



Municipality of Huron East Council Meeting Minutes
Council Chambers
2nd Floor, 72 Main Street South, Seaforth
Tuesday, October 18, 2022

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Robert Fisher; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Larry McGrath, Alvin McLellan, Justin Morrison, Zoey Onn, Joe Steffler, and Gloria Wilbee

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance – Treasurer Stacy Grenier; and Public Works Manager Barry Mills

Others Present:

Sana Malik, KPMG (Item 6.1)

Bruce Peever, KPMG (Item 6.1)

Huron County Planner Jenn Burns

1. Call to Order and Opening Remarks

Mayor MacLellan called the meeting to order at 7:00 p.m.

2. Land Acknowledgement

Mayor MacLellan provided the land acknowledgement.

3. Confirmation of the Agenda

Moved by Deputy Mayor Fisher and Seconded by Councillor Diehl:

That the Agenda for the Regular Meeting of Council dated October 18, 2022 be adopted as circulated.

Carried

4. Disclosure of Pecuniary Interest

None declared.

5. Minutes of Previous Meeting

Moved by Councillor Morrison and Seconded by Councillor Chartrand:

That Council of the Municipality of Huron East approve the following Council Meeting

Minutes as printed and circulated:

5.1 Regular Meeting – October 4, 2022

5.2 Public Meeting – October 4, 2022

Carried

6. Public Meetings/Hearings and Delegations

6.1 Delegation: Sana Malik and Bruce Peever, KPMG re: Service Delivery Review

S. Malik and B. Peever from KPMG appeared before Council to present the top ten opportunities as identified through the service delivery review process. A copy of the presentation is [appended](#) to the original minutes.

Council noted their appreciation of the report and the time and effort involved.

6.2 Public Meeting re: Zoning By-law Amendment for Concession 1, Part Lots 69 and 70, Grey Ward (Marcrest Holdings Inc.)

Moved by Deputy Mayor Fisher and Seconded by Councillor Wilbee:

That the Council of the Municipality of Huron East adjourn the regular meeting of Council at 7:28 p.m. to go into a Public Meeting to discuss the following:

- a) Zoning By-law Amendment for Concession 1, Part Lots 69 and 70, Grey Ward (Marcrest Holdings)

Carried

Council reconvened at 7:34 p.m.

7. Accounts Payable - \$4,279,109.60

Moved by Councillor Wilbee and Seconded by Councillor Morrison:

That the accounts payable in the amount of \$4,279,109.60 be approved for payment.

Carried

8. Reports & Recommendations of Municipal Officers

8.1 CAO-22-52, Municipal Service Delivery Review

CAO Brad McRoberts outlined how the opportunities presented in the report will be used in the strategic planning process for the new Term of Council.

Moved by Deputy Mayor Fisher and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East accept the Municipal Service Delivery Review completed by KPMG, as presented.

Carried

8.2 FIN-22-11, 3rd Quarter Variance Report - 2022 Budget

Director of Finance – Treasurer Stacy Grenier provided an overview of the 3rd quarter variance report noting that revenues and expenditures are on target for 2022.

Moved by Councillor Diehl and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East receive the report on 3rd Quarter Variance Report-2022 Budget for information.

Carried

8.3 CLK-22-21, Part Lot Control Exemption - Briarhill Road – Residential Development – Baker Planning Group (Pol Quality Homes)

Moved by Councillor Chartrand and Seconded by Councillor Wilbee:

That the Council of the Municipality of Huron East consider the By-law to provide exemption from Part Lot Control for Briarhill Road Residential Development in Seaforth, Municipality of Huron East, County of Huron.

Carried

8.4 CLK-22-22, Animal Control By-law – Kennel Licensing

Clerk Jessica Rudy provided an overview of the By-law noting the specific changes to the kennel licensing section which includes maximum number of dogs/puppies, sanitization requirements and a grandfather clause of five years for current kennels.

Moved by Councillor Morrison and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East consider the Animal Control By-law for approval.

Carried

8.5 PW-22-11, Brussels Subdivision – Bryans Street & Anderson Drive Project No. 319009-H GM BluePlan – Hydro Tender

Public Works Manager Barry Mills provided the results of the hydro tender for the Bryans Street and Anderson Drive project in relation to the Brussels subdivision, noting that Kurtis Smith Exacting Inc. was the only respondent.

