b>
60-79	3.53	3.50	3.45	<b>3.49</b>
80+	3.63	N/A**	4.50	<b>4.06</b>
Average/ Resident Type	3.31	3.75	3.67	3.56

Emergency Management				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	<b>5.00</b>
30-44	3.11	N/A**	2.00	<b>2.56</b>
45-59	3.06	4.00	3.19	<b>3.42</b>
60-79	3.20	3.43	3.22	<b>3.28</b>
80+	2.40	N/A**	N/A**	<b>2.40</b>
Average/ Resident Type	3.35	3.71	2.80	3.26

Green Energy & Climate Change				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	<b>5.00</b>
30-44	2.80	1.00	N/A**	<b>1.90</b>
45-59	2.58	3.50	2.86	<b>2.98</b>
60-79	3.07	2.89	2.91	<b>2.96</b>
80+	2.50	N/A**	N/A**	<b>2.50</b>
Average/ Resident Type	3.19	2.46	2.89	2.91

**\*\*Note:** N/A means no responses were received under the category, or the only responses received for the service were "Not applicable"

# Survey Results

Lottery Licensing				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.80	N/A**	N/A**	2.80
45-59	2.93	N/A**	3.00	2.96
60-79	3.07	3.00	3.06	3.04
80+	1.00	N/A**	N/A**	1.00
Average/ Resident Type	2.96	3.00	3.03	2.98

Property Taxes				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	3.00	N/A**	N/A**	3.00
30-44	3.07	2.00	2.33	2.47
45-59	2.64	3.40	2.83	2.96
60-79	3.10	3.31	2.91	3.11
80+	3.10	N/A**	3.50	3.30
Average/ Resident Type	2.98	2.90	2.89	2.93

Planning and Development				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.45	N/A**	3.00	2.73
45-59	3.14	3.40	2.84	3.13
60-79	3.15	3.50	2.78	3.14
80+	2.50	N/A**	N/A**	2.50
Average/ Resident Type	3.25	3.45	2.87	3.18

Recreation Activities and Programs				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.92	N/A**	2.00	2.46
45-59	3.31	4.00	3.50	3.60
60-79	3.13	3.40	3.17	3.23
80+	2.33	N/A**	N/A**	2.33
Average/ Resident Type	3.34	3.70	2.89	3.28

\*\*Note: N/A means no responses were received under the category, or the only responses received for the service were "Not applicable"

# Survey Results

Recreation Facilities				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.38	N/A**	3.00	3.19
45-59	3.00	N/A**	3.15	3.08
60-79	3.15	4.17	3.05	3.45
80+	2.60	N/A**	N/A**	2.60
Average/ Resident Type	3.43	4.17	3.07	3.39

Road Infrastructure				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	2.93	3.00	3.33	3.09
45-59	2.93	3.67	3.21	3.27
60-79	3.14	3.67	3.31	3.37
80+	3.11	N/A**	3.00	3.06
Average/ Resident Type	3.42	3.44	3.21	3.36

Recreation - Parks & Playgrounds				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	5.00	N/A**	N/A**	5.00
30-44	3.00	N/A**	3.00	3.00
45-59	2.84	3.00	3.73	3.19
60-79	3.04	4.00	3.22	3.42
80+	2.40	N/A**	N/A**	2.40
Average/ Resident Type	3.26	3.50	3.32	3.32

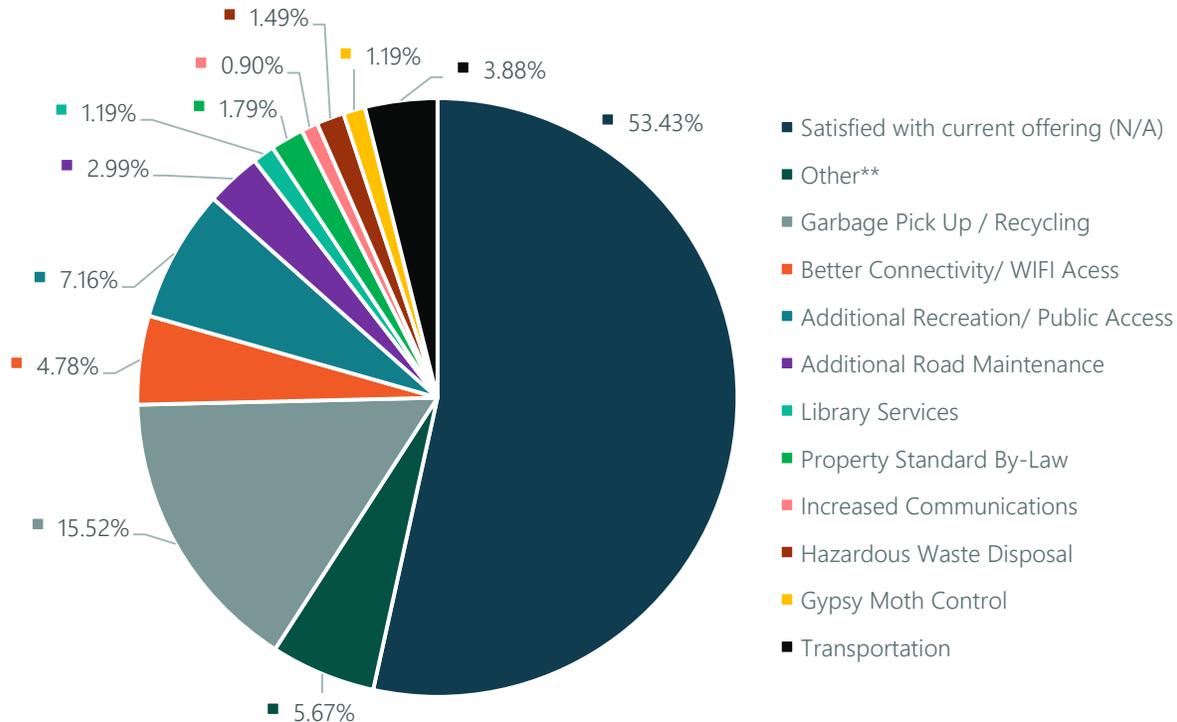
Road Maintenance				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Average/ Age Group
19-29	4.00	N/A**	N/A**	3.12
30-44	3.07	2.00	3.33	3.52
45-59	2.93	3.67	3.33	3.10
60-79	3.39	3.46	3.26	3.19
80+	3.22	N/A**	3.00	3.25
Average/ Resident Type	3.32	3.04	3.23	3.22

\*\*Note: N/A means no responses were received under the category, or the only responses received for the service were "Not applicable"

# Survey Results

The Survey asked constituents if there were any services not currently available that they would like to have offered by the Township. MNP categorized the most common answers below. Over 50% of respondents were satisfied with the current service offering of the Township. 15.5% of responses requested a garbage pick-up and/or recycling program to be introduced.

### Interest for Additional Services



### Desired Additional Services - Interest Percentages

Desired Service	Full-Time Resident	Other - Write In*	Seasonal Resident	Percentage/ Desired Service
Satisfied with current offering (N/A)	30.7%	2.7%	20.0%	<b>53.4%</b>
Other**	3.0%	0.9%	1.8%	<b>5.7%</b>
Garbage Pick Up / Recycling	11.3%	0.6%	3.6%	<b>15.5%</b>
Better Connectivity/ WIFI Access	3.3%	0.3%	1.2%	<b>4.8%</b>
Additional Recreation/ Public Access	6.0%	0.3%	0.9%	<b>7.2%</b>
Additional Road Maintenance	1.8%	0.6%	0.6%	<b>3.0%</b>
Library Services	0.9%	0.0%	0.3%	<b>1.2%</b>
Property Standard By-Law	0.9%	0.6%	0.3%	<b>1.8%</b>
Increased Communications	0.6%	0.0%	0.3%	<b>0.9%</b>
Hazardous Waste Disposal	1.2%	0.3%	0.0%	<b>1.5%</b>
Gypsy Moth Control	0.9%	0.0%	0.3%	<b>1.2%</b>
Transportation	3.9%	0.0%	0.0%	<b>3.9%</b>
<b>Percentage/ Resident Type</b>	<b>64.5%</b>	<b>6.3%</b>	<b>29.3%</b>	<b>100.0%</b>

