Township of South Glengarry

Service Delivery and Process Review

Final Report

—

October 28, 2022

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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.

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Project Overview

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Project Overview

Project Objectives

Township of South Glengarry (the "Township") sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered.

The objective of the review was to create a long-term sustainable framework to ensure the Township 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 are intended to help the Township 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 Principles

The Township looked 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 Council has taken a foundational approach to developing a strategic plan have used the information and recommendations from the Review to consider as part of their Corporate and Community Strategic Plans.

Project Timing

The project has been broken down into phases to allow for input and collaboration with the Township's staff and management. The review commenced in May 2022 and will be completed when the final report was presented to Council in November 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 summaries our activities from Phase 1-5 and includes the following:

- 14 interviews with Senior Management Team
- Three interviews with Council, management and key service delivery personnel
- Benchmarking analysis and interview with three comparator municipalities
- 13 process maps
- Development of service profiles
- Working Sessions to develop recommended opportunities

Completed ✔	Completed ✔	Completed ✔	Completed ✔	Completed ✔
Phase 1 **Project Initiation** Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.	**Phase 2** **Environmental Scan** Key activities included • Documentation review • Stakeholder consultation • Benchmarking and Leading Practice Review	**Phase 3** **Review Current Service Delivery Model** Summarized the different services provided by the Township in service profiles.	**Phase 4** **Opportunity Identification and Recommendation** Identified and prioritized opportunities for innovative service delivery.	**Phase 5** **Final Report & Presentation** Developed a Final Report and implementation plan that incorporates Project Team feedback. Present Final Report to Council to close out the project.

Top 10 Opportunities

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Top Opportunities Themes – Legend

Each top opportunity theme was assessed with four key impacts if the Township implements the change based on the information known at the time of issuance of this report and the criteria outlined below. Management should reassess these assessments and update as appropriate.

| Assessment Criteria	Definition
FINANCIAL IMPACT	Opportunity's impact on the Township's operating and capital budgets. • 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. • 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. • 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 Township's strategic priorities. • Green: Positive impact or strongly aligned to the Township's strategic priorities. • Yellow: Neutral impact or somewhat aligned to the Township's strategic priorities. • Red: Negative impact or not aligned to the Township's strategic priorities.

Disruption Gauge

Disruption Gauge:

Overall impact the opportunity would have on operations and services to the Township.

• Green: Positive overall impact to the organization.
• Yellow: Neutral impact to the organization
• Red: Negative impact to the organization.

Disruption Gauge

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

Department	Service Area	Service Type
Office of the CAO	Office of the CAO	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Based on the review, there is an opportunity for the Township to assess its current real estate portfolio and either repurpose or divest its under-utilized, less functional facilities/properties. Consolidating the real estate portfolio allows the Township to maintain properties in a more sustainable manner.

The Township 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 Township's operating costs, improve operational efficiency, and further enhance asset management.

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.

Assessment Rationale

Financial Impact

This opportunity would have a **minor impact** to the Township's operating budget. This opportunity will have **no capital impact**.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality of municipal service delivery.

There might be some citizens that are attached to certain facilities and may raise concerns to divest/repurpose a property.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Lack of stakeholder buy-in to repurpose/divest properties
- Insufficient information and data to assess utilization of a facility

Strategic Alignment

This opportunity is **moderately aligned** with the Township's strategic priorities of investing in infrastructure and its sustainability.

2. Develop a Workforce Plan to Address Resourcing Gaps

Department	Service Area	Service Type
Office of the CAO	Human Resources	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Staff capacity was identified as a major concern for municipal stakeholders. When combined with a recent uptick in staff turnover and backfilling, there is a need for effective retention to ensure the staffing complement is consistently equipped to meet service demands.

There is an opportunity to:

- Develop a Workforce Plan to address future retirements, including recruiting, retention and talent management strategies. The Township will also need to evaluate the redundancy/backup in staff roles and responsibilities.

- Document and/or update standard operating policies and procedures that are currently residing with long term staff. Several policies and procedures across the Township are either insufficiently documented or outdated.

- Finally, the Township could develop an internship program to attract young talent and cultivate the next generation of municipal leaders and professionals.

Assessment Rationale

Financial Impact

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:
• Training / replacement of staff knowledge
• Loss of productivity and accumulation of tasks that are in backlog

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality and consistency of municipal service delivery.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Limited support from Council
- Inability/delay in filling key positions
- Insufficient planning that may result in more disruption to the organization

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.

3. Assess the Financial Workflows to Increase Efficiency

Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Multiple stakeholders noted that the Finance Department's processes are manual (reliance on excel spreadsheets) and financial information is not readily available for personnel outside of Finance.

There is an opportunity to assess the Finance Department's workflows to reduce manual processes (e.g., budgeting, payroll, e-billing, online payment, digital property tax customer portal, reporting tools, etc.). For example:
- Provide VADIM user training to maximize VADIM functionalities
- Improve system reporting of budget vs. actual variances
- Implement financial controls to process payroll, such as approval controls or segregation of duties
- Improve system integration between VADIM and Cloudpermit of building permit and property data

Assessment Rationale

Financial Impact

This opportunity would have a **minor impact** to the Municipality's operating budget to provide VADIM training and update procedures. This Township may need **minor capital investments** to digitize processes.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience with increased efficiency in municipal procedures.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. These include:
- Failure of leadership or employee buy-in to move away from previous ways of doing business
- Technology integration and implementation challenges
- Unsuccessful change management

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.

4. Develop a Long-Term Financial Plan

Low   High
Disruption Gauge

Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Stakeholders expressed the desire for a more cohesive financial planning process to support decision-making and prioritization of operational and capital needs across the municipality.

The Township could develop a long-term financial plan that guides the Township in setting reserves, debt management, establishing investment policies, and asset management plans, etc. With a relatively low debt per household indicator, the Township has the financial flexibility to explore financing capital projects with debt.

There is also an opportunity to update financial policies and procedures (e.g., procurement, corporate cards) to support the long-term financial plan.

Assessment Rationale

Financial Impact

This opportunity would have **a minor impact** to the Township's operating budget via periodic investment in conducting long-term financial planning exercises.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience in relation to higher quality of municipal services via strategic management of financial resources.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. Some risks include:

- Failure of leadership or employee buy-in to move away from traditional ways of doing business
- Unsuccessful change management

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization and improving internal and external communications.

5. Update the Township's Tax Collection Policy

Department	Service Area	Service Type
Finance	Financial Management	Mandatory

Opportunity Description

The Township currently has approximately $3.4M in outstanding/uncollected tax. Historically, the Township has not actively pursued unpaid taxes or initiated the tax arrears process. Certain exemptions were granted to the tax collection policy. The COVID pandemic further contributed to the increase in delinquent tax amounts.

The Township should review and update the tax collection policy to better manage outstanding/delinquent taxes.

In addition, the Township could conduct an assessment base review of tax roll data, transaction activity and other property file information to identify anomalous changes or trends at the individual property level. The review could also assist in identifying errors and omissions of property valuation data. The ultimate goal of the review is to enhance the quality, accuracy, and completeness of managing the Township's tax base.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
This opportunity would have a **minor impact** to the Township's operating budget to invest in reviewing the tax collection policy and the assessment study. This opportunity will have **no capital impact**. There will be a positive financial impact to the Township's budget by reducing the amount of delinquent taxes and strengthening tax base management practices.	The opportunity will have a **negative impact on a few clients** as some residents and businesses may have a negative experience in the short-term when repaying outstanding taxes, but will be offset by long-term positive impacts as the revenue contributes to enhanced service delivery.

Risks	Strategic Alignment
There are **minor risks/barriers** associated with implementation of this opportunity. These include: • Opposition by residents impacted by the updated tax collection process.	This opportunity is **strongly aligned** with the Township's strategic priorities of enhancing economic growth and prosperity and strengthening the effectiveness and efficiency of the organization.

6. Review the Grant and Donation Policy

Department	Service Area	Service Type
Corporate Services	Legislative Services	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Based on stakeholder feedback, exceptions to the grant and donation policy are often approved, such as applications submitted after deadlines as well as applications for grants above the maximum threshold. Some applications are submitted directly to Council that are perceived to be prioritized for grant approval. The Township would also like the grant and donation program to support wider and more diversified community groups.

There is an opportunity to:
- Review the grant and donation policy to improve the application process and the impact of the grant/donation. Clarify the procedures pertaining to delegation of authority, roles and responsibilities and approval thresholds.

- Update the municipal website to better communicate the application policy and procedures.

- Delegate administrative work from the Treasurer to the Deputy Treasurer or Clerk's Office to manage the grant and donation process.

Assessment Rationale

Financial Impact	Citizen Impact
Implementation of this opportunity would have **minor financial impact** to the Township's operating budget. This opportunity will have **no capital impact**.	The opportunity will have a **positive/neutral impact** on community groups with municipal funding support to advance their organization's goals and objectives that directly or indirectly support the broader community of South Glengarry.

