



SERVICE DELIVERY REVIEW

February 2021

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Executive Summary

The Service Delivery Review (SDR) was conducted during a six-month period between March and September 2020. The SDR followed the development of a Community-Based Strategic Plan in 2019 by the same consultant.

Figure 1 is a list of the six priorities that Plympton-Wyoming has committed to until 2023. The 14 SDR recommendations across the five municipal departments build on five of the six priorities. The town departments include:

Community-Based Strategic Plan Six Priorities 2019 - 2023

- A - Assets & Infrastructure
- B - Financial Management
- C - Population Growth & Change
- D - Economic Development
- E - Communication
- F - Staffing/Resources

Figure 1

1. Chief Administrative Officer
2. Corporate Services – Municipal Election, By-laws, Planning, Building & Development, Freedom of Information, Agenda & Minutes
3. Financial Services
4. Fire and Emergency Services
5. Operations – Roads, Parks, Pool & Splash Pad, Recreation, Water/Sewer

Figure 2



The SDR was implemented with guidance from the Ministry of Municipal Affairs and Housing (MMAH) as well as a framework that was developed by the consultant for the Australian Centre of Excellence for Local Government (ACELG). The non-linear version of the framework is illustrated in figure 2.

The consultant conducted interviews internally and externally with 37 unique individuals from the town. There were 10 questions that helped to structure the interviews that were facilitated in-person and virtually. The questions included:

1. Do we really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does council want for the service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?



- 9. What are the alternative ways of delivering the service?
- 10. How can a service change best be managed, implemented, and communicated?

Over 90% of the interview feedback was positive with very few critical points, and no suggested solutions. Many residents and business owners wanted the consultant to note that they thought the town's workers were "great ambassadors" to cite one of the comments that captured the theme. There were concerns expressed by some people from the farming community about land severances and the long-term implications for the town. Although this is an issue for the provincial government, some of the farmers would like the opportunity to have a forum hosted by the town to discuss the issue. This could be very informative and best conducted face-to-face in the post-COVID world.

The population growth projection of 20% in Plympton-Wyoming by 2031 has numerous implications for all of the town's departments. The municipality is extremely well operated, but it is also frugal to the point of creating

constraints and unnecessary stress on staff. The impact of growth is already in play and the consultant is recommending that the municipality gets ahead of the growth curve. This proactive approach will help maintain or even improve service delivery and standards while preparing the town for a very exciting future. The new Health Centre in Wyoming is just the beginning.

The supply of municipal services is directly related to the demand from the public including residents, visitors, and industrial/commercial/institutional (ICI) customers. Factors such as quality, effectiveness and efficiency are part of the planning equation, and quantity comes into play with services such as potable water. The April 2020 LAWSS Master Plan Update noted the importance of using data projections to accurately plan for water demand for the municipalities in Lambton County. *Figure 3* is a summary of water supply and demand in Lambton County between 2010 and 2031.

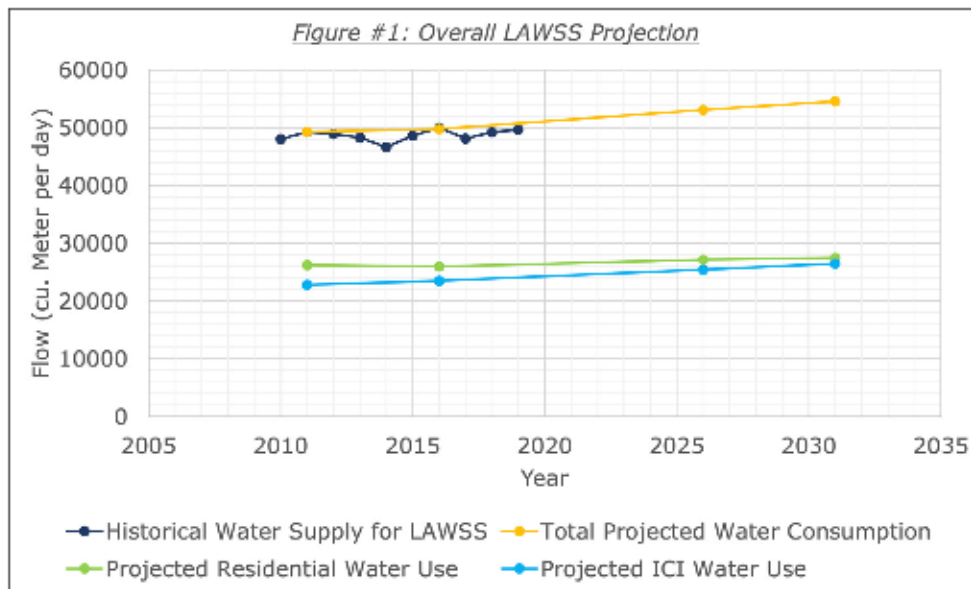


Figure 3
Source: Lambton Area Water Supply System (LAWSS). Master Water Plan Update, 2020/04/27.



The population growth as illustrated in *figure 4* can help inform municipal service delivery. A growth rate projection of 20% over the next ten years in Plympton-Wyoming (2021-2031) is a significant uptick in the five-year trend from 2015 to 2019 of 6%. But population growth alone is not a reliable estimate of water demand since the primary driver will be non-residential, ICI growth as illustrated in figure x. The LAWSS Master Plan Update states the challenge very well: "A growth factor that is too low may result in not having the capital and/or infrastructure in place when needed to facilitate growth. A growth factor that is too high will put unnecessary strain on the taxpayer by having capital and/or infrastructure in place prior to when it is needed."