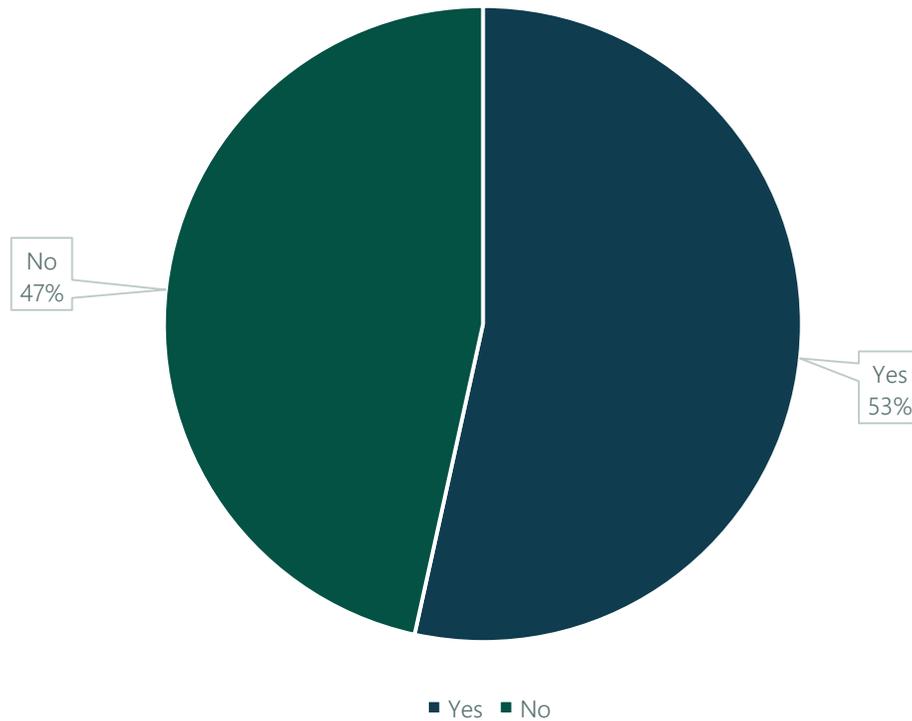
## \*\*"Other" includes:

- Grants and loans for green retrofitting
- Financial aid for property maintenance
- Additional information on climate change policies
- Predictable application of zoning and building code
- Electronic filling for permits
- Financing loans for alternative energy projects and home insulation improvements
- Electronic tax bills
- Extending Canada Post delivery zone
- Public lead for routine communications (staff)
- Modified dump hours
- Sponsored ATV parks
- Guide for permits
- Stronger planning/environmental department
- Develop long-term care facility
- Allow 2 small garbage bags instead of 1 to adjust for weight challenges for senior citizens
- Modified hours for community choir
- Separate sidewalks of MUPs on paved roads
- Fish restock on Black Lake
- Inclusionary zoning by-law
- Better monitoring of boat access ramp and ticketing of illegal parked vehicles
- Pop-up, mobile or kiosk library service, with sufficient funding to support this service from Perth & District Library
- Easier tower site approval process
- Increased speed limit enforcement of Crow Lake Road
- Education on burn barrels
- Support for business providing green services - contracts, access to government grants
- Township install and maintain culverts in the outlet creek on the Tay Valley property of Little Silver, to ensure properties are not damaged by flooding
- Summary of budget, councillor voting on issues on monthly digital newsletters
- Drop-in medical clinic operating from May-October to reduce overall of emergency rooms

# Survey Results

Furthermore, The survey asked constituents if they would be willing to pay for the additional services desired (either through user fees or taxes). The answers are broken down below. MNP further broke down the positive willingness to pay ("yes" answers) by age group and resident type.

## Willingness to Pay for Additional Services

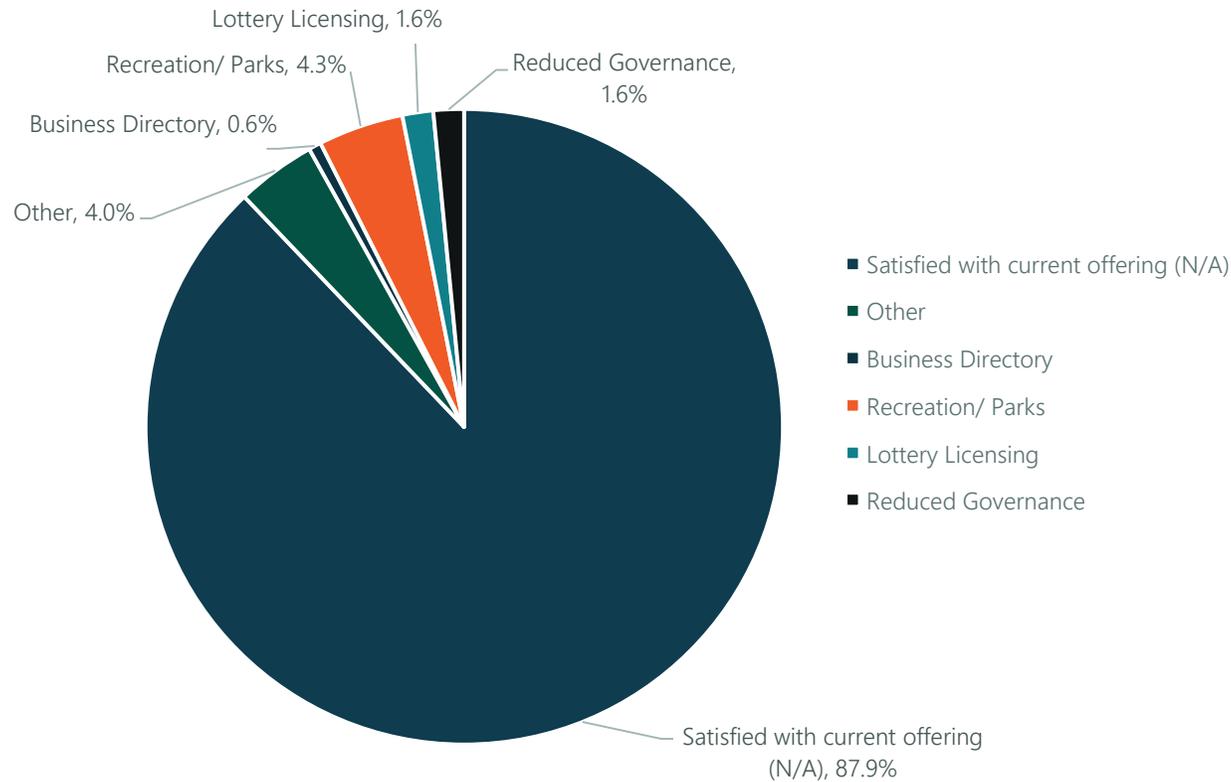


Positive Willingness to Pay for Additional Services - Percentages				
Age Group	Full-Time Resident	Other - Write In*	Seasonal Resident	Percentage/ Age Group
19-29	0.6%	0.0%	0.0%	0.6%
30-44	4.7%	0.6%	1.2%	6.4%
45-59	12.9%	1.2%	8.8%	22.8%
60-79	36.8%	3.5%	27.5%	67.8%
80+	1.8%	0.0%	0.6%	2.3%
Percentages/ Resident Type	56.7%	5.3%	38.0%	100.0%

# Survey Results

The Survey asked constituents to identify services that are currently available at the Township but they would like to see removed. MNP categorized the most common answers below.

## Potential Removable Services



Potential Removable Services - Interest Percentages				
Age Group	Full-Time Resident	Other - Write In	Seasonal Resident	Percentage/ Age Group
Satisfied with current offering (N/A)	56.8%	5.6%	25.5%	<b>87.9%</b>
Other	2.2%	0.0%	1.9%	<b>4.0%</b>
Business Directory	0.6%	0.0%	0.0%	<b>0.6%</b>
Recreation/ Parks	2.2%	0.6%	1.6%	<b>4.3%</b>
Lottery Licensing	0.3%	0.0%	1.2%	<b>1.6%</b>
Reduced Governance	0.9%	0.0%	0.6%	<b>1.6%</b>
<b>Percentages/ Resident Type</b>	<b>63.0%</b>	<b>6.2%</b>	<b>30.7%</b>	<b>100.0%</b>

# Survey Results

---

## \*\*"Other" includes:

- Civilian conservation core allowance to remove trees on roads
- All except roads, garbage and library
- Printed newsletters - outdated delivery of information
- Building permits and inspections review
- Garbage tags
- Facebook communications
- RVCA
- Green Energy plans
- Maintenance of ATV/Snowmobile trails, kennels
- Animal Control
- Never use chemicals along roads when removing unwanted plant life. Save trees, brush, and wildlife habitat
- Dog licenses



# Appendix E

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Department Assessments



Wherever business takes you

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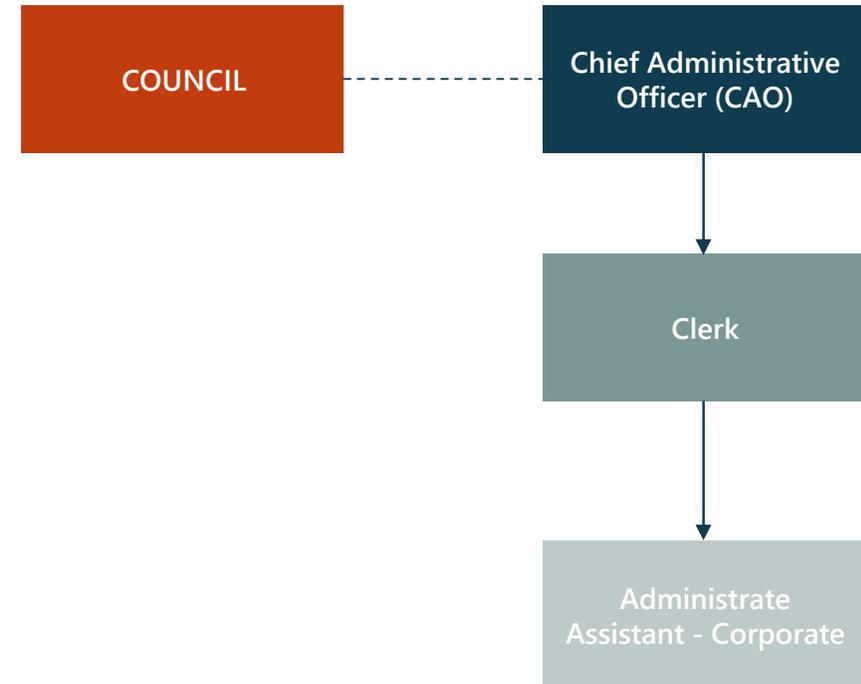
# Administration and Clerk's Office

Below is a “snapshot” of the Administration and Clerk’s Office, including its purpose, organizational structure, and key functions as it relates to this review.