Risks	Strategic Alignment
There are **no significant risks/barriers** associated with implementation of this opportunity.	This opportunity is **strongly aligned** with the Township's strategic priorities of improving the quality of life in our community.

7. Digitize Municipal Processes to Improve Customer Service

Department	Service Area	Service Type
Corporate Services	Customer Service	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Majority of stakeholders acknowledged that the Township can improve customer service by further digitizing municipal processes. Suggested processes include licenses (business licenses, taxi, lottery, animal licenses), automated water bills and tax bills, and service requests and complaints (e.g., inspections, road repairs, tree removals, etc.). Currently, many processes are handled manually through the use of paper, emails, and phone calls.

Moving towards a digitized system will allow the Township to improve customer service by allowing citizens the ability to access services outside of staff hours. It will also contribute to more organized and seamless data management practices of tracking and retaining files.

Assessment Rationale

Financial Impact

This opportunity would have a **minor impact** to the Township's operating budget. There will be a one-off capital cost and ongoing operational costs to maintain the digital systems.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience by expanding accessibility of municipal services.

There are some concerns that digitization may alienate citizen groups that do not have access to technology (e.g., seniors and rural communities).

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. Some risks include:

- 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

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of strengthening the effectiveness and efficiency of the organization.

8. Enhance the Township's Corporate Website

Low   High
Disruption Gauge

Department	Service Area	Service Type
Corporate Services	Communications	Essential

Opportunity Description

During stakeholder interviews, multiple staff noted that external communication and public education needs improvement.

There is an opportunity to further enhance the Township's corporate website and the quality and frequency of communications via the various social media channels. Providing timely, accurate, and accessible information reduces public confusion and the need for staff to respond to general public inquiries.

Additional areas to consider to improve website user experience include:
- Accessibility for both disability and language barriers
- Quality of communication in areas, such as application procedures, complaint process, etc.

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Assessment Rationale

Financial Impact	Citizen Impact
This opportunity would have a **minor impact** to the Township's operating budget. There will also be a one-off capital cost to update the website.	The opportunity will have a **positive/neutral impact** on citizen experience in relation to obtaining accurate and timely municipal information.

Risks	Strategic Alignment
There are **minor risks/barriers** associated with implementation of this opportunity. These include: • Technology integration and implementation challenges • Delays or lack of IT support from internal resources or external vendors	This opportunity is **strongly aligned** with the Township's strategic priorities of improving internal and external communications.

9. Implement an Asset Management System to Track Asset Data

Department	Service Area	Service Type
Finance Infrastructure Services	Financial Management Transportation Water & Wastewater	Mandatory

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

Based on the review, the Township is currently tracking asset data manually in a decentralized model where each department is maintaining their own asset records. The individual departments provide the data to Finance for capital planning purposes.

There is an opportunity to implement an asset management system to track asset management data.

- Record building condition assessments in the asset management system (records are currently maintained manually).
- Develop a strategic funding approach to the Township's asset management program to address new development and aging infrastructure needs (roads, bridges, culverts, storm sewers, water, wastewater, buildings, etc.) and to clarify how capital projects are prioritized.
- Improve cross-departmental collaboration and information sharing. Establish clear roles and responsibilities between departments.
- Implement a work order management system to manage and track all operational and maintenance work by asset, including all facility and fleet maintenance activities.

Assessment Rationale

Financial Impact

This opportunity will have a **small to medium one-time capital cost** and implementation costs. There will also be ongoing operational costs to maintain the system.

Citizen Impact

The opportunity does not directly impact citizens or customers, but will have an overall **positive** indirect impact in the long term with improved asset management practices and a sustainable infrastructure.

Risks

There are **minor risks/barriers** associated with implementation of this opportunity. These include:

- Failure of leadership or employee buy-in to move away from the traditional ways of doing business
- Lack of staff capacity to implement an asset management system or to timely update asset management data

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of investing in infrastructure and its sustainability.

10. Establish a Fleet Management Plan

Department	Service Area	Service Type
Infrastructure Services	Transportation	Essential

Financial Impact	Citizen Impact	Risk	Strategic Alignment

Opportunity Description

The Township currently does not have a readily available fleet inventory, utilization and maintenance information. The Township needs a structured approach to managing its municipal fleet by establishing a fleet management plan. The plan will also support procurement, maintenance and replacement decisions.

Elements of the plan include:
- Policies and standards to establish business needs, procurement guidelines, and operations and maintenance standards (e.g., fuel efficiency, GHG emissions etc.)
- Lifecycle management of fleet age, condition, net book value and replacement cost
- Tracking of current fleet inventory, maintenance records, and utilization of vehicles

Having economically well maintained vehicles supports effective and efficient service delivery.

Assessment Rationale

Financial Impact

Establishing a fleet management plan would have a **minor impact** to the Township's capital budget.

Citizen Impact

The opportunity will have a **positive/neutral impact** on citizen experience by providing higher quality of municipal service.

Risks

There are **no significant risks/barriers** associated with implementation of this opportunity.

Strategic Alignment

This opportunity is **strongly aligned** with the Township's strategic priorities of investing in infrastructure and its sustainability

Additional Opportunities

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Additional Opportunities – Modernizing Operations

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

Number	Opportunity Description	Department	Service Area	Service Type
11	Review and amend bylaws based on application trends to manage planning application volume e.g., minor variance applications.	Planning, Building and Enforcement	Planning Services	Mandatory
12	Partner with the County for a county-wide strategic approach to economic development and tourism. Refresh the Township's Economic Development Strategic Plan.	Office of the CAO	Office of the CAO	Traditional
13	Eliminate paper submission of tender bids and maximize digital functionality of the MERX platform. - The Procurement Bylaw could be updated to include online tendering procedures. Last revision was made in 2018. - Explore using MERX to notify bidders of tender results - Explore additional avenues to advertise procurement opportunities to local businesses - Explore more joint tender/joint procurement opportunities with neighboring municipalities	Corporate Services	Legislative Services	Mandatory
14	Perform a needs assessment to determine if the Township should provide child care services to the community.	Office of the CAO	Office of the CAO	Discretionary
15	Work with Cloudpermit to automate system notifications of pending action items. Currently, the system requires staff additional effort to monitor the system of status changes. - Consider using Cloudpermit to schedule inspections. - Improve system integration between VADIM and Cloudpermit for stronger tracking and reporting of building permit and property data - Continue migrating CGIS data into Cloudpermit	Planning, Building and Enforcement	Building Services	Mandatory
16	Explore opportunities to work with neighboring municipalities on joint tendering, training, and fire prevention activities.	Fire	Fire services	Mandatory

Additional Opportunities – Modernizing Operations

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

Number	Opportunity Description	Department	Service Area	Service Type
17	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, waste collection). Review the current facility rental fee structure once the Recreation Master Plan is completed.	Finance	Financial Management	Mandatory
18	Implement an end-to-end Human Resources Information System solution to increase operational efficiency of managing the Township's workforce needs. Key digitization areas include: - Electronic/online timekeeping and scheduling across the Township to reduce manual entries/processes - Payroll processing - Performance management - Learning management - Record management of personnel data - Employee self-service - Tracking of recruiting and on-boarding processes	Office of the CAO	Human Resources	Mandatory
19	Implement an accounts payable electronic receipt submission process. Currently, the Township has no formal policy or procedure for processing employee reimbursements or credit card payments. Identify a manager for credit card payment approval.	Finance	Financial Management	Mandatory

Opportunities Underway

We identified additional opportunities that is already underway.

Number	Opportunity Description	Department	Service Area	Service Type
1	Update the current Corporate Strategic Plan that clearly defines service goals and objectives. Formalize a corporate performance management framework to measure success and progress towards goals; implement strategic KPIs (no more than 6 KPIs) to assist in decision-making. (underway)	Office of the CAO	Office of the CAO	Mandatory
2	Implement an electronic document management system to improve records management and information sharing practices. Corporate Services is implementing a digital records management system Stoneshare, which is a Sharepoint-based program. (underway). Preliminary work being performed - will be put in place in January 2023.	Corporate Services	Legislative Services	Mandatory
3	Implement a work order management system to track infrastructure, facility, fleet, and equipment maintenance activities and to track resolution of complaints. (underway)	Infrastructure Services	Transportation Water & Wastewater	Mandatory
4	Digitize the planning application review process e.g., explore the use of Cloudpermit. (underway)	Planning, Building and Enforcement	Planning Services	Mandatory
5	Implement online booking and program registration system for recreation, facilities, and parks. (underway)	Parks, Recreation and Culture	Recreation & Park Services	Traditional

Prioritization Matrix

Suggested recommendations have been mapped based on *complexity* and *scope* to help prioritize activities. The prioritization categories are outlined below:

Quick Wins

Opportunities with high impact but a low to moderate degree of complexity / level of effort for implementation.

Strategic Projects

Transformational opportunities with a high degree of complexity and a high level of effort needed for implementation.