Water — the essence of life — and water demand projections based on residential and ICI usage can be a proxy indicator for the scaling of other municipal services. And implementing service delivery changes must always take into consideration the cost/value from the perspective of taxpayers.

There are only 15 SDR recommendations but a few are significant in scope and cost. The most cost-intensive recommendations are already part of the town's long-term plan with reserves being accumulated.

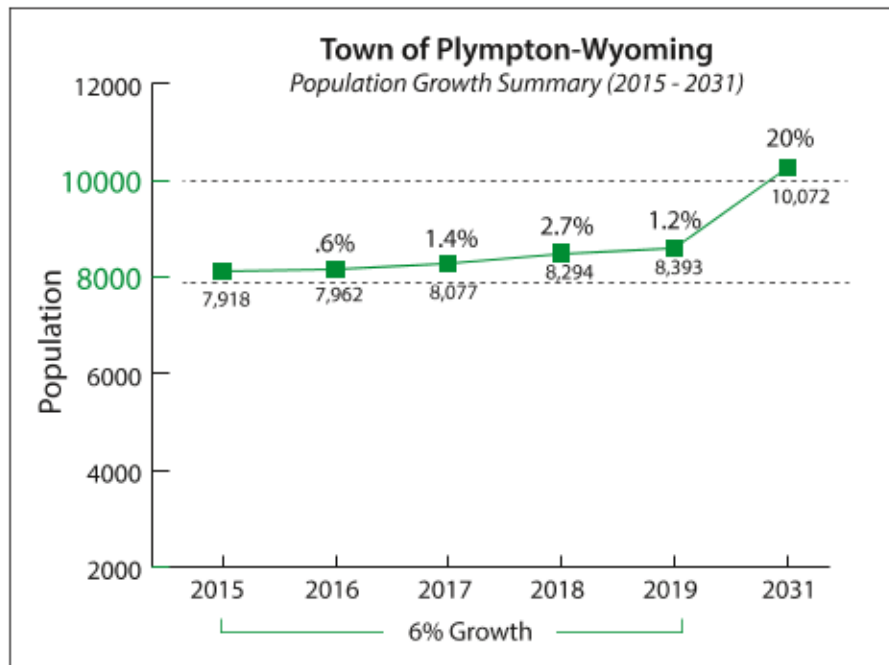


Figure 4
 Source: the consultant created this graph based partly from data points in the 2020 LAWSS Master Plan Update as well as the 2016 StatsCan census



Background

Municipalities are the context within which residents, businesses and visitors interact directly with government. The professionals who work in municipalities are skilled at consistently providing community services seamlessly and, mostly, behind the scenes. Drinking water, roads, fire and emergency services, community halls, parks, soccer, volleyball and ball fields, swimming pools, cemeteries, garbage and recycling, sewers, and building permits are delivered reliably through the Town of Plympton-Wyoming in exchange for reasonable taxes.

One of the key drivers in examining alternative ways of delivering municipal services is to improve efficiencies and service quality. Cost reduction is not necessarily a driver or objective of a service delivery review. Usually, there is a 'pay back' period before benefit is realized such as with the implementation of an enterprise resource planning system.

Ongoing evaluation following implementation will provide clarity regarding outcomes and opportunities for continuous improvement.

Typical alternative service delivery models include:

- shared services and resources
- strategic relationships with government and non-profit entities
- arm's-length organizations
- business enterprises
- joint ventures or public-private partnerships
- community-run services or enterprises
- outsourcing to external providers

Ontario municipalities of all sizes face steady pressure to "do more with less." Limited revenue sources, growing and changing public demands, new provincial mandates, and political constraints on taxation levels create a challenging

fiscal environment for local governments in Ontario. There are no easy answers to the problem of tightly constrained resources. There is little evidence to suggest that major reductions to the cost of local government operations and services can readily be achieved – at least not without the pain and controversy that comes with reductions in service levels or disruptions to labour relations.

But in the midst of this challenging environment, there is also good news. Municipalities across the province are con-

tinually developing innovative practices that save costs without incurring service level reductions. Most of these leading practices involve small-scale initiatives that result in modest savings. Yet even modest savings add up over time, and multiple small initiatives in a single municipality can make a big difference.

"No, I don't think that we are receiving good value for our tax dollars. When Wyoming joined Plympton, snow removal went downhill. We have to clean up our own location because of our business being liable."

—Resident

Municipal leaders have to balance service delivery with fiscal constraints due to a limited range of revenue tools at the local level. Plympton-Wyoming had an eye to the future in 2019 when the municipality developed a five-year community-based strategic plan (2019-2023) with six priorities ([figure 1, page 1](#)). The strategy had the right mix of investment, improvement, and resource allocation. The municipal service delivery review (SDR) that followed the strategy in early 2020 was funded through the provincial government, and it seemed to be the logical next step to identify areas to modernize, reduce costs, and improve efficiency and effectiveness.



The SDR launch meeting occurred at the same time that the first lockdown in response to the SOV-CoV-19 virus was announced in Ontario. Lambton County experienced a small first wave of infections, but the county is now seeing the pace of positive cases accelerating dramatically in January 2021 (figure 5). Plympton-Wyoming and municipalities across Ontario are still connecting, engaging and supporting the community in new ways as the pandemic impacts almost every facet of public and private life. An interesting development has occurred in many municipalities. Online video conferencing with tools such as GoToMeeting® and Zoom® have increased the level of engagement between the public and Council.