In response to Council, it was reported that the tender package was provided to all pre-approved Festival Hydro contractors.

Moved by Councillor Morrison and Seconded by Councillor Wilbee:

That the Council of the Municipality of Huron East accept the tender of Kurtis Smith Excavating Inc. in the amount of \$274,364.00 including all provisional items,

contingency allowance and 13% HST, for Hydro Servicing and Street Light installation on Bryans Street and Anderson Drive in Brussels.

Carried

8.6 PW-22-12, 2007 Volvo G960 Replacement

Public Works Manager Barry Mills provided an overview of the maintenance and repairs that have been completed on the grader to date and the opportunity to trade in the 2007 Volvo for a 2016 John Deere.

Moved by Councillor Steffler and Seconded by Councillor McLellan:

That the Council of the Municipality of Huron East authorize the Public Works Manager to trade the Municipality's 2007 Volvo Grader to Jade Equipment Company LTD. for a 2016 John Deere 770G E005576 with a difference in value of \$198,300 plus Huron East portion of the HST being \$3,490.47;

And That the funds be taken from unrestricted reserves being the Equipment reserves \$100,000 and the Vibrancy funding reserves \$101,491 be used for the purchase.

Carried

Moved by Councillor Morrison and Seconded by Councillor Chartrand:

That Huron East Council receive the following Reports of Municipal Officers as presented:

- (1) CAO
- (2) Director of Finance -Treasurer
- (3) Clerk
- (4) Public Works Manager

Carried

9. Correspondence

9.1 Municipality of Morris-Turnberry re: Federal Electoral District Redistribution

Council discussed the motion from the Municipality of Morris-Turnberry and concluded that along with a letter of support a similar motion will be brought forward to Council.

Moved by Councillor Diehl and Seconded by Councillor Onn:

That the Council of the Municipality of Huron East support the resolution from the Municipality of Morris-Turnberry regarding the proposed plan for the redistribution of federal electoral districts in Ontario.

Carried

9.2 County of Huron re: Consultation Request for Implementation of Legislation on Cannabis Regulation

Council discussed the motion from the County of Huron and concluded that along with a letter of support a similar motion will be brought forward to Council.

Moved by Councillor Wilbee and Seconded by Deputy Mayor Fisher:

That the Council of the Municipality of Huron East support the resolution from the County of Huron regarding enhanced consultation with municipal governments when drafting and implementing legislation and regulations dealing with matters related to cannabis production.

Carried

9.3 Seaforth Lions Club re: Request for Road Closure for the Santa Claus Parade

Moved by Councillor Onn and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East approve the request from the Seaforth Lions Club to temporarily close Main Street in Seaforth on Friday, November 25, 2022 from 6:30 p.m. until 8:30 p.m. for the Santa Claus Parade.

Carried

10. Unfinished Business

11. Municipal Drains

11.1 Court of Revision re: Baker Municipal Drain

Councillor McLellan reported out from the Court of Revision meeting held on October 18, 2022 at 6:00 p.m. for the Baker Municipal Drain and stated the following motion was passed:

Moved by Councillor Diehl and Seconded by Councillor Chartrand

That the appeal of Dawn Yundt to the Court of Revision for the Baker Municipal Drain be acknowledged and that the Schedule of Assessment for the Baker Municipal Drain be amended as follows:

Decrease the benefit assessment by \$10,390 to D. Yundt property and;

Increase the benefit assessment by \$4,890 to R. Schlumpf; \$3,690 to H. Friesen and \$1,810 to Huron East (Frederick Street).

Carried

Councillor McLellan noted that the Court of Revision process was unclear to the appellant and the appeal was heard at the meeting, opposed to in writing, which is

allowed at the discretion of the Chair. It was suggested that Council, staff and engineers continue to work with landowners during municipal drain improvements as it is not a commonly know process.

12. Planning

12.1 Recommendation of Council re: Zoning By-law Amendment for Marcrest Holdings Inc., for the Lands Legally Known as Concession 1, Part Lots 69 and 70, Grey Ward

Moved by Councillor Diehl and Seconded by Councillor Onn:

Whereas the Council of the Municipality of Huron East has held a public meeting pursuant to Section 34(12) of the Planning Act, 1990 with respect to the proposed Zoning By-law 087-2022;

And Whereas no public comments were received on this application;

And Whereas no agency comments were received on this application;

Now Therefore, pursuant to Section 34(18) of the Planning Act, 1990, Council concurs with the October 14, 2022 Planning Report and recommends By-law 087-2022 for approval.