Medium-term Projects

Opportunities with a lower degree of complexity / level of effort for implementation, and a lower impact to the organization.

Low Rewards

Opportunities with a high degree of complexity, but generate low impact to the organization or the community.

Impact of Opportunity

High

Low

Degree of Complexity

Low — High

Top 10 Opportunities			
1	Assess the Business Case of Repurposing or Divesting Under-utilized Buildings	6	Review the Grant and Donation Policy
2	Develop a Workforce Plan to Address Resourcing Gaps	7	Digitize Municipal Processes to Improve Customer Service
3	Assess the Financial Workflows to Increase Efficiency	8	Enhance the Township's Corporate Website
4	Develop a Long-Term Financial Plan	9	Implement an Asset Management System to Track Asset Data
5	Update the Township's Tax Collection Policy	10	Establish a Fleet Management Plan

Summary

The top opportunities

Township of South Glengarry sought to conduct a comprehensive evaluation of the services provided by the Township, how those programs and services are delivered, and the level by which they are delivered. The objective of the review was to create a long-term sustainable framework to ensure the Township has a solution-based plan to meet the increasing complexities of municipal service delivery, e.g. limited resources, operational challenges, and community expectations.

As part of this work, KPMG performed stakeholder engagement, benchmarking, employee survey, process mapping, and developed service profiles. In collaboration with municipal staff, KPMG identified the Townships top ten (10) opportunities that would meet the project objectives. The opportunities include the following:

1. Assess the business case of repurposing or divesting under-utilized buildings

2. Develop a Workforce Plan to address resourcing gaps

3. Assess the financial workflows to increase efficiencies

4. Develop a long term financial plan

5. Update the Township's tax collection policy

6. Review the grant and donation policy

7. Digitize municipal processes to Improve customer service

8. Enhance the Township's corporate website

9. Implement an asset management system to track asset data

10. Establish a fleet management plan

Each opportunity is supported by an assessment rationale and a recommended priority level. Key considerations for implementation include:

Is the Township ready?
Overall, the Township has initiated steps to increase the efficiency and effectiveness of services through automation, digitization, and process improvement. The work completed as part of this review will serve as a foundation to guide the Township towards a culture of continuous improvement.

Who will lead implementation of recommendations?
The adoption of new ways to doing things will require governance and oversight. The Township will have to determine the key personnel and stakeholders to be involved in the process and leading the change.

Is the implementation of recommendations appropriately funded and resourced?
From our work and engagement with stakeholders, it is apparent that the Township has an ambitious and forward thinking agenda. We found that the Township is committed to excellence in service delivery and improving customer service. Nonetheless the Township will need to review its resourcing model to achieve its ambitious agenda.

Appendix A: Scope of Review

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Project Approach

KPMG's approach to this project was divided into five (5) phases. Each phase was focused on the accomplishment of specific tangible objectives and activities. Below is an outline of KPMG's approach for each phase.

Phase 1: Project Initiation	Phase 2: Environmental Scan	Phase 3: Review Current Service Delivery Model	Phase 4: Opportunity Identification and Recommendation	Phase 5: Final Report & Presentation
Met with the Project Team to clarify expectations, refined lines of inquiry, and developed a work program and stakeholder engagement plan for the engagement.	Key activities included: • Documentation review • Stakeholder consultation • Benchmarking and leading practice review	Summarized the different services provided by the Township in service profiles	Identified and prioritized opportunities for innovative service delivery.	Developed a Final Report and implementation plan that incorporates Project Team feedback. Presented Final Report to Council to close out the project.

Documents Reviewed

Throughout the project KPMG reviewed documentation provided by the Project Team and documentation discovered during desktop research to support the analysis. Below is a listing of the documentation reviewed over the course of this project.

Document Title	Document Title	Document Title	Document Title
2022 – Budget – GL Book	Budget by Department – 2012-2019	Chart of Accounts as of June 1, 2022	Current State Assessment – Records Management 2022
Org. Doc. – Budget – Comparison – Taxation Charts – Over the Years	REVISED – Strategic Plan 2019-2022	South Glengarry Organizational Chart	2016 Financial Statements
2017 Financial Statements	2018 Financial Statements	2019 Financial Statements	2020 Financial Statements
Auditors Letter 2020 Financial Statements	2022 Pension Stats		

Stakeholders Engaged

Throughout the project KPMG engaged stakeholders to gain an understanding of the current operating environment and obtain their perspectives regarding the desired future state. Below is a listing of all the stakeholders engaged over the course of this project.

Stakeholders Engaged	Stakeholders Engaged	Stakeholders Engaged	Stakeholders Engaged
Mayor	Two (2) Councilors	CAO	Clerk / General Manager of Corporate Services
Human Resources Advisor	Deputy Clerk	Treasurer	Deputy Treasurer
General Manager of Planning, Building & Enforcement	Director of Development & Chief Building Official	Manager of Municipal Law Enforcement	General Manager of Infrastructure Services
General Manager of Parks, Recreation & Culture	Fire Chief	Recreation Facilitator	Executive Assistant / Communications

Appendix B: Summary of Findings from Consultations

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Stakeholder Engagement

As part of the project, 17 interviews were conducted with the following stakeholders:

- Council (three participants)
  - Mayor
  - 2 Councillors

- Management Team (14 participants)
  - CAO
  - Clerk/General Manager of Corporate Services
  - Human Resources Advisor
  - Deputy Clerk
  - Treasurer
  - Deputy Treasurer
  - General Manager of Planning, Building & Enforcement
  - Director of Development & Chief Building Official
  - Manager of Municipal Law Enforcement
  - General Manager of Infrastructure Services
  - General Manager of Parks, Recreation & Culture
  - Fire Chief
  - Recreation Facilitator
  - Executive Assistant/Communications

Key themes from the interviews are organized into six domains as a means of analyzing and understanding the current state of the Township's services.

01

Governance and Strategy

The manner in which strategic direction is provided throughout the Township and how collaboration between departments and external stakeholders are established and maintained

02

Service Standard

The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.

03

Process and Delivery Model

The core operations, processes, and approaches to deliver Township's services

04

Data and Technology

The information technology required to manage information / data and support service delivery.

05

Equipment and Infrastructure

The equipment and infrastructure that enable operations and processes.

06

People

The structure, reporting and accountability hierarchy, composition, capabilities, and skills of Township employees to meet service standards.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

– The Township is in the process of developing a long-term strategic plan

– The Township does not formally measure and track key performance measures

Governance & Strategy

- Leadership has developed or is in the process of developing strategic plans to define action items and implementation road maps to achieve strategic priorities of the Municipality (e.g., Recreation Master Plan).

- The Township does not provide a framework for the departments to create, track, and reflect on Master Plans. The Municipality currently does not formally measure and track performance through KPIs primarily due to staff and time constraints.

- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations. There is strong support from Council to streamline procedures, digitize and automate processes and get staffing support at the appropriate positions in the organization.

- Council is supportive of a longer term financial plan that guides Township reserves, debt, asset management plans etc.

- Overall, there is a consistent understanding and agreement on operational priorities; different departments recognize the importance of working together in delivering services. However, many respondents agreed that there could be improvement in cross-departmental collaboration.

- Multiple respondents believed there is a need for more cohesive integration of finance in their respective departments.

- All stakeholders indicated the roles and responsibilities between the upper and lower tier could be better defined.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

– The Township is providing service levels at or above expectations

– There are current and future challenges for some service areas

Service Standard

- Almost all interviewees recognized the Township is providing service levels at or above expectations.

- Council members recognize that service levels have either been maintained or improved in recent years without a significant impact on current staffing levels. The Township needs to balance its tax base and resourcing capabilities to deliver services in a long-term and sustainable manner.

- There is a perception in the community that the Township still follows informal procedures (e.g., community members were once able to informally request services without following an application/complaint framework).

- Multiple interviewees advocated for the digitization of services including electronic agenda software, reporting, online payments, and other services which would alleviate the need for a physical presence on behalf of staff or community members.

Interviewees noted services where there are challenges setting and maintaining service levels:

- Road maintenance: The Township currently meets minimum road standards. However, Council members often receive complaints regarding Township roads.

- Asset management: The Township has an asset management plan however the capital requirements and financial implications of the plan are not well defined or understood across the organization.

- Cornwall Regional Airport: With the City of Cornwall wanting to review/renegotiate the airport agreement, stakeholders indicated that this service delivery area will be impacted as and when the decision is made on the future of airport operations.

- Fire services has multiple agreements with other municipalities for efficient service delivery across multiple areas (for example water rescue, water response, mutual aid fire response etc.). However, there is an opportunity to explore more partnerships with neighboring municipalities around procurement, joint tendering, operations, training etc.

- Some Council members believe there may be a need to provide child care services to meet community needs.