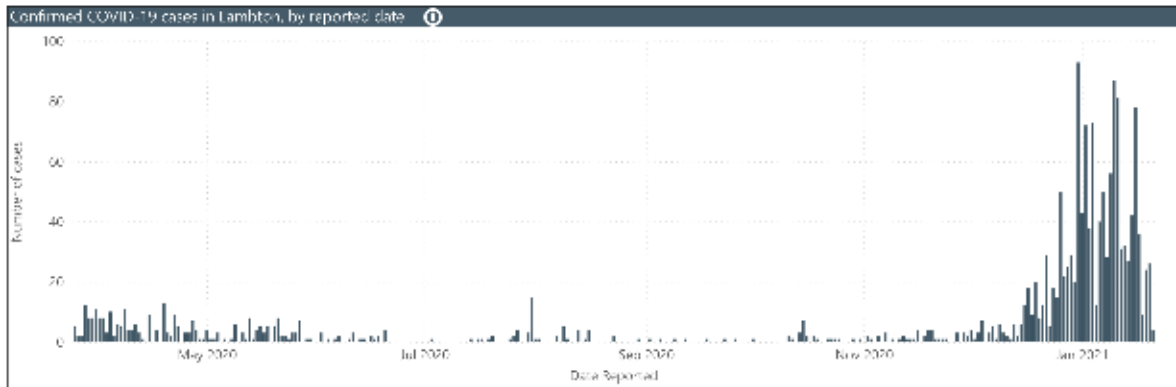


Figure 5
COVID-19 in Lambton County
Source: Lambton County Public Health

Figure 6 illustrates the cumulative effect of COVID-19 as Ontarians navigate the second lockdown.

It is still incumbent on municipal staff to prepare the organization for normalizing operations when the threat from the pandemic has passed. Leadership will be important to provide direction and support for staff as they implement the six strategic priorities and SDR recommendations.

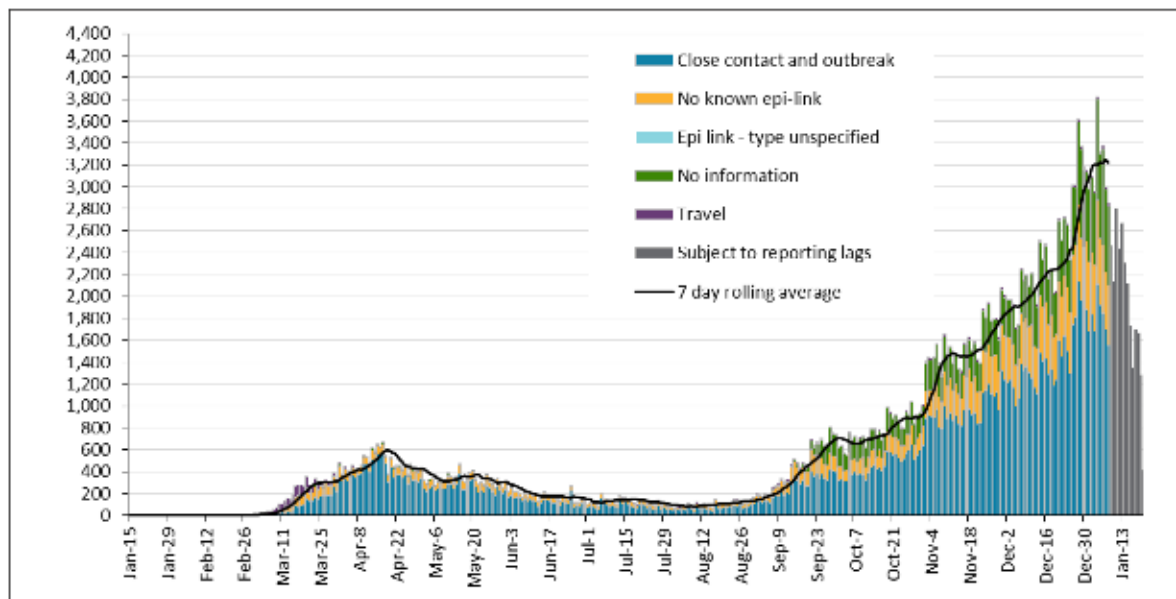


Figure 6
COVID-19 in Ontario
Source: Public Health Ontario – Confirmed Cases January 15, 2020 to January 13, 2021



This SDR is focused on “doing things better” versus a “line-by-line” review (cost reduction) of service provision. Plympton-Wyoming is very well managed fiscally and operationally. That was clear when the consultant conducted the community-based strategic plan. The recommendations are designed to prepare the municipality for future growth and expanded demand on services.

“Town CAO and Staff are hard-working and conscientious. Strangely, local people expect a bit more from our municipality rather than larger ones like London.”
—Resident

Service Delivery Review (SDR) Process

The process of gathering information, services analysis, and synthesizing data is multi-faceted. The process is outlined in steps 3 and 4 in the SDR model. See *Executive Summary*, [figure 2, page 1](#). A linear view of the SDR process is located in [Appendix A](#).

The following methodology was deployed to conduct the Service Delivery Review.

Document Review & Research.