Carried

13. Council Reports

13.1 Council Member Reports

13.1.1 County Council Report

It was noted that the County of Huron is in a Lame Duck situation thus restricting the actions of Council.

13.1.2 Other Boards/Committees or Meetings/Seminars

Mayor MacLellan noted that the Rural Talks to Rural Conference is underway in Brussels, at the Four Winds Barn, and recognized that many of the Huron East Councillors are attending.

13.2 Requests by Members

13.3 Notice of Motion

Councillor McLellan provided notice for a motion for Members of Council to consider voluntarily donating a small portion of mileage expenses to a green fund such as planting trees.

Deputy Mayor Fisher requested the Huron County report on waste reduction be added to the next agenda as background for a future motion to accept and adopt the plan for Huron East.

13.4 Announcements

Councillor Chartrand announced that certificate of excellence received from the Seaforth Legion was presented to Tanner Glanville at the Town Hall.

Councillor McLellan announced that the Drive Thru Ethel Community supper will be held on October 30th, 2022 from 4p.m. to 6 p.m.

14. Information Items

14.1 Council Expenses for September 2022

Received for information

14.2 Ministry of Municipal Affairs and Housing re: Thank you for Contributions and Support Offered to the Ministry of Municipal Affairs and Housing

Received for information.

Moved by Councillor Morrison and Seconded by Councillor Diehl:

That Huron East Council receive the following Board and Committee meeting Committee minutes as submitted:

14.3 Seaforth & District Community Centre Management Committee – October 11, 2022

14.4 Water and Sewer Committee – October 11, 2022

Carried

15. Other Business

16. By-laws

Moved by Deputy Mayor Fisher and Seconded by Councillor Onn:

That Be It Hereby Resolved that leave be given to introduce By-laws 77, 86, 87, 88 and 89 for 2022.

By-law 077-2022 – A By-law to Regulate Animal Care and Control with the Municipality of Huron East and Repeal By-law 44-2015

By-law 086-2022 – A By-law to Exempt Certain Lands from Part Lot Control, - Briarhill Road, Seaforth

By-law 087-2022 - A By-law to Amend the Zoning on Concession 1 Part Lots 69 and 70, Grey Ward

By-law 088-2022 - A By-law for Temporary Road Closure in Seaforth for the Santa Claus Parade

By-law 089-2022 – Confirm Council Proceedings

Carried

Moved by Councillor Morrison and Seconded by Councillor Wilbee:

That Be it Hereby Resolved By-law 077-2022, A By-law to Regulate Animal Care and Control with the Municipality of Huron East and Repeal By-law 44-2015 be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Diehl and Seconded by Councillor Onn:

That Be it Hereby Resolved By-law 086-2022, A By-law to Exempt Certain Lands from Part Lot Control, - Briarhill Road, Seaforth be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Deputy Mayor Fisher and Seconded by Councillor Morrison:

That Be it Hereby Resolved By-law 087-2022, A By-law to Amend the Zoning on Concession 1 Part Lots 69 and 70, Grey Ward, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Morrison and Seconded by Councillor Chartrand:

That Be it Hereby Resolved By-law 088-2022, A By-law for Temporary Road Closure in Seaforth for the Santa Claus Parade, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

17. Closed Session And Reporting Out (Section 239 Of The *Municipal Act*, 2001)

18. Confirmatory By-law

Moved by Councillor Diehl and Seconded by Councillor McLellan:

That Be It Hereby Resolved that By-law 089-2022, a By-law to confirm the proceedings of Council, be given first, second, third and final reading and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

19. Adjournment

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

The time now being 8:28 p.m. That the regular meeting do adjourn until November 1, 2022 at 7:00 p.m.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

Municipality of Huron East

Service Delivery Review

Final Report
—
October 18, 2022

Disclaimer

This report has been prepared by KPMG LLP ("KPMG") for the Municipality of Huron East ("Client" or "Municipality") pursuant to the terms of our engagement agreement with Client dated April 28, 2022 (the "Engagement Agreement"). KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than Client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

The information provided to us by Client was determined to be sound to support the analysis. Notwithstanding that determination, it is possible that the findings contained could change based on new or more complete information. KPMG reserves the right (but will be under no obligation) to review all calculations or analysis included or referred to and, if we consider necessary, to review our conclusions in light of any information existing at the document date which becomes known to us after that date. Analysis contained in this document includes financial projections. The projections are based on assumptions and data provided by Client. Significant assumptions are included in the document and must be read to interpret the information presented. As with any future-oriented financial information, projections will differ from actual results and such differences may be material. KPMG accepts no responsibility for loss or damages to any party as a result of decisions based on the information presented. Parties using this information assume all responsibility for any decisions made based on the information.