- Grant funding: stakeholders identified that there is an opportunity to streamline grant funding applications and tracking.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

– Multiple processes require a high degree of manual intervention

– Lack of a consistent processes or workflows to handle citizen complaints

– Communication with residents needs improvement

Process & Delivery Model

- Respondents acknowledged that many processes require a high level of manual intervention. Specific examples include accounts payables, building permit status updates, handling hard-copy or email customer inquiries and complaints, and work orders.

- Online payment options are limited and often require the customer to be present in-person (e.g., in-person signature for permit application whereas payments can be made online).

- Some stakeholders mentioned the need to document SOPs or detailed process flows to better train employees.

- Document storage and records management was identified as an area of concern. The Township is in the process of implementing Sharepoint in 2022.

- The Township website needs improvement to meet accessibility requirements and provide relevant information.

- There is a discrepancy within the complaint tracking process across all departments resulting in an inconsistent customer experience; possibly due to a lack of a formal tracking system.

- Some stakeholders noted that there is an opportunity to embed bilingualism in Township documentation.

- Respondents noted that external communication and public education needs improvement and could enhance process and delivery efficiency. Information is relayed through social media, but many members of the public may be excluded as they might not be digitally savvy. Examples include:
    - Educating public regarding reasonable expectations of the Township's service standard to prevent regular requests for status updates.
    - Ensuring the website is accurately updated with sufficient information to reduce dependency on staff.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

– Several digitization project are underway or being explored

– There are opportunities to adopt and integrate technology to streamline processes and improve efficiency

Data & Technology

- The Municipality identified digital service transformation as a priority in supporting the delivery of strategic objectives. There are some concerns that digitization of services may alienate citizen groups that do not have access to technology (i.e. seniors and rural communities with poor internet access).

Some departments have been proactive in adopting technology. Examples include:

- Building Services has implemented Cloudpermit software to digitize and integrate property and permitting records.

- Planning Department will be using the land use module within Cloudpermit to maintain documents. The long term plan is for users to submit documents/applications through the software.

- Recreation is replacing Activenet with a new system called Book King for streamlining their current processes.

- Fire Services implemented Burn Permit software that has resulted in time savings and operational efficiencies.

- Corporate Services is implementing a digital records management system StoneShare, which is a SharePoint-based program

Departments are looking for more opportunities to digitize processes and services. Some examples of projects mentioned for improvement are:

- Fire Services currently uses a system called "Firehouse" that has reached end of life (used to track properties, staffing, incidents, occupancies, inspections etc.)

- An asset management system that maintains and tracks all municipal assets

- Work order management system

- Digital cloud based records management and reporting for all departments

- Complaint tracking and monitoring system

Stakeholders indicated that each department has a siloed approached to system implementation that be a result of limited interdepartmental communication.

Themes from Stakeholder Consultations

Key themes from the stakeholder interviews are summarized here

Key Theme Messages:

- More investment is needed in asset/infrastructure renewal and replacement

- Some departments could benefit from sharing resources to leverage economies of scale

- Limited staff capacity to keep up with service demand

Equipment & Infrastructure

- Stakeholders indicated that limited availability and condition of key equipment is an obstacle to effective service delivery. Stakeholders pointed out more capital expenditure is needed to maintain infrastructure, which has a significant impact on the financial health of the Township.

- Some interviewees indicated that sharing resources and operating in a more centralized model across departments could result in cost-savings and operational efficiencies.

- The Township is responsible for managing and maintaining multiple buildings and an office space. There is a reactive approach to building maintenance, that is not tracked or included in the asset management plan. There is an opportunity to evaluate the Township's current real estate portfolio.

- The Township commissioned a new Public Works facility in 2021 to improve operational efficiencies for the department.

People

- Stakeholders noted that staff shortages and turnover have challenged efficient service delivery. Areas of focus include staff retirements, reliance on volunteers for service delivery and staff retention.

- Staff turnover and backfilling has also resulted in more time and effort spent on getting new staff onboarded.

- Staff capacity was identified as a major concern for municipal stakeholders. There has been limited growth in the Townships staff complement; however, the demands and needs of the citizens and other stakeholders have increased.

- Interviewees suggested there is room for improvement in professional training and development.

- Some stakeholders believe that roles and responsibilities of certain functions could be further clarified. Some personnel are serving multiple functions while other functions/operations are split between different staff.

- Some key positions are insufficiently backed up (for example in planning, finance, public work departments) to address service demand. There is a retention and succession planning concern.

- Internal communications between departments was raised as an area of improvement. Currently, most communication occurs informally.

Appendix C: Employee Survey Results

Township of South Glengarry
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Feedback Summary

An online survey was conducted with Township employees to provide an opportunity to better understand the organizational structure, service delivery approaches and their perspective on roles and responsibilities across the departments. The survey was circulated to 42 staff members and 21 responses were collected (50% response rate).

Survey Demographics

Employees

52%
11 respondents

No direct reports

Managers/Supervisors

48%
10 respondents

Overseeing the work of one or more employee
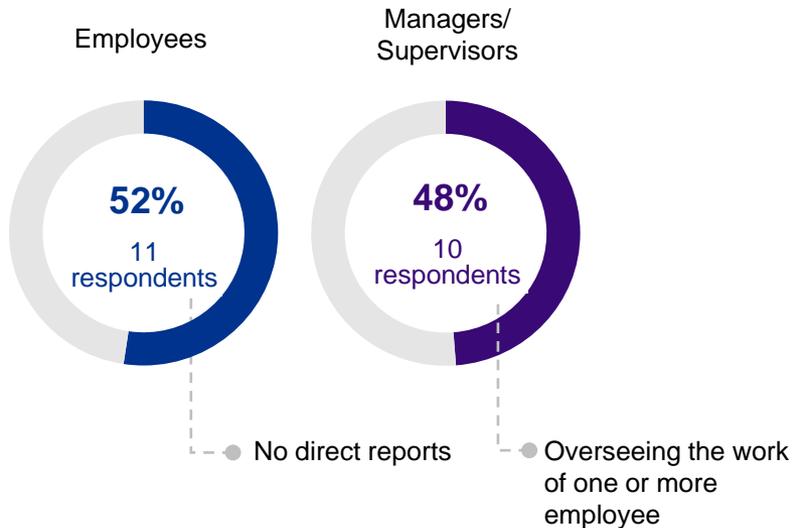
Departments of Respondents

Department	Value
Fire Services	1
Parks, Recreation & Culture	2
Infrastructure Services (roads, water, waste management)	3
Planning, Building & Enforcement	6
Finance	3
Corporate Services - Administration	6
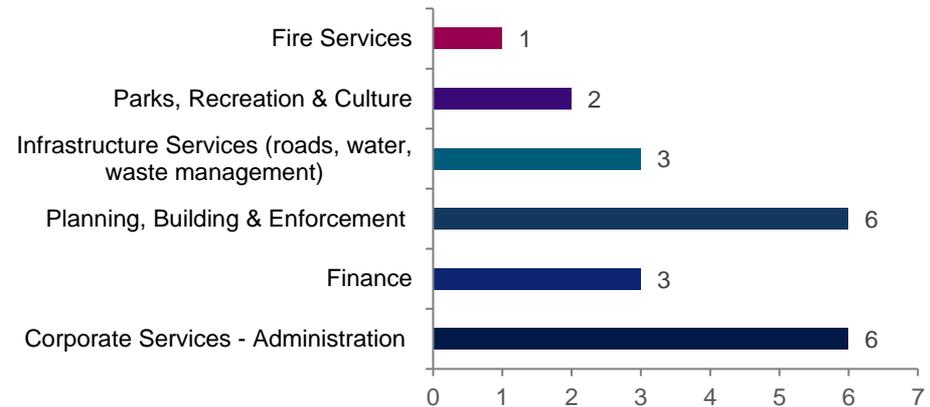
Feedback Summary

Performance against Departmental Key Objectives and Priorities

71% of the respondents felt that their service area was performing adequately against their department's key objectives/priorities

19% of the respondents were neutral about their service level performance

10% of the respondents felt that their service area was not performing adequately against their department's key objectives/priorities
.

Setting of Service Levels

62% of the respondents agreed that the service levels are appropriately set in accordance to the needs of the community and resource capabilities
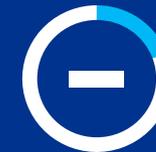
24% of the respondents were neutral about service levels being appropriately set

14% of the respondents felt that service levels were not appropriately set in accordance to the needs of the community and resource capabilities
.

A majority of respondents agreed that their service areas were performing adequately against their department's key objectives/priorities.

Most respondents also agreed that service areas were aligned with Council's strategic priorities and service levels were set appropriately given the community and Township's resource capabilities. Those that disagreed attributed it to staffing shortages and turnover, limited human resource management, and lack of investment in technological processes and systems to promote efficiency.