A shared, online Dropbox was used to gather relevant background documents and act as a collection point for information that was gathered from research and the best practices scan. All documented policies, procedures and workflows were reviewed followed by inquiries by the consultant to develop a complete understanding about the genesis of some of the information.

Interviews & Surveys.

All managers and staff were interviewed using a semi-structured approach based on the 10 SDR Questions. The interviews were conducted both face-to-face and virtually while observing COVID-19 protocols and practices. External interviews with residents, business owners and community organizations were conducted virtually or via email and online surveys. A total of 37 unique individuals were interviewed. An additional 14 repeat interviews were conducted to follow-up and clarify information.

Facilities Tours.

Members of the SLT from each department provided the consultant with a tour of the facilities within their span of their control. The discussions concerning history, functionality, issues, improvement ideas, integration with the com-

munity, etc. were helpful to the consultant to understand the current status of the facilities and the possibilities for the future.

SLT Consultation.

Contact with the SLT was frequent during the six-month active project timeline. This was an opportunity to discuss how the Town can become more efficient in light of the findings that were presented by the consultant.

Council Update.

The CAO kept Council informed about the project status. The consultant presented an update individually to Council members during the interview process. The project was on track for 90% of the activities. There was, however, an interruption in the delivery of the final report. The delay did not compromise provincial funding for the project because the CAO requested and received a deadline extension.

Final Report.

The consultant has distilled a considerable volume of data to deliver a concise, focused Service Delivery Review report. The report presentation to Council has been scheduled for February 17, 2021.

“My roots are here in Plympton-Wyoming. The town has a good understanding of small business and really tries to work with small business especially those connected to agricultural which auctions can be. They are willing to keep an open mind when it comes to working with individuals. They see that keeping businesses vibrant will contribute to the community.”
—Resident & Business Owner



Benchmarking and best practices are common reference points in service delivery reviews. Benchmarking involves comparing current service practices with a known reference point in order to make an informed judgement about the relative state of current practices in the studied jurisdiction. For example, if municipality A mows 2,000 square metres of grass in a week at an average cost of \$4.50 per square metre and municipality B mows the same area at an average cost of \$2.50 per square metre, further investigation may be appropriate and reveal cost saving opportunities.

The comparison, however, may not be with municipality B, but rather with a previous performance standard or norm established by municipality A, an aspirational target set by municipality A, an industry standard (if one exists) or a best practice reference point being achieved by another organization. Typically, benchmarking compares resourcing, process efficiency, quality and scope.

“The pool is a drain on municipal costing services. Hard to figure out how to register for stuff, especially now with COVID. You don't need to be a resident to book swimming lessons at the pool, so there is no cost recovery. The residents should take priority. We need a better, easier system to register kids for swimming lessons.”

—Resident

Caution is needed since different organizations may treat financial elements such as depreciation and overhead differently, which leads to erroneous comparisons. Or, in the lawn mowing example, there may be critical differences in topography between the two jurisdictions. Therefore, it is better to focus benchmarking on very specific service aspects which are likely to be unaffected by inconsistent variables.

An example of best practices is from the Town of Whitby. The town staff created a graphic that was informed by provincial standards and similar sized municipalities to help residents, businesses and visitors understand the standards and set expectations regarding snow removal. See [Appendix B](#).

If Plympton-Wyoming strives to benchmark its services going forward, there are organizations that provide benchmarking services with a focus on municipal government. The Centre for Urban Policy and Local Governance at Western University actively engages municipalities on an annual basis to provide comparative benchmark standards at no cost to Plympton-Wyoming other than the time to provide service data.



Recommendations

The service delivery review was conducted during a six-month period between mid-March and late September 2020. The recommendations are based on the document review, data collection, analysis, observations, surveys, interviews, and input from staff and Council during that period of time.

The Town of Plympton-Wyoming is a well-managed operation that has been stretched to the limit of the capacity of the staff to maintain and sustain their performance levels. This reality has two key contributing factors: 1) population growth, and 2) inefficient organizational structure and systems. Service delivery standards and quality have generally been good and acceptable to the public. But the probability of decline in service quality and delivery capacity is moderate to high if changes are not implemented.

Therefore, the recommendations are focused primarily on the organizational structure and systems that will help prepare Plympton-Wyoming for the next phase of growth and service delivery. The consultant was engaged for the SDR following the 2019 project to develop the community-based strategic plan. Many of the issues that are being addressed in the SDR recommendations were apparent during the time that the CBSP was developed.

Some of the recommendations involve staff changes that will have an impact on the bottom-line due to increased overall compensation and benefits. These changes are long overdue, and they should be considered as a strategic investment in the future of the growing municipality. The workload will be more evenly distributed and, importantly, the right people will be doing the right tasks at the right time.

The current, uneven workload has been offset by staff collaborating and cooperating to help each other in the service of the public. But constant, below-the-surface pressure and migration of tasks beyond job descriptions to other people has resulted in excessive stress and has taken

its toll on staff motivation and well-being. This situation is hidden from the public and, perhaps, will be surprising to Council members. In fact, it has been suggested by some people that the culture is too lax and casual at times. That is an illusion. The CAO and her management team have made a concerted effort to offset the stress with subtle, teambuilding activities — usually involving food and interpersonal banter when staff are together in the office.

The current Plympton-Wyoming head office will be expanded with the addition of four new offices. This change will support more comfortable and efficient staff interactions.