No reliance should be placed by Client on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

Project Overview

Municipality of Huron East
Service Delivery Review
Final Report

Project Overview



Project Objectives

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

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

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



Project Drivers

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

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

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



Project Timing

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

Work Plan and Progress

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

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




Top Opportunities

Municipality of Huron East
Service Delivery Review
Final Report

Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Municipality implements the change. The definition for each assessment criteria is outlined below.

Assessment Criteria	Definition
FINANCIAL IMPACT	Opportunity's impact on the Municipality's operating and capital budgets. <ul style="list-style-type: none">Green: Positive impact or strongly aligned to operating and capital budget.Yellow: Neutral impact or somewhat aligned to operating and capital budget.Red: Negative impact or not aligned to operating and capital budget.
CITIZEN IMPACT	Opportunity's impact on municipal service delivery or citizen experience. <ul style="list-style-type: none">Green: Positive impact or strongly aligned to municipal service delivery or citizen experience.Yellow: Neutral impact or somewhat aligned to municipal service delivery or citizen experience.Red: Negative impact or not aligned to municipal service delivery or citizen experience.
RISKS	Assessment of the impact of potential barriers/risks to the implementation of the opportunity. <ul style="list-style-type: none">Green: No barriers/potential risks to the implementation of the opportunity.Yellow: Some barriers/potential risks to the implementation of the opportunity.Red: Multiple barriers/potential risks to the implementation of the opportunity.
STRATEGIC ALIGNMENT	The opportunity's level of alignment to the Municipality's strategic priorities. <ul style="list-style-type: none">Green: Positive impact or strongly aligned to the Municipality's strategic priorities.Yellow: Neutral impact or somewhat aligned to the Municipality's strategic priorities.Red: Negative impact or not aligned to the Municipality's strategic priorities.

	Disruption Gauge: Overall impact the opportunity would have on operations and services to the Municipality. <ul style="list-style-type: none">Green: Minimal disruption to the organization.Yellow: Neutral disruption to the organization.Red: Disruption to the organization.
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7