Feedback Summary

Key Risks of Changing Service Delivery Approaches

45%
Insufficient resources to support the implementation

30%
Resistance or lack of buy in from users

10%
Impact to operations and customer service

10%
Other: generational gap and risks depending on changes made

5%
Gap in technology/systems to support change

95% of participants answered this question

Top 6 Constraints Employees Encounter in Service Delivery

Capacity/time constraints

Delegation of authority / approval cycles

Continuity of staff

IT or online services to reduce manual processes

Communication between team members or departments

Inconsistency of operations between departments or service locations

Most respondents agreed about working together as needed and were satisfied with the number of upper management staff (Supervisors and Managers) overseeing the departments.

However, there was a lack of consensus with respect to roles and responsibilities and a balanced division of work and responsibilities. 48% of respondents disagreed and 38% of respondents agreed that roles and responsibilities were clear and there was a balanced division of work.

Employee Survey – Summary of Comments

Additional Feedback on Workforce

Staff shortage to adequately fulfil public service delivery needs

More collaboration and communication between departments and upper management

Employees want remote access to data and more Township vehicles

Improve training procedures to equip staff with updated tools and knowledge

Reduce number of meetings and delegate authority

Additional Feedback on Operations

Digitize processes for electronic filing and online services (e.g. payments, complaints)

Township needs to update its technology and equipment

Streamline activities to reduce processing time and retain knowledge

Store historical records in one central location (e.g. property files, building permits)

Prioritize work across departments by defining service levels according to staff and resources available

Overall, respondents provided several recommendations to enhance Township services. The most common comments pertained to digitizing processes, staff recruitment, and improving internal communication from management. One suggestion to streamline processes was the implementation of a work order management software system that would address redundancies and inconsistencies.

Employee Survey Results

Q1: What is your current level of responsibility at the Township?

Answered: 21   Skipped: 0
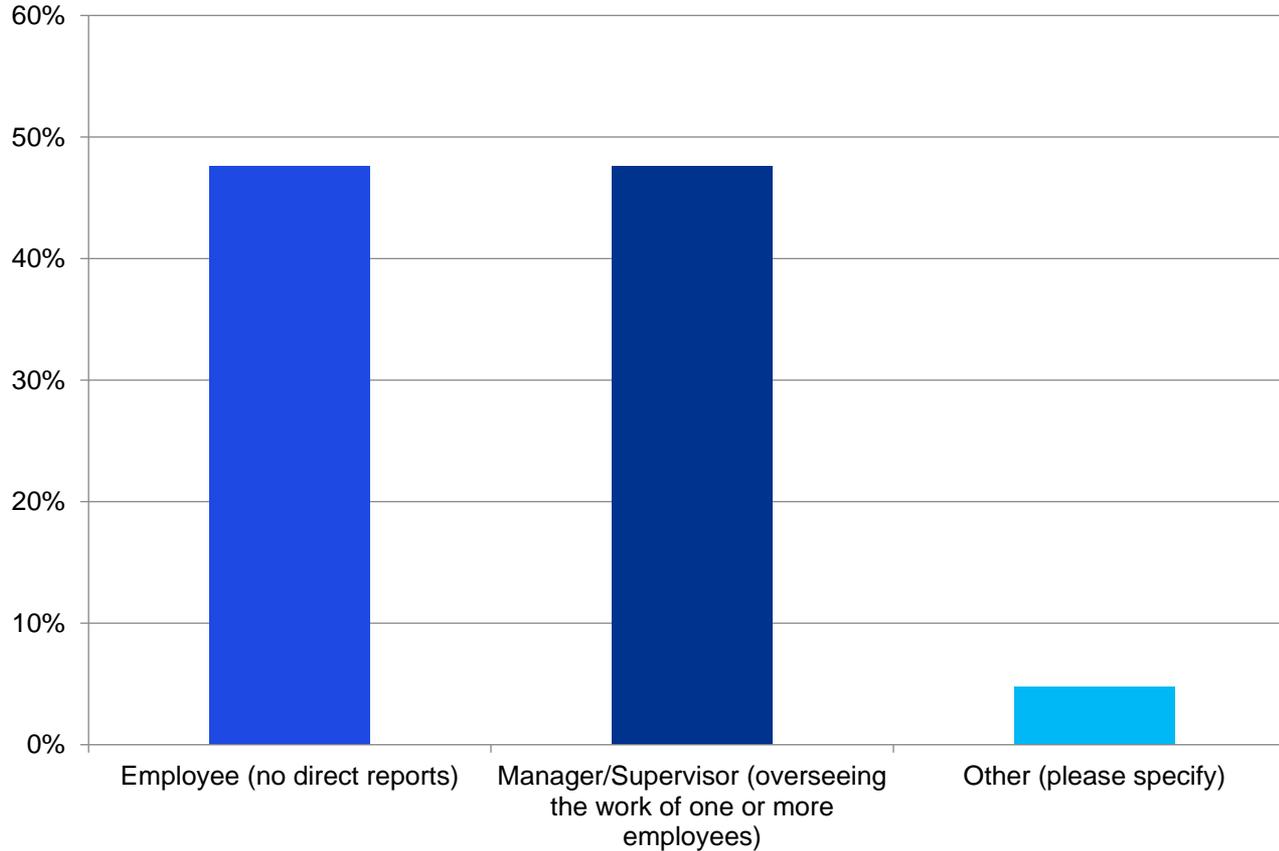
Employee Survey Results

Q2: Please identify your department

Answered: 21   Skipped: 0
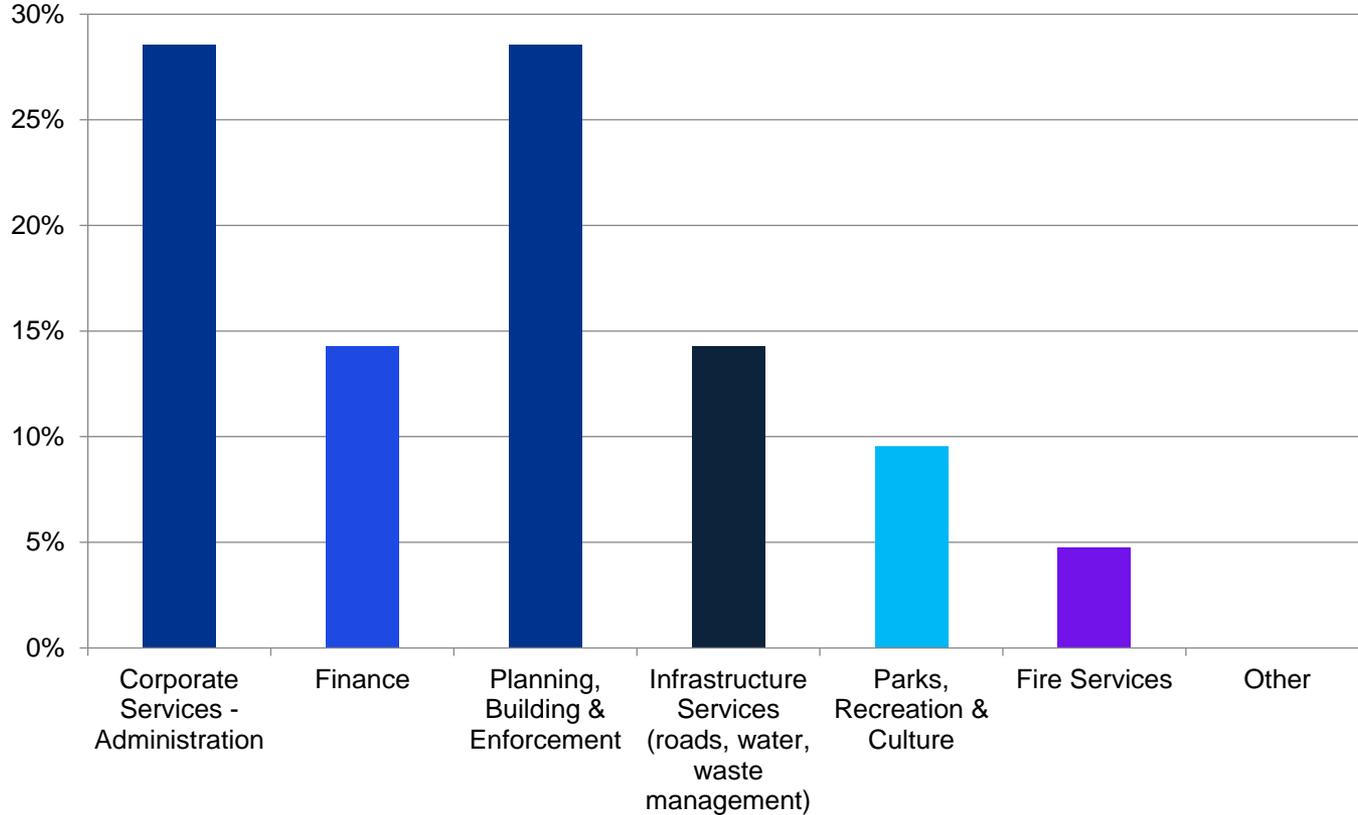
Employee Survey Results

Q3: Your service area is meeting the Township's or your department's key objectives and priorities.