## Purpose

The Administration and Clerk’s Office serves as advisors to the Council on policy matters and is responsible for ensuring that Council is provided with timely and workable policy alternatives relevant to the development and government of the Corporation. Additionally, the Department is responsible for the efficient administration of the Township, by leading, directing and coordinating staff in developing, implementing and administering the objectives, policies and programs operated under the Township.

## Key Functions



### Legend



Total Full-time Positions	3
Total Part-time Positions	0
Total Contract/Seasonal Positions	1
Max. Span of Control (excluding summer positions)	1:1

*\*Note: 1 Summer Student Position is included within Administration*

# Administration and Clerk's Office

## Summary of Services

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Advertising/Media</li> <li>• <b>Accessibility</b></li> <li>• Animal Control</li> <li>• <b>By-law Management</b></li> <li>• <b>Cemetery Management</b></li> <li>• <b>Municipal Freedom of information and Protection of Privacy Act (MFIPPA)</b></li> <li>• <b>Commissioner of Oaths</b></li> <li>• Recreation</li> </ul> | <ul style="list-style-type: none"> <li>• Communications</li> <li>• Business Directory</li> <li>• <b>Protection Services</b></li> <li>• <b>Council</b></li> <li>• Boards and Committees</li> <li>• <b>Elections</b></li> <li>• <b>Emergency Management</b></li> <li>• <b>Economic Development</b></li> <li>• <b>Licensing</b></li> <li>• <b>Information Technology</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Human Resources</b></li> <li>• <b>Legal</b></li> <li>• Vital Statistics</li> <li>• <b>Police Services</b></li> <li>• Reception</li> <li>• <b>Policy and Procedure Development</b></li> </ul> |
|---|--|--|

*\*Note: bolded services are considered mandatory by law*

Administration Department - Yearly Operating Costs/Constituent



## Strengths, Challenges, Gaps

- The Township's demographic has an ageing group that is above average. To accommodate for an older demographic, the administration of the Township focuses on ensuring services are user-friendly, and available both digitally as well as in-person when possible.
- Department yearly operating cost per constituent is lower than average. Please note that FIR data includes the operational costs of the Finance Department as part of the Administration Department.
- Updated regulation for Accessibility compliance in Ontario (AODA) means additional accessibility and compliance training is necessary for staff. It is expected that additional staff time will be spent ensuring all external documents are up to these newly implemented standards.
- Constituents are at times unaware of self-service offerings and accepted methods of payment. COVID-19 restrictions have skyrocketed the demand for self-service offerings and credit card payments.
- Cemeteries are mandated by legislation but have been undermanaged due to a lack of resources.
- A disproportionate amount of duties and responsibilities seems to fall under the Clerk's Office.

## Major Cost Drivers

- Salaries
- Materials and supplies

## Major Revenue Sources

- Taxes
- Government transfers
- Commissioner of Oath service fees
- Road Closing Fees

# Planning Department Assessment

Below is a “snapshot” of the Planning Department, including its purpose, organizational structure, and key functions as it relates to this review.

## Purpose

The Planning Department ensures the development and implementation of policies and long-range strategies associated with land-use planning, development and building processes. The Department provides support to the Council and its committees, in terms of policies and advice, alternatives regarding practices on Township-based land use planning, and relevant planning and development of goals and objectives for the future.

## Key Functions

Zoning and By-laws

Building Permits

Minor Variances

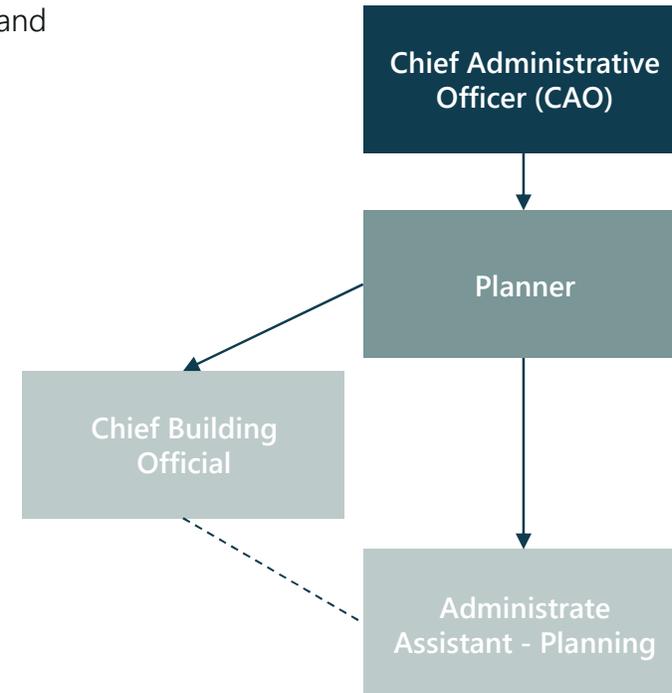
Severances

Departmental Finance and Budgeting

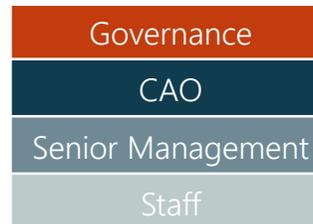
Site Plan Control

Official Plan

Customer Service



### Legend



Total Full-time Positions	3
Total Part-time Positions	0
Total Contract/Seasonal Positions	0
Max. Span of Control (excluding summer positions)	2:1

# Planning Department Assessment



## Summary of Services

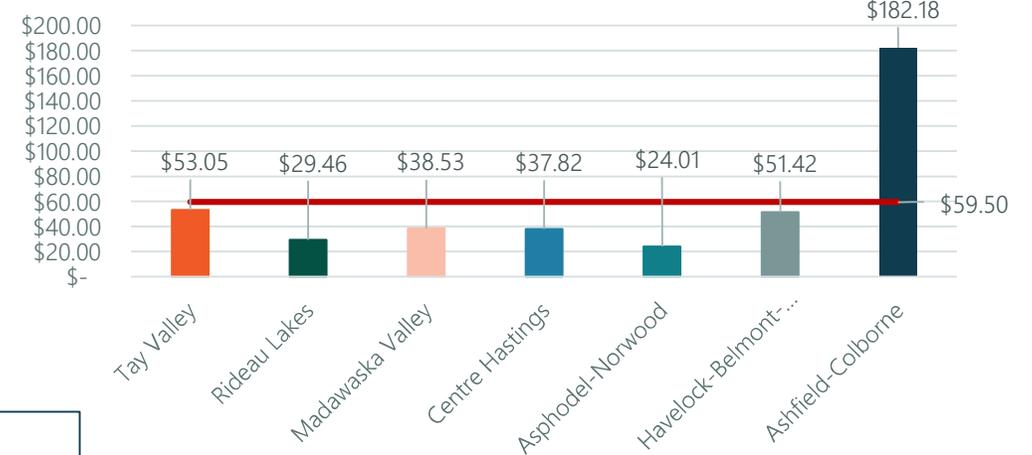
- **Building Permits**
- **Monthly Reporting**
- Community Development and Long Range Planning
- Planning Act Development Applications
- **Statistic and Growth Insight for Council**
- **Implementation of Provincial Legislation**
- Heritage Property Selection Committee
- Green Energy & Climate Change Working Group
- Committee of Adjustment

\* Note: **bolded services are considered mandatory by law**

## Strengths, Challenges, Gaps

- The Department is lean and staff have a good working relationship.
- The Department has a strong relationship with Council, providing trend reports and statistics for Council to make informed decisions.
- Yearly operational costs per constituent are below average, but higher than five (5) comparators.
- The Chief Building Officer position lacks a sustainable back-up during vacation time or leave. This puts timely service delivery for legislated services at risk.
- Significant staff time may be spent on complicated building and planning applications.
- Current system limitations means staff spend time manually gathering information. This deviates from revenue-generating activities.