Develop Strategic Plan & Formalize a Corporate Performance Framework



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

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8

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



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

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9

Develop a Workforce Plan to Address Service Demand and Succession Needs



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

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10

Reassess the Current Organizational Structure

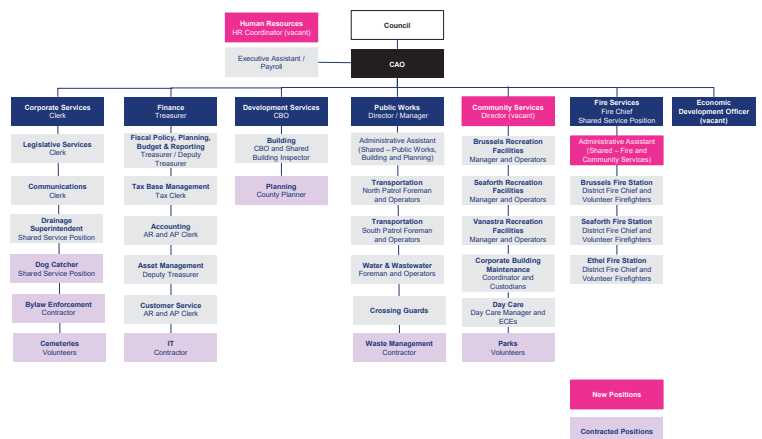


Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Human Resources	Essential				
Opportunity Description			Assessment Rationale			
<p>The CAO currently has 11 direct reports:</p> <ul style="list-style-type: none">Executive Assistant/Payroll AdministratorClerkTreasurerEconomic Development OfficerChief Building OfficialBuilding & Property CoordinatorFire Chief3 Recreation Facilities ManagersDaycare SupervisorVolunteer groups (cemetaries, parks and recreation) <p>There is an opportunity to re-evaluate the organizational structure to balance leadership's span of control while providing necessary oversight of operations and guidance to staff.</p> <ul style="list-style-type: none">Review the organizational design to better align with corporate strategic priorities.Consider each department's resourcing (budgeting) levels and complexity of service portfolios to be "future ready".Create synergies to further promote internal collaboration.Strategic approach to workforce management and collaboration with volunteer groups <p>The Municipality would also need to conduct a pay equity review as part of re-organization.</p>			Financial Impact	Citizen Impact		
			<p>This opportunity may require a one-time study cost.</p>	<p>An optimized, realigned staffing structure will have positive citizen impact as this opportunity will lead to more efficient and effective approach to service delivery and enhanced customer experience.</p>		
			Risks	Strategic Alignment		
			<p>There are minor risks/barriers associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none">Unsuccessful change managementLow employee engagement/satisfaction during and after the re-org	<p>This opportunity is strongly aligned with the Municipality's strategic priorities to modernize operations.</p>		

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11

Recommended Organization Structure



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12

Review the Special Area-Rated Tax Model



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

Review Financial Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				
Opportunity Description			Assessment Rationale			
<p>During stakeholder interviews, several staff indicated that the current version of Great Plains (the Municipality's accounting and finance software) is no longer agile enough to support operational needs and manual processes were created to work around current system limitations.</p> <p>As service areas are looking to modernize their processes, there is an opportunity to implement the latest version of Great Plains to modernize financial workflows, including updating financial policies and procedures. Functionalities that staff would like to explore include:</p> <ul style="list-style-type: none">Electronic billing capabilitiesDigital property records and property tax customer portalMore efficient and stronger budgeting and financial reporting featuresStronger system integration capabilities (i.e., customer online payments, asset management data, building and planning approvals, etc.) <p>The Municipality can also benefit from a long-term corporate financial plan to support execution of strategic priorities.</p>			Financial Impact		Citizen Impact	
			Investment is required to conduct the study and to update the accounting and finance software.		The opportunity will have an overall positive impact for residents and businesses with more efficient processes to handle citizen-facing services.	
			Risks		Strategic Alignment	
There are minor risks/barriers to this opportunity:				This opportunity is strongly aligned with Council strategic priorities by allowing the Municipality to improve workflows and promote more efficient and effective processes.		
<ul style="list-style-type: none">Failure of leadership or employee buy-in to move away from traditional ways of doing businessUnsuccessful change managementTechnology integration and implementation challengesDelays or lack of IT support from internal resources or external vendors						

Coordinate Asset Management Responsibilities between Departments



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Finance	Financial Management	Mandatory				
Opportunity Description			Assessment Rationale			
<p>Finance is responsible for asset management; however, Finance relies on individual departments responsible for maintaining the physical assets to update the asset registry and maintenance data.</p> <p>There is an opportunity to coordinate asset management responsibilities between various departments to improve the asset management program and maintenance of asset management data, specifically:</p> <ul style="list-style-type: none">Improve the collection and use of CityWide dataRecord building condition assessments in the asset management system (records are currently maintained manually)Develop a strategic funding approach to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, facilities and parks, etc.) and to clarify how capital projects are prioritizedImprove cross-departmental collaboration and information sharing. Clarify who is responsible for timely updating asset data in the asset management system.			Financial Impact		Citizen Impact	
			This opportunity would have no impact to the Municipality's operating and capital budget of achieving a more efficient asset management model.		The opportunity does not directly impact citizens or customers, but will have an overall positive indirect impact through improved asset management practices of maintaining infrastructure.	
			Risks		Strategic Alignment	
			There are minor risks/barriers to this opportunity:		This opportunity is strongly aligned with the Municipality's strategic priorities to invest in infrastructure.	
			<ul style="list-style-type: none">Failure of leadership or employee buy-in to move away from traditional ways of doing businessUnsuccessful change managementLack of staff capacity to timely update asset management data			