Answered: 21   Skipped: 0
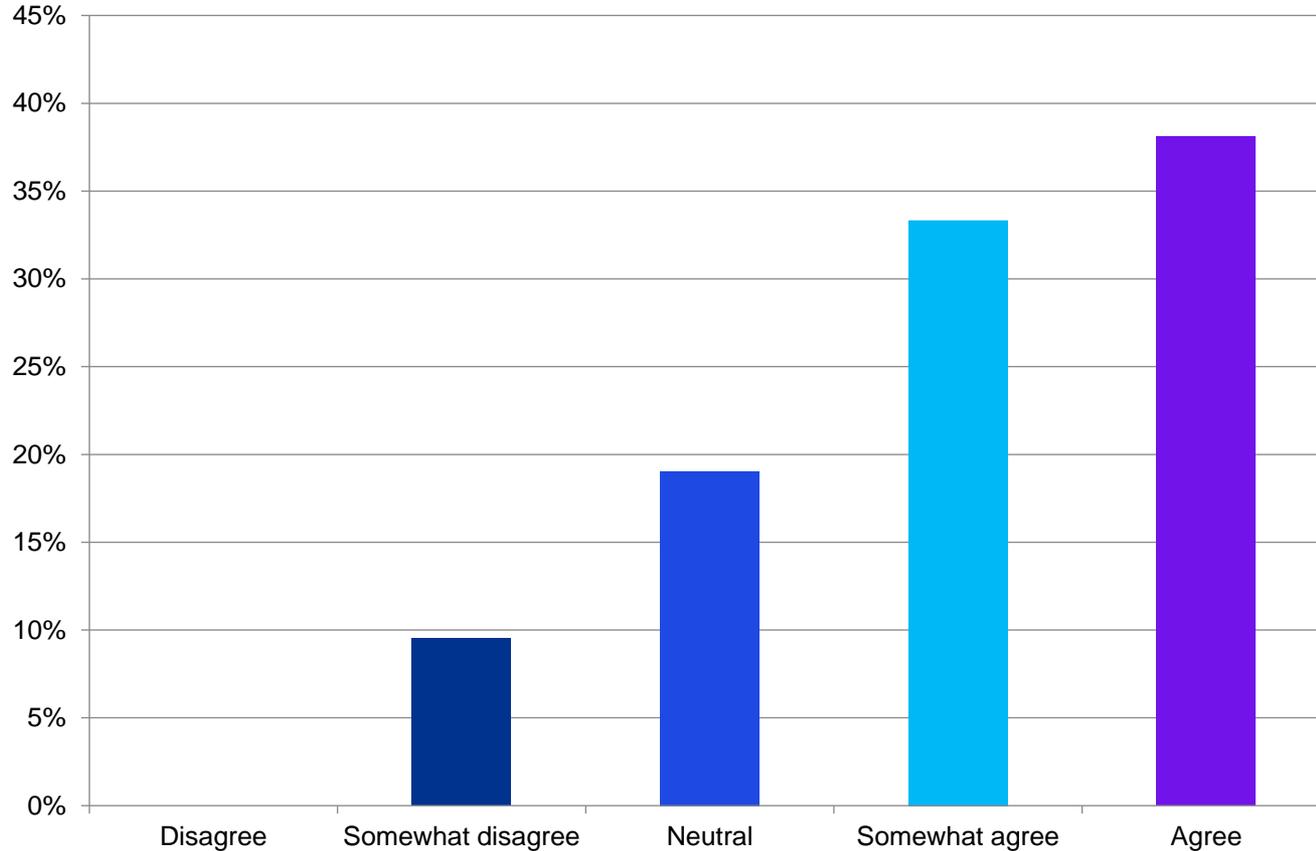
Employee Survey Results

Q5: From your perspective, service levels are set appropriately given the needs of the community and the Township's resource capabilities.

Answered: 21   Skipped: 0
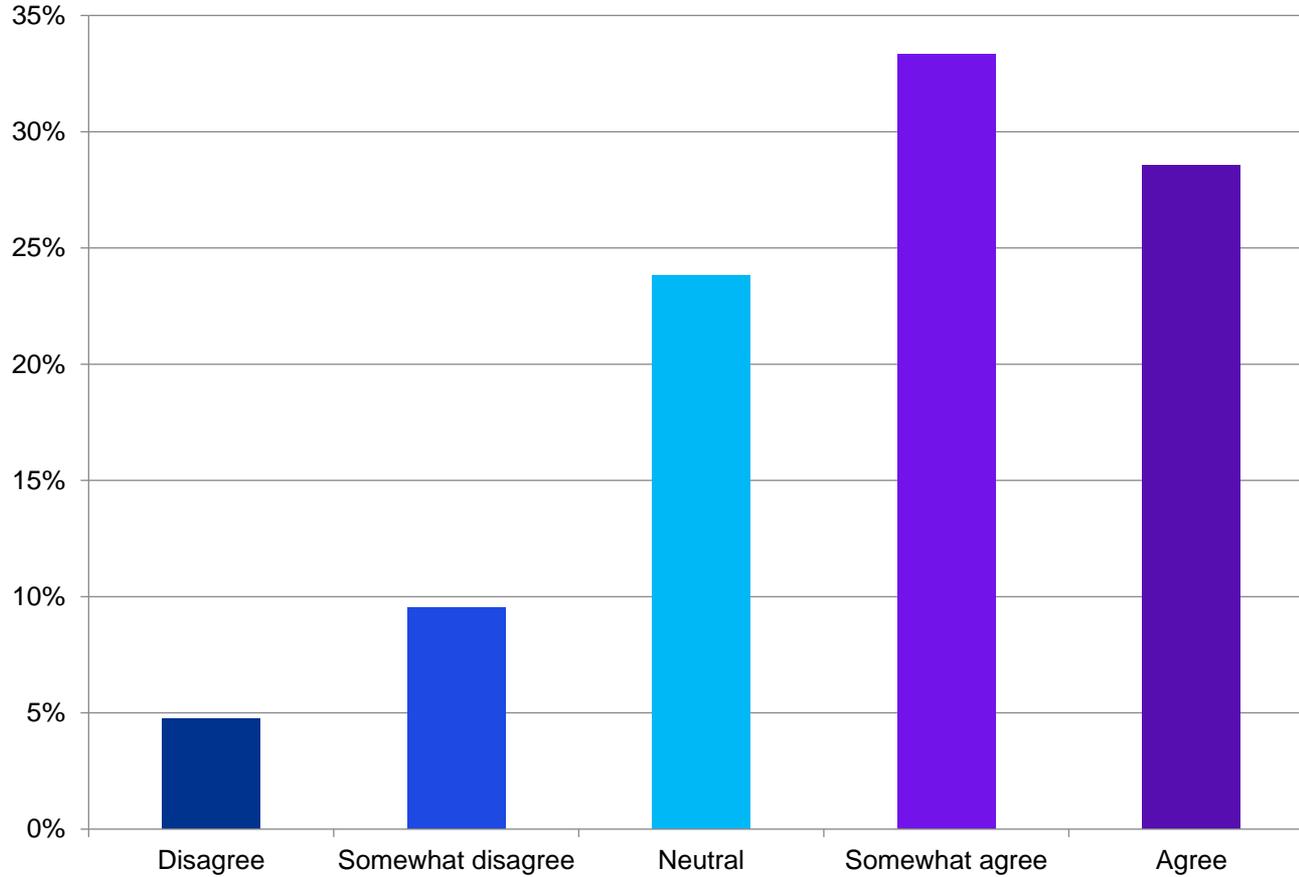
Employee Survey Results

Q6: Your department currently has the right number of supervisors and managers overseeing the department.