Planning Department - Yearly Operational Costs/Constituent



## Major Cost Drivers

- Salaries
- Vehicle Maintenance

## Major Revenue Sources

- Planning application fee

# Public Works Department Assessment



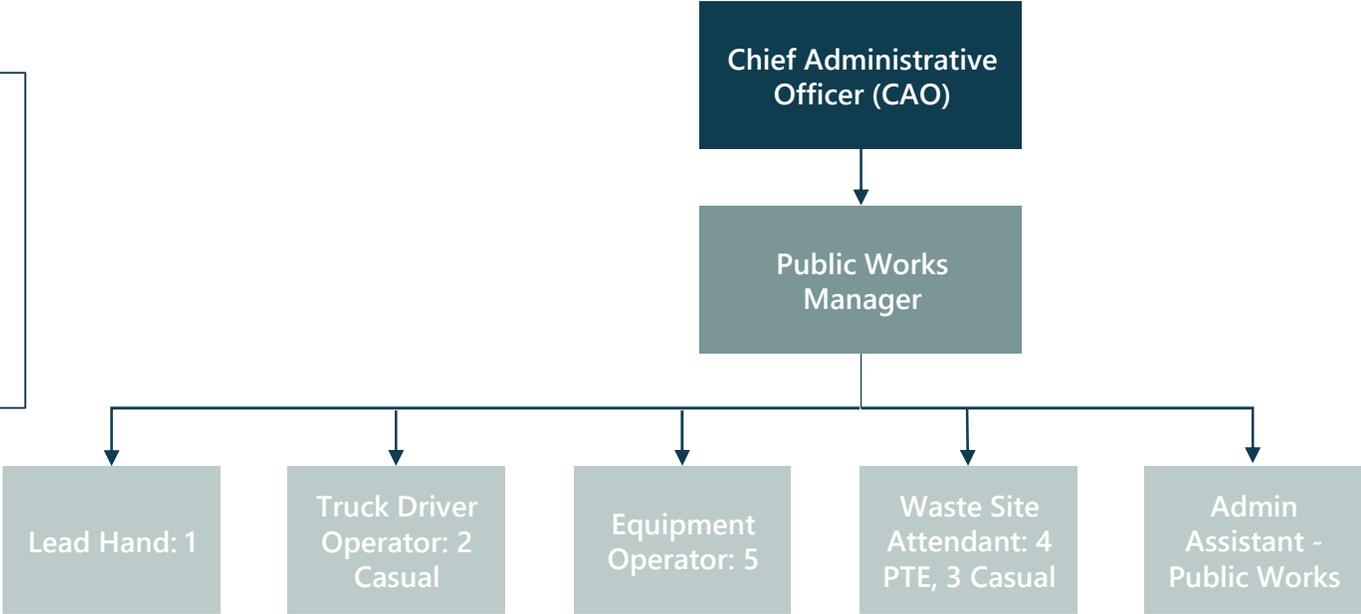
Below is a “snapshot” of the Public Works Department, including its purpose, organizational structure, and key functions as it relates to this review.

**Purpose**

The Public Works Department recommends and implements policies and long-range strategies associated with Public Works services as well as manages operations for road construction, maintenance and waste disposal/recycling. The Department must ensure that the work is carried out efficiently and economically within budget, according to recognized standards and regulations.

**Key Functions**

- Customer Service
- Departmental Finance and Budgeting
- Infrastructure Maintenance
- Road Construction & Maintenance
- Personnel Management
- Waste Collection & Disposal



Total Full-time Positions	8
Total Part-time Positions	4
Total Contract/Seasonal Positions	7
Max. Span of Control (excluding summer positions)	16:1

\*Note: 2 Summer Student Positions are included within Public Works

# Public Works Department Assessment

## Summary of Services

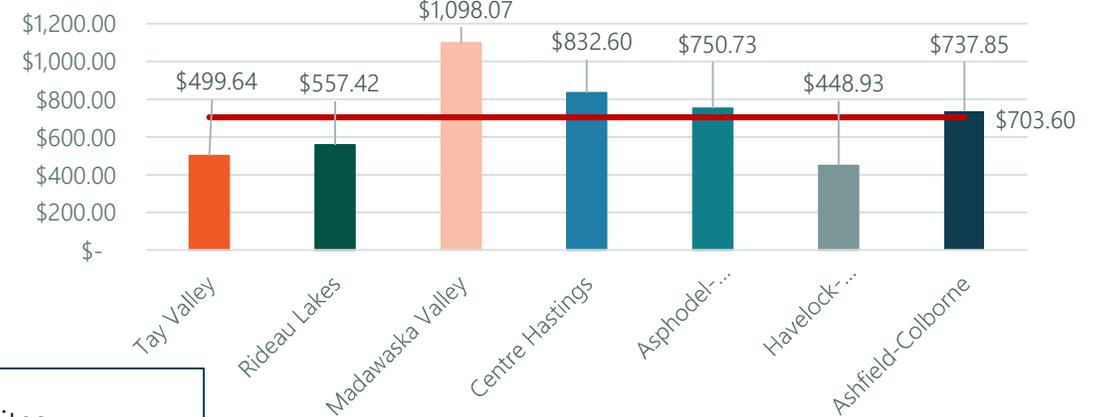
- Drainage and Flooding
- Garbage and Recycling
- Road and Bridge Infrastructure
- Road and Bridge Maintenance
- Winter Maintenance
- Health and Safety
- Management
- Summer Maintenance
- Facility Maintenance
- Civic Addresses
- Entrance Permits

\* Note: **bolded services** are considered mandatory by law

## Strengths, Challenges, Gaps

- Constituents provide positive feedback about the service they receive at the waste sites.
- Heavy Equipment Operators are very knowledgeable on their duties and the Township.
- Machinery is fairly new and well maintained and GPS technology is now available. This allows the Department to provide accurate time estimations for work as well as keeping a record of services provided in the case of a complaint.
- A large number of roads employees are likely to retire in the near future.
- While the Glen Tay waste site works at capacity, the other two sites are underused.
- Constituents frequently request to pay for waste management services with credit card, however, waste sites only accept debit card payments.
- The waste sites are not equipped with weighing scales so amounts are currently estimated based on the volume of each bin.
- The disposal bins at the sites are tall and thus not user-friendly. Constituents often rely on waste site employees for assistance.

Public Works Department - Yearly Operational Costs/Constituent



## Major Cost Drivers

- Disposal of commercial and demolition waste
- Winter maintenance
- Gravel road maintenance

## Major Revenue Sources

- Construction material and freon disposal fees
- Entrance and civic address permit fees
- Taxes and grants

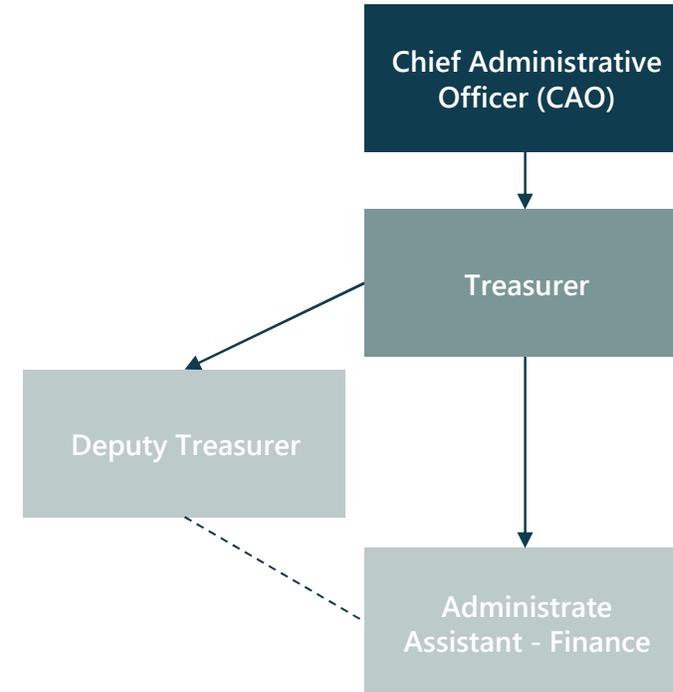
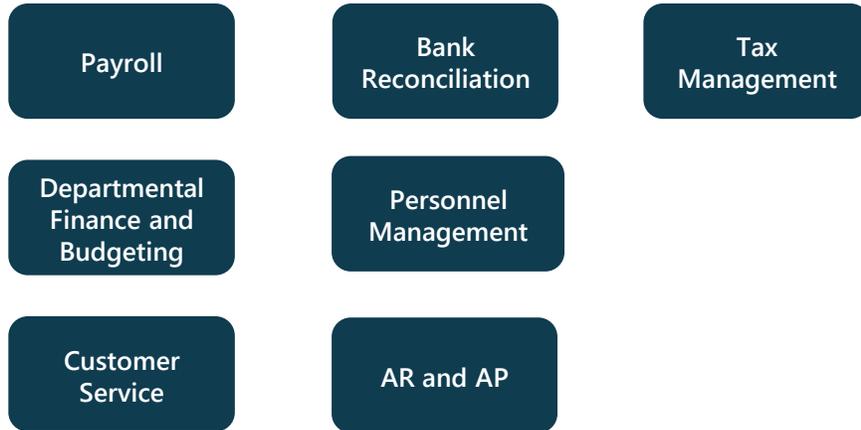
# Finance Department Assessment

Below is a “snapshot” of the Finance Department, including its purpose, organizational structure, and key functions as it relates to this review.