Some of the recommendations are based on projects that are already defined and “on the books.” The consultant is suggesting that projects such as the consolidation and relocation (or rebuild) of Public Works into a single location needs to have an accelerated timeline to literally get ahead of the population growth curve.

The recommendations are organized into the five departments that currently exist, but there will be implications beyond the individual areas of responsibility.

1. Chief Administrative Officer
2. Corporate Services – Municipal Election, By-laws, Planning, Building & Development, Freedom of Information, Agenda & Minutes
3. Financial Services
4. Fire and Emergency Services
5. Operations – Roads, Parks, Pool & Splash Pad, Recreation, Water/Sewer

The Plympton-Wyoming Organization Chart in [Appendix C](#) outlines the recommended staff changes.



1. Chief Administrative Officer

The CAO as Council's singular employee has end-to-end responsibility for the successful operation of the Town of Plympton-Wyoming.

1.1 *Purchase & Implement an Enterprise Resource Planning (ERP) System*

The town has been implemented new information technology such as iCompass and FirePro. iCompass has eliminated redundant, time-consuming tasks. The software has improved public transparency through a system that can create and publish agendas and minutes online. This has resulted in better collaboration between staff and council while streamlining decision-making. The consultant is encouraging the town to continue along the path of automation through an organization-wide integration of its information technology.

The planned upgrade to the phone system and implementation of high-speed internet will help improve communications and information processing.

There is a significant challenge in Plympton-Wyoming to manage the quantity and flow of information across the various departments. There is an inordinate amount of staff time spent dealing with this issue as individuals develop their own preferred system for managing information in their particular areas of responsibility. This impacts workflow, service delivery, and increases cost due to unproductive time. Technology will definitely save time just as the new iCompass system has proven.

The Enterprise Resource Planning (ERP) system recommendation is not a substitute for the staff changes put forward in this service delivery review. An ERP will prepare the municipality for the future because the quantity, speed and complexity of information will continue to increase.

It is recommended that a small team of people be assembled to research ERP options. This can include an RFEOI or through direct research and demonstrations. Demonstrations can be arranged to conduct a "live" test with one of the modules prior to a decision to purchase or go through the process with another vendor. The modules can be implemented over time to spread out the cost impact, gain staff acceptance and reduce the steepness of the learning curve. All vendors in this sector provide training as part of their product offerings.

There are at least seven viable and affordable systems designed specifically for municipalities of all sizes. There are nine modules in the various vendor offerings that would be helpful to Plympton-Wyoming to continue its information integration, including:

- a. Finance & Human Resources
- b. eBilling
- c. Employee Portal
- d. Fixed Asset Management
- e. Work Order Management
- f. Service Requests
- g. Planning – permits, applications, by-laws
- h. GIS Viewer – interface with County for permits, properties, meters, etc.
- i. Recreation – events, programs, facilities

The ERP system can grow with the town and address emerging needs. The financial dashboard of Key Performance Indicators (KPIs) can be generated directly from this system with top-level threshold alerts that are set by the CAO and the senior team.

As stated earlier, the modular ERP system can be implemented in phases and it will be an opportunity for the town to move towards a paperless environment. An ERP will reduce the need to hire additional staff in the future for administrative functions — the system pays for itself following the initial investment.



There are three priority ERP modules based on the SDR findings. These would include Finance & Human Resources, Work Order Management and Parks & Recreation. Research supports the fact that maintaining a healthy, motivated and satisfying workplace will deliver positive outcomes beyond expectations and that is why a robust HR system is needed to support staff. Finance is the backbone of the Township. Financial sustainability requires valid and reliable information with a minimum of clerical work. This transfer of energy to an automated approach will provide more time for analysis and decision-making.

The current Work Order process is inconsistent, difficult to track for time/cost and does not reflect the value of the work and the quality control standards related to the work. The ERP Work Order Management module will help standardize the approach while eliminating wasted time, money and negative quality impact that is currently apparent.

The third priority module is Parks & Recreation. This service area will continue to be an essential community service, especially with a growing population.

Typically, it takes larger municipalities approximately 3-5 years to migrate everyone completely to a new ERP system. Plympton-Wyoming can target a 1 to 2-year transition. Some municipalities impose a deadline for transition but that is not recommended in P-W until the conversion rate to paperless exceeds 60%. Incentives may be needed for the final push to paperless.

1.2 Recruit HR Specialist/Health & Safety Coordinator

Human Resources has been part of the CAO's responsibilities with input from her Directors, especially the Fire Chief, due to the number of personnel in that Department. The CAO is a former Planner, but she does not have formal HR training or accreditation. HR responsibilities, reporting and tasks have taken up a considerable amount of the CAO's overall time.

The recommended solution is to recruit an HR Special-

ist/Health & Safety Coordinator in a middle management coordinator position who will report to the CAO. The HR Specialist can help standardize HR administration and policies while reducing legal exposure for the town. Communications can be included in the accountabilities for this role for consistency across departments. The HR position will also be responsible for the standardization of performance management systems and succession plans that need to be current and updated annually.

The CAO's Executive Assistant has been supporting the Fire Chief as well as the CAO. This support can continue until the new Fire Chief is recruited and selected. Once this person has been oriented to their new role, he/she can review the recommendation to recruit and select a part-time Administrative Assistant for the Fire & Emergency Services. The Assistant will take on responsibilities currently assigned to the CAO Executive Assistant, including the coordination of data management using FirePro software.