Answered: 21   Skipped: 0
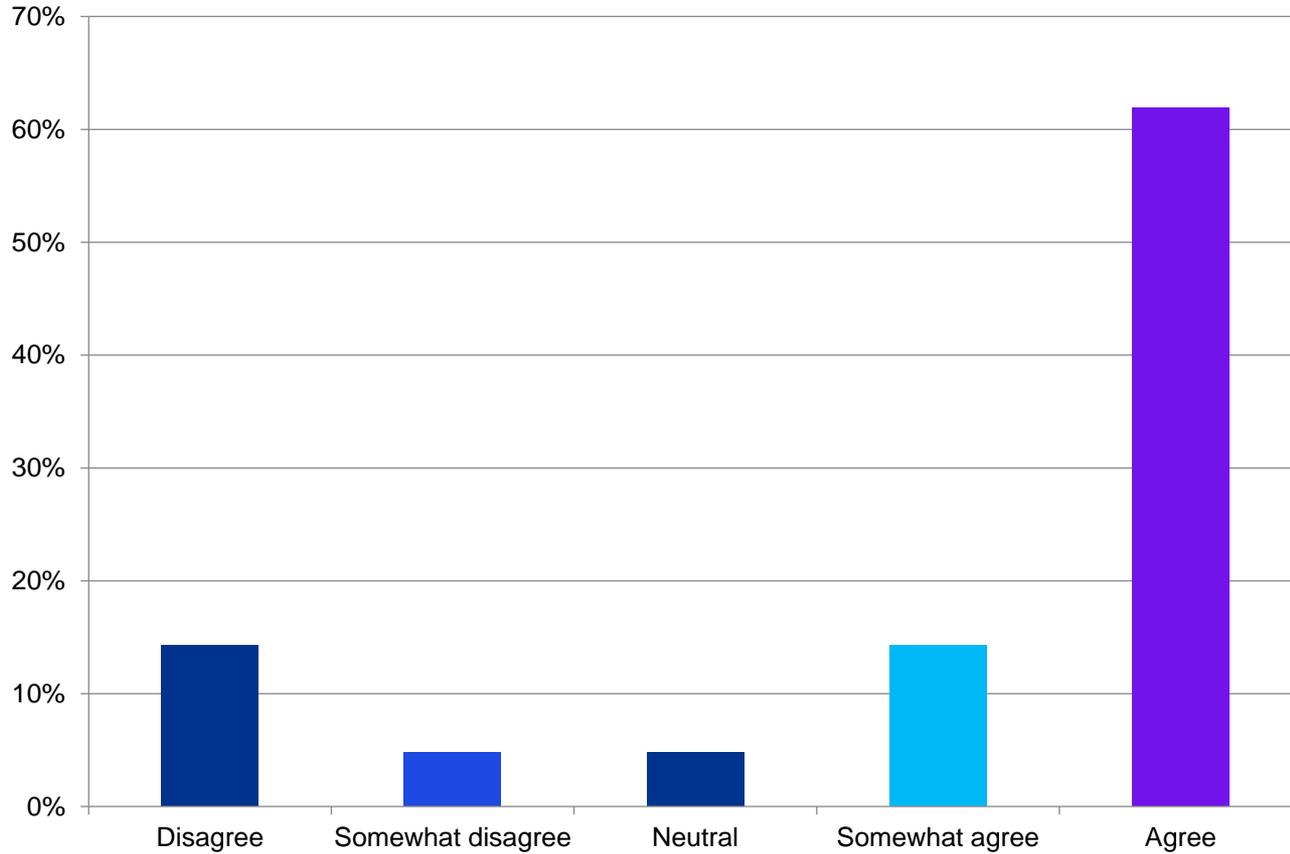
Employee Survey Results

Q7: In the organization, the right positions work together as needed.

Answered: 21   Skipped: 0
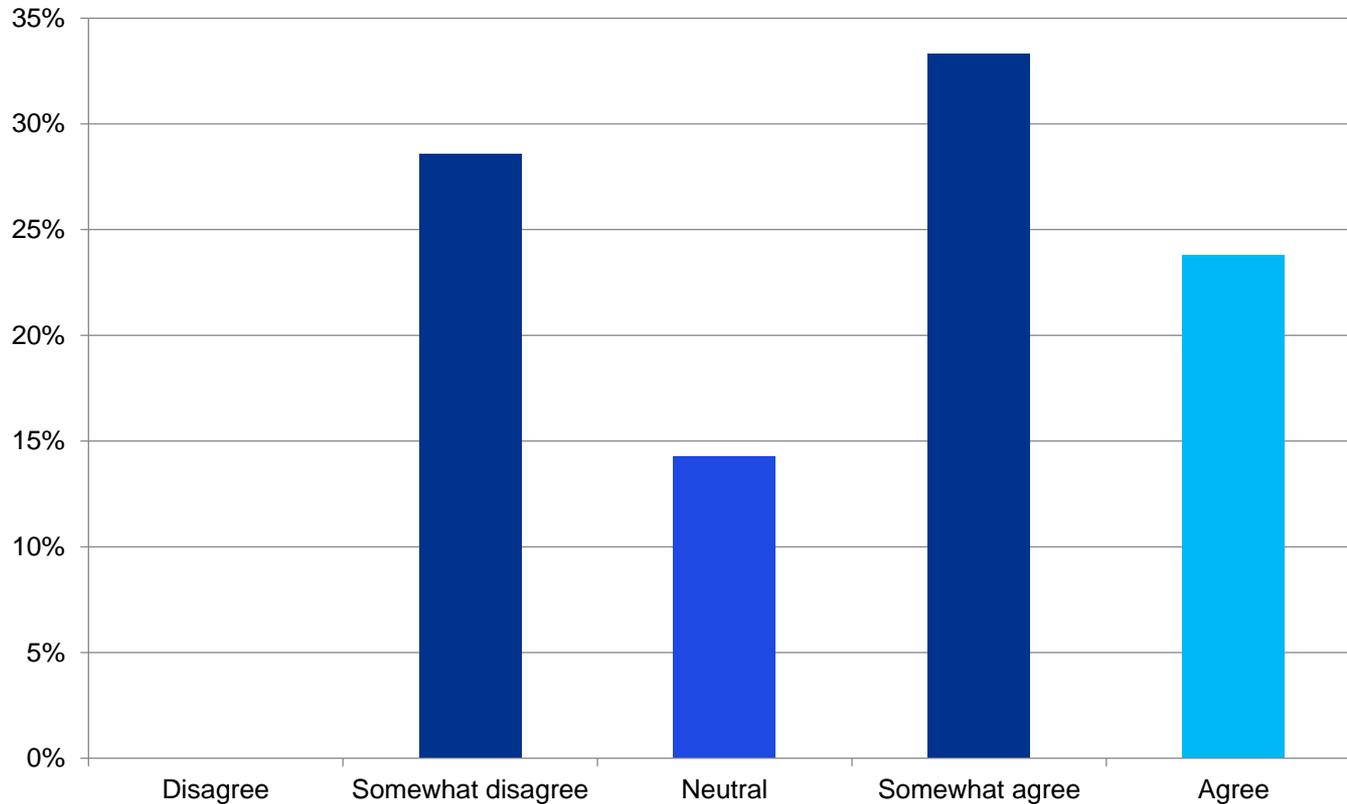
Employee Survey Results

Q8: Roles and accountabilities for different positions are clear. The division and allocation of work and responsibilities are balanced.

Answered: 21   Skipped: 0
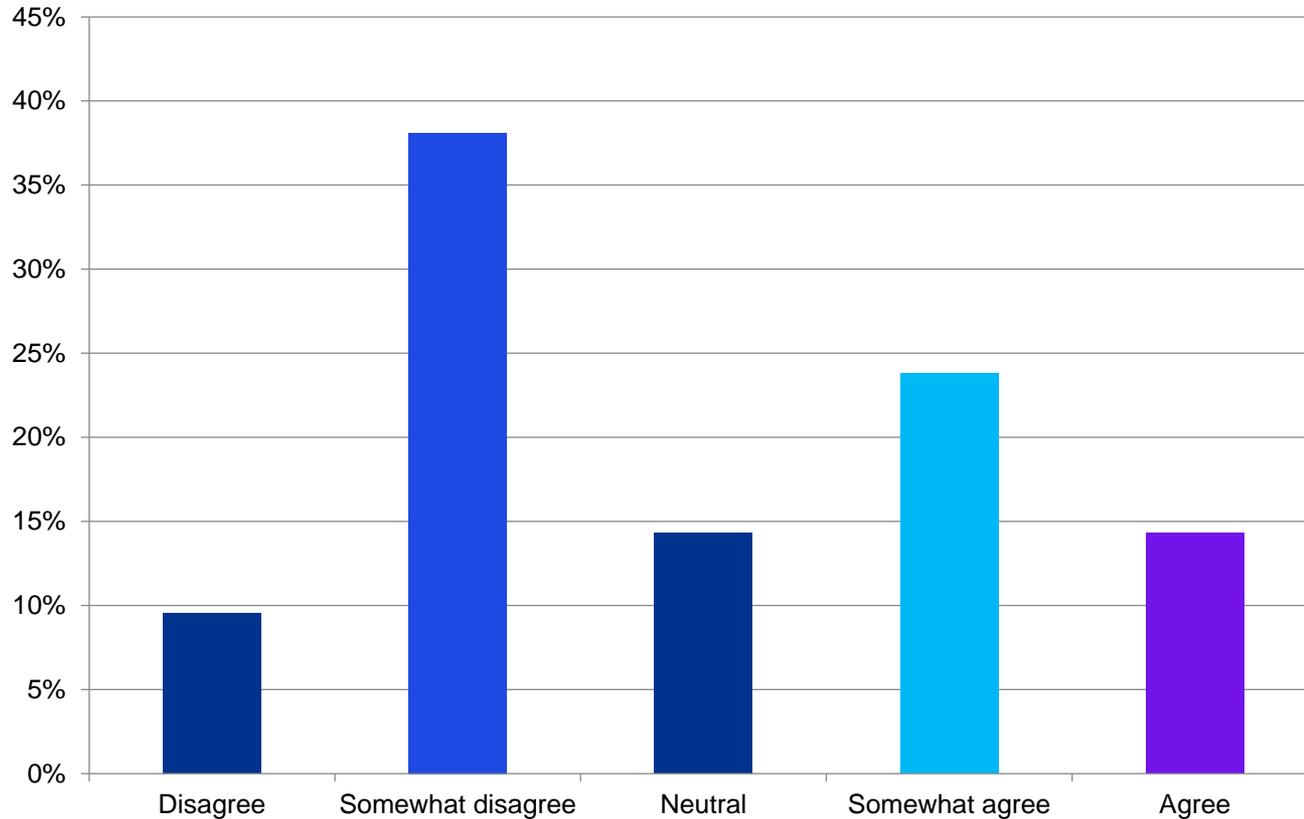
Employee Survey Results

Q9: What are the key risks the Township should consider if adjusting the overall service delivery approach of your service areas?