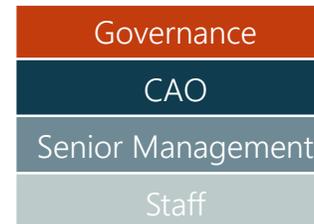
## Purpose

The Finance Department is responsible for the overall financial management of the Township including financial planning and forecasting, budgeting, asset management, property taxes, payroll, and optimization of other revenues. The Department also provides financial leadership and advice to Council and staff to ensure the long-term financial sustainability of the Township.

## Key Functions



### Legend



Total Full-time Positions	3
Total Part-time Positions	0
Total Contract/Seasonal Positions	0
Max. Span of Control (excluding summer positions)	2:1

# Finance Department Assessment

## Summary of Services

- Property taxes
- Dog-tags
- Garbage-tags
- Lottery Licensing
- **Financial Reporting**
- **Account Receivable**
- **Accounts Payable**
- **Payroll and Benefits**
- **Budget Control**
- Hall Rental Bookings

**\*\* Note: bolded services are considered mandatory by law**

Administration Department - Yearly Operating Costs/Constituent



## Strengths, Challenge, Gaps

- Composed of three (3) staff members, the Department is lean and works efficiently thanks to a clear distribution of roles and responsibilities.
- Department yearly operating costs per constituent are lower than average. Please note that FIR data includes the operational costs of the Finance Department as part of the Administration Department.
- Although the service is not required often, the lottery licensing service can be very time-consuming for the Department and does not generate any revenue.
- The use of technology is limited within the Department.
- The Finance Department builds all budgets manually with the use of Excel.
- While some departments complete their general ledger coding for accounts payable, the Finance Department has to assist others in this task. There is an audit risk attached to the Finance Department making expense allocations directly.
- The Department has a limited ability to work remotely.

## Major Cost Drivers

- Salaries

## Major Revenue Sources

- Taxes
- Government transfers

# Organizational Priorities

Service delivery may be affected by a misalignment of Township Priorities. Council, Management and staff at all levels describe their daily tasks as "constantly extinguishing fires." There is an opportunity to clarify goals and re-align the direction of the Township, in order to create unity and thus efficiency within Service Delivery. To improve overall service delivery, it is key for the organization to be aligned and work efficiently. 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, as well as actionable goals. Regularly revising and re-aligning a strategic plan is equally as important as it takes into account an ever-changing environment, builds a renewed consensus within the organization, measures progress and highlights areas for improvement.

## Council Priorities (2020)

- 1 Service Delivery Review
- 2 Private Unassumed Roads
- 3 Council Composition Review
- 4 Integrity Commissioner Report Policy
- 5 Noise By-Law



When analyzing The Tay Valley Council Priorities and the Township's Strategic Plan, a prioritization misalignment can be seen. The Council Priorities were selected based on individual councillor's campaign platforms, which integrate the change councillor's heard constituents want to see in Tay Valley. The 2017-2021 Strategic Plan, on the other hand, was created as a continuation of the 2013-2017 Strategic Plan, which included a fairly extensive public consultation process during its composition. While both methodologies bring in public input in differing manners, the two sets of priorities have not been connected to one another. Furthermore, there's a tendency to deviate from the stated priorities. For example, management emphasized the creation of a waste management plan as a top priority for the Township. This priority has been continued from the 2013-2017 Strategic plan, meaning both Strategic Plans are still considered live documents. It is important to note that there is a misalignment in the timelines of these strategies, which creates tension between the documents, and thus between Council and Management. The Strategic Plan was created during a previous term of Council, so there is a relatively low buy-in to the Plan from Council. Similarly, the Council Priorities were created without consideration for the recently created Township Strategic Plan, leading to low prioritization from management. This misalignment is having a significant impact on staff and their ability to deliver services efficiently, as this misalignment often leads to confusion amongst staff. Without a clear and unionized direction on how to prioritize tasks, there is an inefficient work environment for staff, who are unclear on which direction to prioritize their work towards.

## Tay Valley Strategic Plan (2017-2021)

- 1 Housing Alternatives - Increase the range of housing options available to current and future residents
- 2 Public & Active Transportation - Promote public and active transportation throughout the Township
- 3 Communication and Connectivity - Enhance communication between the Township and residents, and among residents



# Appendix F

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Benchmarking Analysis



Wherever business takes you

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# Financial Benchmarking

The 2017-2019 Annual Financial Information Returns (“FIRs”) were analyzed for Tay Valley Township and six (6) comparator municipalities of similar size and scope. Based on initial assessments of comparator data, Tay Valley has a number of services for which its operating costs are **below** average. These included winter road maintenance and recreation services. These services are presented on the following two pages. Percentiles have been calculated using Tay Valley's ranking as an indicator of whether costs are above or below the average of comparators.

## Winter Road Maintenance

Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre			
	2019	2018	2017
<b>Tay Valley Percentile</b>	25%	25%	12%
<b>Tay Valley</b>	466	461	0
Rideau Lakes	547	495	547
Madawaska Valley	794	745	703
Centre Hastings	1031	837	831
Asphodel-Norwood	489	431	387
Havelock-Belmont-Methuen	0	807	769
Ashfield-Colborne	556	495	489
<b>Average</b>	<b>683</b>	<b>635</b>	<b>621</b>

- The costs for Tay Valley's winter road maintenance are the lowest of all the benchmarking comparators. This cost is significantly lower than Centre Hastings and Asphodel-Norwood.
- The costs have generally increased over time for all comparators. This increase is expected based on climate change impacts to the municipalities and thus the need for increased maintenance.

# Financial Benchmarking

## Recreation Services:

Operating costs for recreation programs and recreation facilities per person			
	2019	2018	2017
<b>Tay Valley Percentile</b>	25%	12%	12%
<b>Tay Valley</b>	55	62	51
Rideau Lakes	79	76	69
Madawaska Valley	192	145	238
Centre Hastings	172	186	177
Asphodel-Norwood	154	186	143
Havelock-Belmont-Methuen	0	106	117
Ashfield-Colborne	99	126	84
<b>Average</b>	<b>139</b>	<b>138</b>	<b>138</b>

- Notably, Tay Valley has a low cost for recreation programs when compared to the rest of the comparators.
- Recreation programs at Tay Valley are currently limited and volunteer-run. There is a shared services contract with Perth for constituents to gain access to recreation facilities such as an indoor swimming facility, arena and baseball and soccer fields.

# Financial Benchmarking

The 2017-2019 Annual Financial Information Returns (“FIRs”) were analyzed for Tay Valley Township and six (6) comparator municipalities of similar size and scope. Based on initial assessments of comparator data, Tay Valley has a number of services for which its operating costs are **above** average. These included governance, pave road maintenance and solid waste management . These services are presented on the following three pages. Percentiles have been calculated using Tay Valley's ranking as an indicator of whether costs are above or below the average of comparators.

## Governance and Corporate Management as a Percentage of Municipal Operating Costs

Operating costs for governance and corporate management as a % of total municipal operating costs			
	2019	2018	2017
<b>Tay Valley Percentile</b>	<b>75%</b>	<b>50%</b>	<b>62%</b>
<b>Tay Valley</b>	11%	10%	11%
Rideau Lakes	8%	9%	8%
Madawaska Valley	13%	13%	12%
Centre Hastings	1%	1%	2%
Asphodel-Norwood	10%	10%	10%
Havelock-Belmont-Methuen	0%	18%	16%
Ashfield-Colborne	10%	10%	9%
<b>Average</b>	<b>8%</b>	<b>10%</b>	<b>9%</b>

- The CAO oversees all departments within Tay Valley.
- Tay Valley's governance costs are higher than all comparators with the exception of Madawaska Valley. This may be a cause for concern because it may indicate inefficient use of funds compared to the remainder of comparators.
- As mentioned before, differing FIR reporting practices may have an impact on the calculation of governance costs. Additionally, other salary implications specific to each organization are not reflected by the data. For example, there may be duplication of salary costs from any employees on long-term leave and the temporary substitution for these positions. Organizations may also have a number of vacant positions for which salary costs are not fully realized while those positions remain open.

# Financial Benchmarking

## Paved Road Maintenance

Operating costs for paved (hard top) roads per lane kilometre			
	2019	2018	2017
<b>Tay Valley Percentile</b>	75%	75%	12%
<b>Tay Valley</b>	10,393	12,463	-
Rideau Lakes	7,919	7,305	7,751
Madawaska Valley	10,097	9,165	8,781
Centre Hastings	8,065	8,086	7,674
Asphodel-Norwood	15,704	15,055	14,433
Havelock-Belmont-Methuen	-	9,505	9,648
Ashfield-Colborne	8,405	8,964	8,891
<b>Average</b>	<b>10,038</b>	<b>9,680</b>	<b>9,530</b>

- Tay Valley's Paved maintenance costs are higher than all comparators with the exception of Asphodel-Norwood.
- While paved road maintenance costs seem to be increasing for most comparators, Tay Valley's cost experienced a decrease from 2018 to 2019. This may be the result of recently updated maintenance routes.
- Geographical dispersion differences may have an impact on this cost.