Human Resources - Implement Accountabilities System

There is significant overlap and task migration among various positions in the municipality. In anticipation of other recommended changes, the consultant is recommending the use of the Accountability System. This approach involves outlining each position with 5-8 descriptive, bottom-line end results that are expected to be delivered by each position. Each Accountability should have a set of performance standards on two levels: 1) ideal position performance, and 2) current performance by the person in the position for tracking and supporting professional development.

The Accountability System adds clarity to every role and is far superior to a general job description. If a position has more than eight Accountabilities, the position will require more than 35-40 hours to deliver the expected results. The Accountability System can be managed through the recommended ERP system or manually and it helps to identify position overlap and



task migration. This approach also identifies the inherent knowledge that resides in the role so that strategies can be developed for knowledge management and sharing to mitigate exposure due to unexpected or forced turnover.

1.3 Update Council Governance Model & Rules

The municipal election preparation will begin again this year. This is an opportunity to review and update the current Council Governance Model and associated rules. It would be ideal to involve the current council in the update, but this could also occur as part of the onboarding process for the next council.

1.4 Document All Departmental Workflow Processes

Prior to the implementation of the ERP modules, all Departments need to document their workflow processes for all tasks that require multiple steps to complete. The workflows should be diagrammatic with numbered steps and include descriptive narrative regarding what is being done, who is responsible to do it, the type of task (decision, document, sign-off, etc.).

All workflows need to be dated with version numbers and updated whenever the workflow diagram/description does not match reality.

1.5 Implement Project Management Software

A recommendation that could be in the category of “low hanging fruit” is the implementation of an online project management system for use in all departments. This technology is evolving to the point that the learning curve is minimal, and the software can reside on all desktop and mobile devices. The information can be shared across departments, where applicable.

The consultant recommends implementing the software in the Operations Department as a trial, and then expanding to other Departments after 3-6 months of runtime using the selected system.

2. Corporate Services – Municipal Election, By-laws, Planning, Building & Development, Freedom of Information, Agenda & Minutes

2.1 Recruit a Deputy Clerk

The 2022 election will begin ramping up early this year. Lessons learned from the previous cycle suggest that a Deputy Clerk will be essential to ensure a smooth election process. There was a 17% increase in voter turnout in the last election. The amount of work that is attached to this Accountability is considerable, but largely unseen by most people with the exception of the CAO.

The Deputy Clerk will support the Clerk for all of the other day-to-day accountabilities attached to the Clerk's office.

2.2 Expand Planning Capacity

There is considerable evidence that supports this recommendation. The increasing quantity and associated complexity of permit applications has been challenging. This has created a need for the town's Clerk to provide support for Planning tasks. This has worked temporarily because the Clerk has Planning experience, but the arrangement is not sustainable in a growing municipality.

Population growth will exceed 20% in the next decade and there is expanding need for Planning services that to meet the public's service expectations. There is also the inter-departmental need for planning information that impacts Council's decision-making.

The county is currently subsidizing the Planning position, but the municipality has outgrown this arrangement. The town requires an additional Planner, and the county has indicated that they will subsidize this additional position, as well. A Planning Technician will support the two Planners who will report indirectly to the Plympton-Wyoming CAO.



3. Financial Services

3.1 *Implement Finance ERP Module*

The Treasurer & Deputy CAO is competent, effective, and very knowledgeable. She has demonstrated fiscally sound financial management that has helped the town get positioned for the future. FIR filings are lining up between May 31 and September 30.

The next challenge is to expand the impact of this Department by implementing Finance into the ERP system module. This change will improve system-driven cost/benefit financial analysis and options that can inform decision-making for the other Departments and Council. The learning curve will be quickly offset by significant efficiencies.

3.2 *Increase Frequency & Consistency of Grant Applications*

Finance is typically responsible for grant applications in municipalities. This process that involves the sourcing, review and tracking of potential grants is an Accountability of Treasury/Finance and is coordinated with other Departments.

The availability of appropriate grants is not predictable but establishing an annual target and range for applications based on historical submissions, successes and failures will highlight the importance of this activity.

4. Fire & Emergency Services

The consultant was engaged in the SDR during the controversy that engulfed the Department. But it is important to note that the Fire Chief and senior staff were fully cooperative, professional and helpful to the consultant during a stressful time.

Call volume is temporarily down by 33% and EMS was operating at 50% capacity during the late spring and summer 2020. Firefighter staffing was a challenge during the study period, but recruitment and training plans were fully underway.

Although the call volume is temporarily down due to the pandemic, the growing compliance requirements of the Fire Protection and Prevention Act (1997) translates into additional time invested in new training, reporting and equipment maintenance. Turnover with a volunteer firefighting team is normal, but an ongoing challenge to keep the town at peak response levels. The addition of a dedicated, part-time Fire and EMS Administrative Assistant will provide consistency and help alleviate some of the workload on other administrative staff.

The Fire and EMS equipment is current with new truck acquisitions. The equipment amortization schedules are excellent, and both fire halls are in good shape although they could use some reorganization to gain additional efficiency. Some of the older equipment is being sold to other jurisdictions thus recouping some of the costs.

Fire Services is demonstrating how innovative it can be by equipping trucks with the firefighters' gear so that the firefighters can travel directly to the call sites from their residences that are located throughout the county.