Update Building and Planning Services Processes



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Building and Planning	Building and Planning Services	Mandatory				
Opportunity Description			Assessment Rationale			
<p>Building and Planning Department is undertaking the initiative to digitize land management records. There is an opportunity to implement an e-permitting system to digitize the building permit process. Process modifications include:</p> <ul style="list-style-type: none">Implement a cloud-based platform to review/markup drawingsSchedule online inspection requestsDocument key procedures and checklists <p>Review of development applications is a highly manual process, including working with the County and commenting agencies to process applications timely. There is an opportunity to also digitize the planning application review and approval process to manage review timelines, track application status, streamline communication and documentation retention. In addition, public education of application procedures is needed to facilitate submission of complete applications and minimize re-submissions/revisions.</p> <p>The resourcing model for Building and Planning could also be re-evaluated to meet service demand and current/new legislative requirements.</p> <p>Finally, the Municipality could also review the application fee structure to determine the reasonableness of cost recovery.</p>			Financial Impact		Citizen Impact	
			<ul style="list-style-type: none">Financial investment is needed to implement an e-permitting software and to digitize building and planning application procedures.Investment may be needed to add more resources to Building and Planning Services to implement change and to align with service demand.There will also be a one-time fee to conduct a fee structure review.		An end to end review of the application process will have a positive citizen impact because digitization and process improvement initiative will lead to a leaner, more efficient and effective approach to service delivery for building, planning and development applications.	
			Risks		Strategic Alignment	
			There are minor risks/barriers to this opportunity: <ul style="list-style-type: none">Failure of leadership or employee buy-in to move away from traditional ways of doing businessUnsuccessful change managementTechnology integration and implementation challengesDelays or lack of IT support from internal resources or external vendors		This opportunity strongly aligns with the Municipality's strategic priorities of economic growth.	

Implement an Online Booking and Registration System



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Recreation and Parks Services, Daycare Operations	Traditional				
Opportunity Description			Assessment Rationale			
<p>Facility bookings and program registration are done manually by each recreation facility and at the daycare centre. There is an opportunity to implement an online booking and program registration system to allow customers to register recreation programs, and use of parks, community centres/recreation facilities and the daycare centre.</p> <p>Moving towards an online system allows the Municipality to improve customer service by allowing citizens the ability to access services 24/7. A central system also allows staff to organize resources more efficiently and to use data to make business decisions. Other benefits to using a digital platform include:</p> <ul style="list-style-type: none">• Simplify facility booking and program registration administration• Track sales and registration data to better understand community interests and needs• Automate billing and payments			Financial Impact		Citizen Impact	
			There is a one-time cost to implement a booking system and annual fees to maintain the system. The investment will help generate service efficiency.		Implementing an online booking and registration system will have a positive impact on Huron East residents with more convenient services.	
			Risks		Strategic Alignment	
			There are minor risks/barriers to this opportunity: <ul style="list-style-type: none">• Failure of leadership or employee buy-in to move away from traditional ways of doing business• Unsuccessful change management• Technology integration and implementation challenges• Delays or lack of IT support from internal resources or external vendors		This opportunity strongly aligns with the Municipality's strategic priorities of improving customer service.	

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



Department	Services	Service Type	Financial Impact	Citizen Impact	Risks	Strategic Alignment
Office of the CAO	Daycare Operations	Discretionary				
Opportunity Description			Assessment Rationale			
<p>Daycare operations is a discretionary service provided by the Municipality due to a lack of child care providers within the community.</p> <p>The Municipality provides direct delivery of daycare services at the Vanastara Early Learning Centre. Other Child Care and Early Years Services are managed and delivered by Huron County. The Vanastara Early Learning Centre provides licensed child care for up to 40 children, ages 0 – 4, and also provides before and after school care to children. The Centre is responsible for maintenance of daycare facilities, including compliance with ministry requirements of health and safety measures.</p> <p>The Centre has a long waiting list; with population and development growth the list is expected to grow. There is an opportunity for the Municipality to assess the provision and delivery model for providing child care services to address service demand.</p>			Financial Impact		Citizen Impact	
			<p>Investment is required to conduct the study to assess a revised service delivery model for child care services (for example how many registered spaces are required to meet community demand).</p>		<p>The opportunity will have an overall positive impact for residents with more options for childcare within the community.</p>	
			Risks		Strategic Alignment	
			<p>There are minor risks/barriers to this opportunity:</p> <ul style="list-style-type: none">• Opposition by citizens that increase in service delivery may potentially result in increase in tax levy• Inability to attract child care staff to provide the services• Perception within community that child care will be utilized by non-residents		<p>This opportunity is strongly aligned with the Municipality's strategic priorities to provide improved customer experience and attracting talent for economic growth.</p>	

Municipality of Huron East
Service Delivery Review
Final Report

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

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

20

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

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

21

These opportunities are underway or recently completed

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

22



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