# Financial Benchmarking

## Solid Waste Management

Operating costs for solid waste management (collection, disposal and diversion) per household.

	2019	2018	2017
<b>Tay Valley Percentile</b>	<b>75%</b>	<b>87%</b>	<b>87%</b>
<b>Tay Valley</b>	169	208	197
Rideau Lakes	214	69	32
Madawaska Valley	146	121	142
Centre Hastings	137	150	155
Asphodel-Norwood	129	52	174
Havelock-Belmont-Methuen	-	29	97
Ashfield-Colborne	88	180	111
<b>Average</b>	<b>143</b>	<b>100</b>	<b>119</b>

- Tay Valley's solid waste management cost is higher compared to all comparators with the exception of Rideau Lakes.
- Tay Valley operates three solid waste sites. The Glen Tay site operates as the main site, with a variety of service offerings, while the other two sites operate as "transfer stations".

# Financial Benchmarking

The 2017-2019 Annual Financial Information Returns (“FIRs”) were analyzed for Tay Valley Township and six (6) comparator municipalities of similar size and scope. Based on initial assessments of comparator data, Tay Valley has some services for which operating costs are **trending above** average, including Library and Police services. Percentiles have been calculated using Tay Valley’s ranking as an indicator of whether costs are above or below the average of comparators. These services are presented on the following two pages. Please note that Library and Policing services are considered out of scope for this engagement. As a result, MNP has flagged the services as areas for Tay Valley to further analyze, but a service profile has not been created for the services.

## Library Services

Operating costs for library services per person			
	2019	2018	2017
<b>Tay Valley Percentile</b>	<b>62%</b>	<b>37%</b>	<b>50%</b>
<b>Tay Valley</b>	42	37	38
Rideau Lakes	61	57	57
Madawaska Valley	51	80	51
Centre Hastings	35	38	32
Asphodel-Norwood	40	55	36
Havelock-Belmont-Methuen	-	34	43
Ashfield-Colborne	-	0	0
<b>Average</b>	<b>47</b>	<b>44</b>	<b>36</b>

- Tay Valley has a shared service contract with Perth for the use of Perth's library facilities. This service is also shared with three (3) other municipalities.
- The operating cost for library services has increased since 2017. While this trend is also seen for Rideau Lakes, Madawaska Valley, Centre Hastings and Asphodel-Norwood show a decreasing trend in cost.
- The significant jump in percentile from 2018 to 2019 is likely exaggerated by the lack of data for either Havelock-Belmont-Methuen and Ashfield-Colborne, however, the costs increase may need to be monitored and investigated to ensure the library is still providing efficient and relevant services to residents.

# Financial Benchmarking

## Police Services

Operating costs for police services per person			
Tay Valley Percentile	62%	37%	37%
<b>Tay Valley</b>	190	195	190
Rideau Lakes	234	236	239
Madawaska Valley	254	260	257
Centre Hastings	176	180	178
Asphodel-Norwood	158	185	158
Havelock-Belmont-Methuen	-	272	316
Ashfield-Colborne	175	200	197
<b>Average</b>	<b>199</b>	<b>222</b>	<b>224</b>

- Tay Valley contracts out its Police services to the OPP. Costs have remained consistent over time.
- The significant jump in percentile from 2018 to 2019 is likely caused by the lack of data for Havelock-Belmont-Methuen, however, the costs may need to be monitored and investigated to ensure policing services are still providing efficient services to residents.
- To understand the cost efficiency of this service, Tay Valley could investigate the potential cost benefits of incorporating a police service internally, or of outsourcing the service to neighbouring municipalities.

# 2019 Benchmarking

Please note: MNP included the data from the FIR for benchmarking. Due to a lack of consistency and accuracy with reporting, these numbers should be used for analysis and interpretation, however, conclusions should not be drawn until further investigation and analysis is completed.

	2019 KPI's							Average	Percentile
	Tay Valley	Rideau Lakes	Madawaska Valley	Centre Hastings	Asphodel-Norwood	Havelock-Belmont-Methuen	Ashfield-Colborne		
Operating costs for governance and corporate management as a % of total municipal operating costs	10.97%	8.04%	12.78%	1.46%	10.06%	0.00%	9.72%	8.41%	75.00%
Operating costs for fire services per \$1,000 of assessment	0.47	0.37	0.48	1.00	0.68	0.00	0.21	0.55	50.00%
Operating costs for police services per person	189.86	234.38	253.97	175.94	157.76	0.00	175.03	199.41	62.00%
Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)	0.30	0.37	0.38	0.46	0.27	0.00	0.41	0.38	37.00%
Operating costs for paved (hard top) roads per lane kilometre	10,393	7,919	10,097	8,065	15,704	-	8,405	10,038	75.00%
Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre	466	547	794	1,031	489	-	556	683	25.00%
Operating costs for the treatment and disposal of wastewater per Megalitre	-	-	5,608	1,306	2,360	-	-	3,091	12.00%
Operating costs for the treatment of drinking water per Megalitre	-	-	4,257	3,333	1,234	-	962	2,446	12.00%
Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe.	-	-	-	-	5,002	-	43,840	24,421	12.00%
Operating costs for solid waste management (collection, disposal and diversion) per household.	169.31	213.85	145.97	136.80	129.05	0.00	88.17	142.77	75.00%
Operating costs for parks per person	-	93.69	24.60	55.83	27.03	0.00	1.93	40.62	12.00%
Operating costs for recreation programs and recreation facilities per person	54.95	78.51	192.17	171.61	154.25	0.00	99.43	139.19	25.00%
Operating costs for library services per person	41.71	60.78	51.38	35.19	40.14	0.00	0.00	46.87	62.00%
Reserves as a Percentage of TCA	41.38%	8.76%	25.57%	22.37%	17.05%	0.00%	17.66%	18.28%	87.00%
<b>Net Costs per HH</b>									
Parks	\$0	\$10	\$28	\$108	\$66	\$0	\$3	\$43	12.00%
Rec	\$73	\$72	\$209	\$221	\$170	\$0	\$115	\$157	37.00%
Water	\$0	\$0	\$18	-\$31	-\$84	\$0	\$146	\$12	37.00%
Solid Waste	\$145	\$153	\$146	\$102	\$57	\$0	\$12	\$94	62.00%
<b>Total</b>	<b>\$1,423</b>	<b>\$1,800</b>	<b>\$2,035</b>	<b>\$2,685</b>	<b>\$2,563</b>	<b>\$0</b>	<b>\$1,942</b>	<b>\$2,205</b>	<b>25.00%</b>

# 2018 Benchmarking

Please note: MNP included the data from the FIR for benchmarking. Due to a lack of consistency and accuracy with reporting, these numbers should be used for analysis and interpretation, however, conclusions should not be drawn until further investigation and analysis is completed.

	2018 KPI's							Average	Percentile
	Tay Valley	Rideau Lakes	Madawaska Valley	Centre Hastings	Asphodel-Norwood	Havelock-Belmont-Methuen	Ashfield-Colborne		
Operating costs for governance and corporate management as a % of total municipal operating costs	10.37%	8.65%	13.22%	1.39%	10.38%	18.43%	9.52%	10.27%	50.00%
Operating costs for fire services per \$1,000 of assessment	0.44	0.44	0.41	0.00	0.00	0.36	0.16	0.34	75.00%
Operating costs for police services per person	195.43	235.67	259.81	179.73	185.26	271.74	200.26	222.08	37.00%
Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)	0.32	0.26	0.29	0.00	0.00	0.36	0.72	0.41	62.00%
Operating costs for paved (hard top) roads per lane kilometre	12,463	7,305	9,165	8,086	15,055	9,505	8,964	9,680	75.00%
Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre	461	495	745	837	431	807	495	635	25.00%
Operating costs for the treatment and disposal of wastewater per Megalitre	-	-	6,136	3,028	3,096	1,181	-	3,360	12.00%
Operating costs for the treatment of drinking water per Megalitre	-	-	4,323	3,375	1,437	-	825	2,490	12.00%
Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe.	-	-	-	-	3,481	38,455	30,820	24,252	12.00%
Operating costs for solid waste management (collection, disposal and diversion) per household.	208.42	68.65	120.80	150.48	51.59	28.88	179.79	100.03	87.00%
Operating costs for parks per person	-	84.83	21.29	56.30	30.80	21.03	1.82	36.01	12.00%
Operating costs for recreation programs and recreation facilities per person	62.20	76.38	145.31	185.62	186.41	106.41	126.29	137.74	12.00%
Operating costs for library services per person	37.23	56.58	79.70	37.85	54.53	34.21	0.12	43.83	37.00%
Reserves as a Percentage of TCA	47.69%	5.53%	22.54%	20.92%	11.89%	32.52%	14.50%	17.98%	87.00%
<b>Net Costs per HH</b>									
Parks	\$0	\$3	\$24	\$111	\$55	\$21	\$3	\$36	12.00%
Rec	\$82	\$67	\$156	\$256	\$157	\$93	\$138	\$144	25.00%
Water	\$0	\$0	\$47	\$88	\$7	-\$37	\$103	\$42	25.00%
Solid Waste	\$186	\$5	\$114	\$114	-\$15	-\$8	\$112	\$54	87.00%
<b>Total</b>	<b>\$1,720</b>	<b>\$1,569</b>	<b>\$1,831</b>	<b>\$2,971</b>	<b>\$2,446</b>	<b>\$1,449</b>	<b>\$2,021</b>	<b>\$2,048</b>	<b>37.00%</b>

# 2017 Benchmarking

Please note: MNP included the data from the FIR for benchmarking. Due to a lack of consistency and accuracy with reporting, these numbers should be used for analysis and interpretation, however, conclusions should not be drawn until further investigation and analysis is completed.