Human Resources is currently coordinated through the CAO. This situation will be improved by the recruitment of an HR Specialist who will assume this responsibility and report to the CAO.

4.1 *Develop Reliable System for Data Input & Tracking*

It was difficult to access fire-related data during the study. Further investigation revealed that nobody is designated and fully responsible in the stations for doing the electronic input of incidents, accidents, hazard identification, time allocation, etc.

The appointment of a Fire Administrator will result in the design of a data workflow process and accountability that will keep the department current.



5. Operations – Roads, Parks, Pool & Splash Pad, Recreation, Water/Sewer

The Director of Public Works is responsible for all Operations in Plympton-Wyoming. It's a big job that has become too big. That is not to imply that the Director is under-performing because that is not the case — quite the opposite. But, like the comments about the Planning position, the current situation is not sustainable in a municipality with projected population growth of 20% over the next 10 years.

There are numerous challenges in Operations, but the Director's strong relationship with the county has developed a clear understanding about service levels for waste management, road connections and line painting. There was a new roads study on the horizon that is likely to reveal the difficulty maintaining the grading on tar and chip rural roads that are being beaten up by new, larger, heavier farming equipment.

Climate change is being factored in as a variable in capital projects, especially for storm water management. This initiative puts Plympton-Wyoming on the leading edge for jurisdictions of like size. The consultant was unable to find significant cost savings in departmental line items, but the Director has identified the wastewater contract as an opportunity in that regard. It would be advantageous to have the Treasurer conduct an independent review of the Department's costs on a quarterly basis.

Camlachie is under-serviced by the town. There are no paved shoulders, no trails and no alternate access roads. This is an historical state that needs to be reconciled for the residents in that area of Plympton-Wyoming.

There is no policy for brush disposal at the moment. This could be a low-cost initiative with high yield in public appreciation. Another initiative that doesn't quite make the level of a formal recommendation is the creation of a designated dog park. This could be a

very easy addition to the town's services. The Canadian Veterinary and Medical Association (CVMA) says that 35% of Canadian households have dogs. This solution would divert people from parks and cemeteries and provide an organized area to socialize and exercise their pets.

There are also multiple calls from the public (based on the interviews) to continue the beautification efforts for downtown.

5.1 *Separate Parks & Recreation and Public Works*

The consultant recommends that Parks & Recreation and Public Works should be separated into two distinct functions under the Operations Department with a designated Parks & Recreation Coordinator. The reorganization will formalize what is evolving in the department and clearly assign performance accountability. The new structure will also help direct and prioritize workflows and tasks in the two functional areas. The growing population will place additional focus on Parks & Recreation facilities, events, and community engagement. All bookings for community events will be coordinated through Parks & Recreation.

5.2 *Fasttrack Design/Build of New Public Works Building*

This recommendation involves accelerating the plan to build a single Public Works building whether that is at Reeces Corners, an expanded footprint at Reeces via a land purchase or a completely new site. The estimate for the new building is \$3.5 million with \$1.9 million in reserves. The consultant did not verify the estimate, but it seems low considering that the new building will need to accommodate all Public Works personnel and equipment. If capital needs to be borrowed, this is a perfect time to make that happen with some of the lowest interest rates in recent history.

The current Reeces Corners building is beyond salvage. The compliance with fire code is unknown, but the consultant has enough experience in this regard to state that the building would not be anywhere near compliance. It is a dangerous, unhealthy workplace.



5.3 Close Wyoming Public Works Facility

A new Public Works building will replace the need for the Wyoming Public Works facility. This site can be closed and integrated into the new building.

5.4 Develop a Cost/Benefit Analysis for Phase II of the Public Works Project

The Public Works project presents an opportunity to design a future municipal office on the same site as the new Public Works building. This will be an option in 3-5 years when the current municipal office can no longer be expanded. An updated cost/benefit analysis for this option will need to be developed for Council approval.

SDR Implementation Plan & Risk Assessment

— The Next Step

Figure 7

The SDR recommendations are largely focused on the organizational structure and systems in Plympton-Wyoming. The next step will be to develop a thorough implementation plan, conduct research and testing for the enterprise resource planning system, and prepare a communication plan that will help all stakeholders understand both the need and the timetable for change.

The consultant has prepared a table that addresses the various factors involved with the successful implementation of the SDR recommendations. The questions outlined in figure 7 will provide a roadmap to navigate the SDR implementation across five dimensions:

1. Staff,
2. Mayor & Council,
3. P-W Community,
4. Asset Management, and
5. Environment.

	TYPE OF RISK	QUESTIONS
RISK ASSESSMENT FOR SDR IMPLEMENTATION - ONGOING	STAFF	<ol style="list-style-type: none"> 1. What is the likely reaction from staff? 2. What is the likelihood of low levels of staff engagement or contribution 3. Do the staff assigned to implement changes have the necessary workload capacity and skill levels? 4. Are managers able to lead staff through change? 5. Could changes in staff positions/responsibilities help leverage & sustain changes?
	MAYOR & COUNCIL	<ol style="list-style-type: none"> 1. Do the elected officials need support to analyze the information arising from the SDR process? 2. Does the Council understand the benefits of continuous improvement and change? 3. Are they committed to driving change? 4. How can Council best support the community through the changes to service provision?
	P-W COMMUNITY	<ol style="list-style-type: none"> 1. How are the proposed changes likely to affect the community? 2. Does the community have the capacity to understand and communicate their needs as they relate to service delivery functions and/or service delivery levels? 3. How can the Town of Plympton-Wyoming communicate SDR changes to the community? 4. How can the community be engaged to "take their temperature" regarding SDR changes? 5. Will the community have to pay more and, if so, how can the tax increase be justified?
	ASSET MANAGEMENT	<ol style="list-style-type: none"> 1. Could there be changes in asset usage? 2. Will the Council need to dispose of or acquire assets? 3. Are the future asset requirements known? 4. Do the right asset management skills exist?
	ENVIRONMENT	<ol style="list-style-type: none"> 1. What could be the effect of SDR changes on the environment? 2. Are the potential effects consistent with environmental planning?