	2017 KPI's							Average	Percentile
	Tay Valley	Rideau Lakes	Madawaska Valley	Centre Hastings	Asphodel-Norwood	Havelock-Belmont-Methuen	Ashfield-Colborne		
Operating costs for governance and corporate management as a % of total municipal operating costs	10.91%	7.82%	12.15%	1.62%	9.58%	16.05%	9.32%	9.42%	62.00%
Operating costs for fire services per \$1,000 of assessment	0.39	0.42	0.51	0.94	0.70	0.37	0.17	0.52	37.00%
Operating costs for police services per person	190.31	238.70	256.92	178.42	157.76	315.78	196.91	224.08	37.00%
Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)	0.34	0.23	0.32	0.21	0.11	0.39	0.63	0.31	62.00%
Operating costs for paved (hard top) roads per lane kilometre	-	7,751	8,781	7,674	14,433	9,648	8,891	9,530	12.00%
Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre	-	547	703	831	387	769	489	621	12.00%
Operating costs for the treatment and disposal of wastewater per Megalitre	-	-	6	1,109	2,625	1,319	-	1,265	12.00%
Operating costs for the treatment of drinking water per Megalitre	-	-	5	2,494	1,237	-	1,231	1,242	12.00%
Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe.	-	-	-	-	1,678	43,926	37,318	27,641	12.00%
Operating costs for solid waste management (collection, disposal and diversion) per household.	197.36	32.26	141.94	155.23	173.67	97.14	111.47	118.62	87.00%
Operating costs for parks per person	-	82.86	17.50	49.79	22.93	28.47	5.52	34.51	12.00%
Operating costs for recreation programs and recreation facilities per person	51.15	68.59	238.30	177.29	143.21	116.69	84.36	138.07	12.00%
Operating costs for library services per person	37.60	56.93	50.53	32.03	36.12	43.16	0.21	36.50	50.00%
Reserves as a Percentage of TCA	75.99%	5.36%	23.54%	21.55%	9.68%	31.59%	14.55%	17.71%	87.00%
<b>Net Costs per HH</b>									
Parks	\$0	-\$1	\$20	\$74	\$56	\$21	\$8	\$30	25.00%
Rec	\$64	\$55	\$160	\$230	\$164	\$87	\$71	\$128	25.00%
Water	\$0	\$0	\$38	-\$66	-\$80	-\$16	\$143	\$4	50.00%
Solid Waste	\$172	-\$28	\$99	\$94	\$90	\$61	\$21	\$56	87.00%
<b>Total</b>	<b>\$1,591</b>	<b>\$1,511</b>	<b>\$1,890</b>	<b>\$2,359</b>	<b>\$2,677</b>	<b>\$1,431</b>	<b>\$1,867</b>	<b>\$1,956</b>	<b>37.00%</b>



# Appendix G

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Service Profile Summary



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# Service Profile Summary

This Service Profile summary provides an overview of the Township's services, organizing them by service type and classification as either mandatory or discretionary. Overall, the Township should look to focus on its core mandatory services to ensure budgets are prioritized, and investigate discretionary services to optimize revenue generation and create cost efficiencies where possible. This includes considering outsourcing or entering into shared agreements with neighbouring municipalities. Bolded services are currently either fully or partially outsourced.

	Service Type		Classification of Services		Can Shared Service/Outsourcing be Considered?	
	External Facing	Internal Facing	Mandatory	Discretionary	Yes	No
<b>Administrations and Clerk's Office</b>						
Governance		X	X			X
Administration		X	X			X
<b>Fire &amp; Emergency Services</b>	X		X		X	
<b>Police Services</b>	X		X		X	
<b>Protective Inspection &amp; Control</b>	X		X		X	
Animal Control	X			X	X	
Communications	X			X	X	
<b>By-law Enforcement</b>	X		X			X
<b>Recreation - Activities and Programs</b>	X			X	X	
Business Directory	X			X		X
Cemetery Management	X		X		X	
Library Services	X			X	X	

# Service Profile Summary



	Service Type		Classification of Services		Can Shared Service/Outsourcing be Considered?	
	External Facing	Internal Facing	Mandatory	Discretionary	Yes	No
Planning Department						
Building Permits and Inspections	X		X			X
Planning & Development	X		X			X
Green Energy & Climate Change Working Group	X			X	X	
Public Works Department						
Drainage and Flooding	X		X		X	
Road and Bridge Infrastructure	X		X			X
Road and Bridge Maintenance	X		X		X	
Solid Waste Collection & Disposal	X		X		X	
Solid Waste Diversion	X			X	X	
Winter and Summer Control	X		X		X	
Finance Department						
Property Taxes	X		X			X
Lottery Licensing	X			X	X	
Hall Rental Bookings	X			X	X	



# Appendix H

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Current State Observations and Opportunities



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# Observations and Opportunities

A

## Service Delivery

Observations	Opportunities
<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>Some services only accept debit card payments, significantly restraining payment options for constituents.</li> <li>Constituent demand for property consultations and severance applications has increased overtime.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Currently, around 90% of Tay Valley is residential. Tay Valley does not have an Economic Development Plan to define its future development goals.</li> <li>Permit applications may be complicated at times, requiring significant more staff involvement.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>There may be potential lost revenue for waste management since the sites do not have access to a scale to weigh waste.</li> <li>Many constituents will make use of the Glen Tay site, regardless of their proximity to the other two waste sites available.</li> <li>There are no volume controls currently in place for the Access-to-Sand Policy, bringing a significant cost to the Township.</li> <li>There are no effective controls in place to ensure no out-of-Township waste is disposed of at the waste sites. This not only adds pressure to Glen Tay's capacity but is also a violation of requirements to the Ministry of Environment.</li> </ul>	<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>Consider creating a Community Service Coordinator position to take over responsibilities around communications, tourism, recreation, etc.</li> <li>Consider expanding credit card payment offerings for services that can afford the processing fees.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Consider Building an economic development plan to define Tay Valley's growth strategy and exploring economic development opportunities based on this strategy. (e.g. tourism, commercial infrastructure, local home-based businesses)</li> <li>Consider creating a role or adding a function to an existing role to spearhead economic development plans for Tay Valley. The duties of this role could include the development of grant applications and other funding activities.</li> <li>Consider implementing a pre-consultation fee based on the complicated nature of a property consultation request.</li> <li>Consider tracking hours spent on applications and administering a "complicated application" fee after a staff time threshold is reached.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Consider investing in a scale for the Glen Tay Site.</li> <li>Consider reviewing the Access-to-Sand Policy currently offered to constituents.</li> <li>Consider consolidating the waste sites.</li> <li>Consider waste disposal controls at the Glen Tay Site.</li> </ul>

# Observations and Opportunities

B

## Impact of Organizational Effectiveness in Service Delivery

Observations	Opportunities
<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>• There is a misalignment between Council priorities and Tay Valley's Strategic Plan. As a result, staff receive conflicting direction and are unsure of how to prioritize work.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>• Four of the six current road equipment operators are due to retire at any point within the next year, potentially leaving a large knowledge gap impacting the department's ability to deliver services efficiently.</li> <li>• There has not been a consolidation of Public Works assets since the amalgamation of the Township, causing significant inefficiencies for the Department.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Lottery licensing is free and very time-consuming. This service is not used often and, resulting in staff re-learning the process every time a request is made.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• No financial analysis has been completed to verify that the Building Department is operating in a revenue-neutral manner.</li> </ul>	<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>• Consider aligning the timing of the Strategic Plan review to match with the first year of each Council Term to ensure complete buy-in to the Township's strategic direction.</li> <li>• Consider introducing a collaborative strategic planning process between staff and Council to ensure priorities are aligned and strongly communicated across the Township.</li> <li>• Consider increasing interdepartmental communications by improving frequency of management interactions and exploring opportunities for new, digital channels.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>• Consider developing a succession plan for road maintenance.</li> <li>• Investigate the possibility of consolidating infrastructure owned by the Public Works department to reduce unnecessary operational costs.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Consider a shared service model for lottery licensing with neighbouring municipalities. Tay Valley could charge a fee for the service, provide the service offering to neighbouring municipalities, or alternatively outsource the service.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Review the Building Department to ensure it is operating in compliance with legislative requirements.</li> </ul>

# Observations and Opportunities

C

## Impacts Both Service Delivery and Organizational Effectiveness

Observations	Opportunities
<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>Staff members spend a large portion of their time answering constituent inquiries.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Constituents reach out to the Department often with inquiries around zoning categories and their implications.</li> <li>Planning and Building applications have significantly increased as more people move away from the city and into Tay Valley. This trend may continue into the future as a result of residence preference changes stemming from COVID-19.</li> <li>A number of applications for the Department are not available online.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>The Department does not have the ability to track small assets digitally.</li> <li>A large number of resources are currently spent on the maintenance of unpaved roads. The most common complaint received from constituents on the survey was the poor state of unpaved roads, and the inefficient use of resources to maintain them.</li> <li>There is currently no Winter Operations Plan. Constituent expectations do not match the Department's ability to respond to winter control requests.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Constituents use 'walk-in' services to make their property tax payments.</li> </ul>	<p><b>General/Administration</b></p> <ul style="list-style-type: none"> <li>Consider improving online self-service capabilities to allow staff to focus on other value-add duties.</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>Include an interactive map for constituents to search their zoning category and the implications for each zone in the GIS system.</li> <li>Ensure the Planning department has enough resources to meet growing requirements.</li> <li>Consider Building the online infrastructure for constituents to complete applications and pay application fees through the website.</li> </ul> <p><b>Public Works</b></p> <ul style="list-style-type: none"> <li>Purchase an additional GIS system function to track small assets. This could both improve service delivery as well as assist with closing the knowledge gap likely created by the high turnover rate expected by the Department.</li> <li>Develop an infrastructure improvement plan to manage roads, culvert and other assets through a pre-emptive maintenance approach.</li> <li>Develop a Winter Operation Plan to clearly define a standard of maintenance for snow plowing.</li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Consider further promoting online options for property tax payments and other online service offerings.</li> </ul>



# Appendix I

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Council-CAO covenant, By George B. Cuff, 2010



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# Council-CAO covenant, By George B. Cuff

The following article by George B. Cuff suggests creating a covenant to identify the existing issues within the staff-council relationship and subsequently, determine what actions and attitudes can be helpful to improve this relationship. Cuff offers 11 points of action that Council members should be ready to covenant with each other as well as with the CAO. These points are described in this section. There may be an opportunity for Tay Valley to review this article and implement any key findings into internal policies and procedures (e.g. Code of Conduct for Council & Local Boards, Council-Staff Relations Policy, etc.)

One of the most significant issues facing any council is how they interrelate with their chief administrative officer (CAO). While this issue varies from council to council, and from term to term, it is almost inevitable that issues will arise in this very important relationship unless particular attention is paid to the key signals.

## Signals the Relationship has Frayed

There is no end of signals. While I would like to think that I have witnessed or heard about most, I realize that the relationship between each new council and/or CAO can produce other signals that may be easily missed. Such signals include:

- ◆ undermining comments at council meetings or at public gatherings;
- ◆ speaking directly to a department head at a council meeting without referencing the attendance or seeking the approval of the CAO;
- ◆ bypassing the office of the CAO to speak to a department head or, worse yet, a member of staff;
- ◆ passing along negative comments heard from a member of the public about the CAO during a public council meeting;
- ◆ questioning the CAO's salary/benefits/contract arrangements;

- ◆ asking in open council meeting what severance would need to be paid to senior staff should council seek to have one or more dismissed;
- ◆ questioning the time the CAO spends away from the office at conventions;
- ◆ confidentially asking another member of senior staff what their response is to their boss ("How do you guys feel about him/her anyways?");
- ◆ adopting the parlance of the hockey general manager: "I am fully confident in our CAO at the present time" (i.e. stay tuned next week);
- ◆ asking at some stressful moment, "when do we do a performance review on the CAO?"
- ◆ calling a consultant for a copy of a CAO review format.

## Why a covenant?

One of the techniques I have recommended is a council-CAO covenant that simply draws together into one place the various commitments that a council should be prepared to make to their chief administrative officer and, conversely, the commitments that ought to be a part of the "sign on" process of any CAO. While these do not have the legislative weight of the contract and by-law, they speak to issues that will surely become germane or central to the relationship that will unfold. Such a covenant is proactive: it recognizes that there will inevitably be issues of dispute between a council and its senior advisor, and that, without contemplating these, the fact that they occur at all might be viewed with more credence (and surprise) than need be.

## What should a council covenant?

Council members ought to be prepared to covenant with each other and with their CAO that they will:

1. Carry out their responsibilities as set out in the applicable legislation to the best of their abilities. (This presumes a comprehensive orientation to those responsibilities and to the matters that are actually ascribed to the council.)
2. Make decisions that they believe to be in the best interests of the majority of citizens, while recognizing that the needs and voices of the minority(s) need to be thought through and reflected in such decisions. (Council members are not elected to represent minorities; they are elected to make decisions that would seem to be in the best interests of the majority, as though the will of the people had been tested by some process of referendum.)
3. Review the background information and advice made available by the administration prior to rendering a decision. (This suggests two critical aspects: first, that the administration are capable of providing comprehensive and forthright analysis of a situation and clearly-written advice on what course of action the council should take; and second, that the council members are sufficiently competent and committed to actually read the materials prepared for them and think through their consequences.)
4. Seek further input when they are unsure of the issues, or uncertain as to the preferred course of action. (This implies that the council members will not rush to judgment but will check on questions relating to policy issues that may not be sufficiently clear before committing to a resolution; thus, councillors would be loathe to commit themselves to any course of action until the actual council meeting wherein such determinations are to be made.)
5. Refer any complaints, either written or verbal, about the decisions of council or the actions of administration, to the CAO for review, comment and follow-up (as appropriate). (Council members acknowledge that complaints will be raised with them by various forms of media and that there is a reasonable process whereby they can be heard without alarm; council members agree that referring such matters to the CAO - or to another senior level staff member if so agreed - is a reasonable course of action. Council members will thus refrain from exaggerating such complaints as if there was a hallelujah chorus of the public behind each complaint.)
6. Refrain from making any commitments on behalf of council to individual citizens or groups, other than to take the request up with the council or CAO and to respond appropriately. (Council members thus acknowledge their limitations, as imposed by legislation; that individually they cannot make any such commitments without breaking both the law and council's own protocols.)

# Council-CAO covenant, By George B. Cuff

7. Seek to participate actively in the decision-making process. (Democracy works if the elected members agree to participate; councillors agree that, while each does not have to speak to every issue, each has an obligation to express aloud to other members of council why they will not support a particular resolution.)

8. Refrain from any public or private criticism of the administration wherein individual employees are identified. (Councillors recognize that they hold a powerful position relative to members of the administration and, in so doing, they gracefully and rightfully agree to refrain from bashing individual members of the administration simply because this or that project did not turn out to their satisfaction.)

9. Act as good stewards of the municipality and as public servants of the citizenry through ethical conduct. (All members of council realize the expectation of the public that their elected representatives will hold themselves accountable for ethical standards that may be above that expected of the general populace; councillors will thus encourage their independent auditor to examine their actions from time to time to ensure that decisions pertaining to possible conflicts of interest, pecuniary benefit, or personal expense accounts are all handled within the approved policies of the council.)

10. Provide effective leadership by guiding the corporation and the municipality through annual or longer-term goals and priorities, and through the budget approval process, and by agreeing to reasonable policies which reflect, in their view, the best interests of a majority of our citizens. (Council members are expected to lead through a thoughtful process of examination of the challenges before the community and the best and most logical steps to a successful conclusion; council members agree to participate in an annual process of corporate planning and to abide by the results of such a process as they will be used to guide the business plan and budget development processes of the municipality.

11. Ensure that there is a formal evaluation of the performance of the CAO at least once annually, and involve the CAO in this process so as to ensure a full understanding of the council's candid assessment. (A key part of the covenant with the CAO is the commitment to regularly evaluate the work of the CAO in light of council's expectations, as well as the achievement of the CAO's stated objectives; this process is undertaken in a planned, sober-minded way that all can agree is enveloped with sincerity and a desire to seek improvement.)

What have I missed? I may have inadvertently overlooked a number of issues that could be included in this "covenant." These items that are included reflect my perspective and experience relative to the key issues that can arise and befuddle what should be cherished as the key and core relationship between a council and its CAO. MW



# Appendix J

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Recommendation Correlation to Area of Improvement



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# Key Area of Improvement Correlation

Building on the observations and opportunities identified during the current state assessment, MNP developed five (5) recommendations for Tay Valley to consider. The recommendations are based on municipal service delivery best practices and focus on three (3) key areas for improvement: 1) revenue generation, 2) organizational effectiveness, and 3) service efficiency. A recommendation may target multiple areas for improvement. The correlation between each of the below recommendations and its activities are outlined below.

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		✓	✓

# 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



ASHLEY CLERICI

PROJECT MANAGER



E: [Ashley.Clerici@mnp.ca](mailto:Ashley.Clerici@mnp.ca)



T: 647.775.1785

111 Richmond St. W



Suite #300

Toronto, ON M5H 2G4



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