The recommendations will be converted into objectives, actions, and details. The implementation plan records and tracks the changes related to each recommendation that are not be readily apparent in the SDR Report, e.g., cross-departmental impact analysis. The implementation plan will be facilitated by the consultant who will work with the CAO and her senior team with input from staff.

In developing the implementation plan, it is important to incorporate Council's directions and changes following the presentation of the final SDR Report. The recommendations are prioritized based on community needs and operational urgency. Progress will be summarized each month by the senior team and reported quarterly to Council.

The following is a summary of the implementation plan:

- Define changes to policy, process and resources
- Identify who is responsible individual managers, cross-departmental teams
- List stakeholders who are impacted by the change
- Cost breakdown for the changes
- Timing of changes
- Expected outcomes, including efficiency savings
- Overall impact on annual budget and financial plan
- Outline how the changes in process and outcomes will be evaluated

Any changes to staff positions will be managed in accordance with current HR standards, regulations and union considerations.



APPENDIX A

PLYMPTON-WYOMING SDR FRAMEWORK (LINEAR)



Town of Plympton-Wyoming | Service Delivery Review—March - Sept 2020

The Framework for the Plympton-Wyoming SDR

The seven steps in a service delivery review with evaluation during all steps.

<p>01</p> <p>ESTABLISH THE BUILDING BLOCKS</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Understand the building blocks required as a foundation for an effective service review project 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Assessment of readiness
<p>02</p> <p>SET UP THE PROJECT</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Decide on guiding principles ➤ Agree objectives, scope and resources ➤ Establish a review team structure ➤ Identify stakeholders ➤ Draft an evaluation framework ➤ Create templates and tools ➤ Draft the project plan 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Draft project plan ➤ Evaluation framework
<p>03</p> <p>GATHER EXISTING INFORMATION</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Design a service statement template ➤ Identify and strategically group services and sub-services ➤ Gather and record information about services ➤ Set review priorities 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Service set ➤ Service statements ➤ List of review priorities ➤ Final project plan
<p>04</p> <p>ANALYZE SERVICES</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Develop an order of analysis ➤ Examine service levels ➤ Review service delivery models ➤ Consider service consolidation ➤ Conduct financial and other relevant analyses ➤ Undertake initial risk assessment ➤ Summarize change options 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Summary Report ➤ List of approved options for stakeholder engagement
<p>05</p> <p>ENGAGE STAKEHOLDERS</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Document change options in plain English ➤ Undertake stakeholder engagement ➤ Produce final change recommendations ➤ Finalize risk assessment 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Recommendations for SDR Summary Report
<p>06</p> <p>SDR SUMMARY REPORT</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Develop implementation plan ➤ Implement and monitor ➤ Develop project exit strategy 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Implementation Plan
<p>07</p> <p>EVALUATE & DRIVE CONTINUOUS IMPROVEMENTS</p>	<p>Activities</p> <ul style="list-style-type: none"> ➤ Evaluate review processes and changes ➤ Report outcomes and share learnings ➤ Drive continuous improvement ➤ Evaluation report 	<p>Outputs</p> <ul style="list-style-type: none"> ➤ Service Delivery Report Updates ➤ Cross-reference Strategic Plan, Goals & Objectives

EVALUATION



APPENDIX B

WHITBY WINTER ROAD MAINTENANCE

WHAT TO EXPECT AFTER A SNOWFALL



WHITBY WINTER ROAD MAINTENANCE

What to Expect After a Snowfall

The Town maintains more than 1,140 lane kilometres of road and 320 kilometres of sidewalk.

During the winter, this includes sanding, salting, grooming, plowing and snow removal. To prepare and respond quickly, the Town receives and analyzes four local weather forecasts each day.



10 cm

Plowing and salting of residential roads and lanes (Beech Street, Cedarbrook Drive, Lloyd Street, etc.) and small local roads (cul-de-sacs, dead-end streets, etc.).



8 cm

Plowing and salting of secondary roads, minor collectors (Garden Street, Anderson Street, Carnwich Drive, etc.) and connector roads within subdivisions (Watford Street, Arthur Street, Athur Street, etc.), cycle lanes and sidewalks on major roads.



5 cm

Salting and possible plowing of major roads (Dundas Street, Brock Street, etc.), sidewalks and cycling lanes in downtown cores and at school crossings.



2.5 cm

Plowing based on safety concerns and salting as needed.



Snow is forecasted

Road and sidewalk patrolling and/or anti-icing liquid and salt/sand application

Crews dispatched every 2 to 4 hours

Up to 6 hours for crews to clear

Up to 16 hours for crews to clear

Up to 24 hours for crews to clear





APPENDIX C

PLYMPTON - WYOMING ORGANIZATION CHART