Answered: 20   Skipped: 1
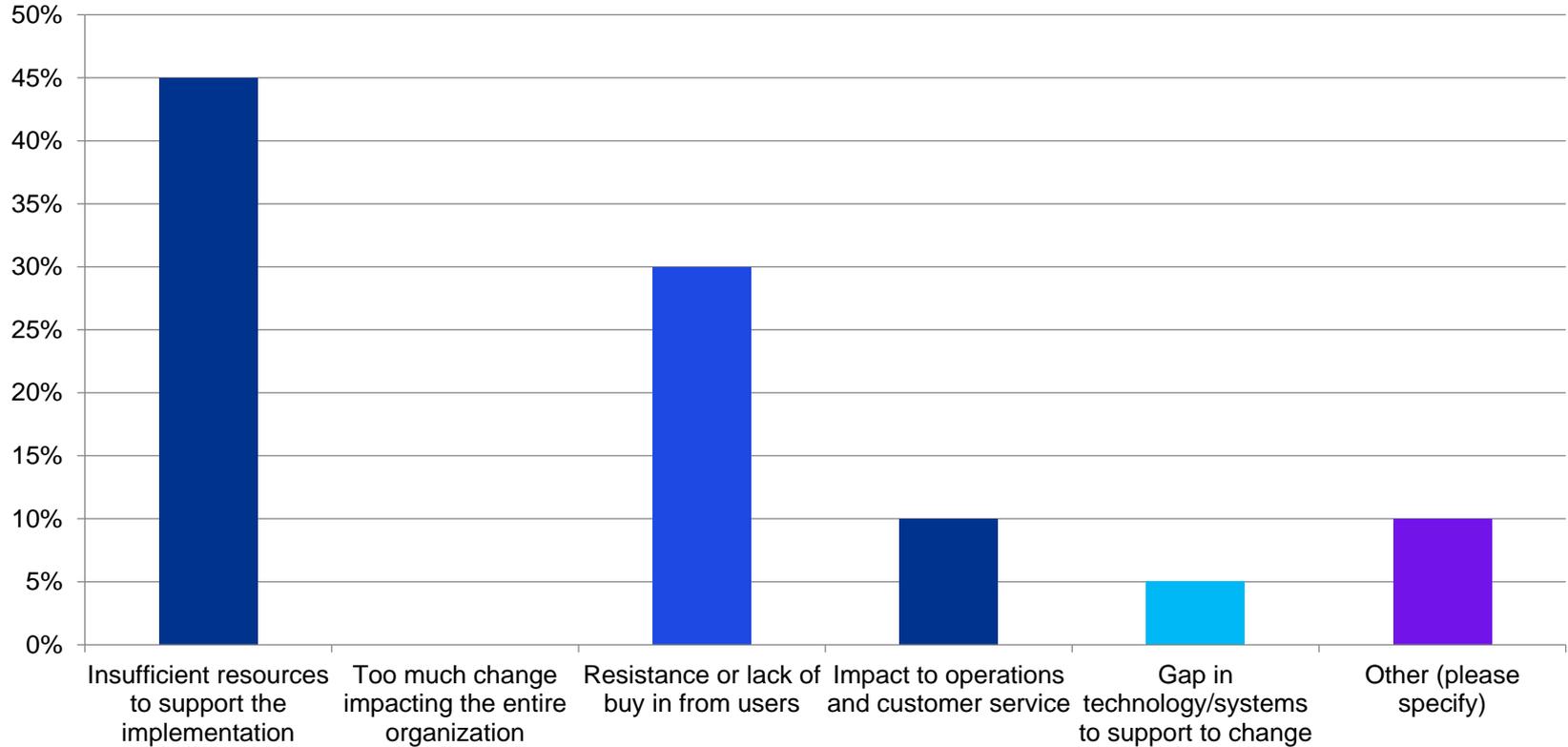
Employee Survey Results

Q10: What is the biggest challenge or constraint in your daily activities for service delivery? Please rank the following options from 1 to 10 with 1 being the most challenging. Please note that each ranking can only be used once.

Answered: 21   Skipped: 0
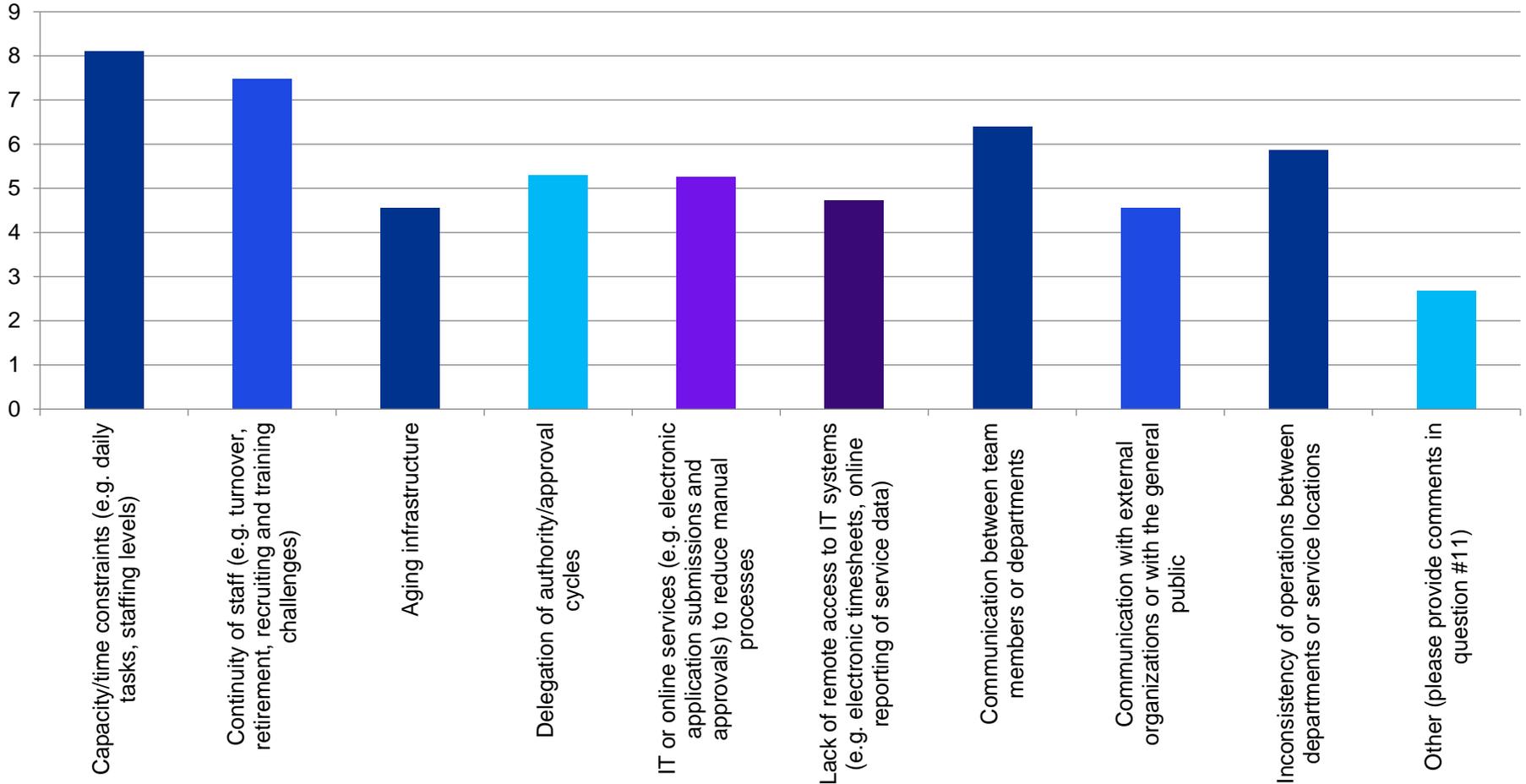
Appendix D: Benchmarking & Performance Perspectives

KPMG

Township of South Glengarry
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Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, three comparator communities were selected as municipal comparators by South Glengarry based on population growth, urban/ rural characteristics and geography.

© 2022 Mapbox © OpenStreetMap
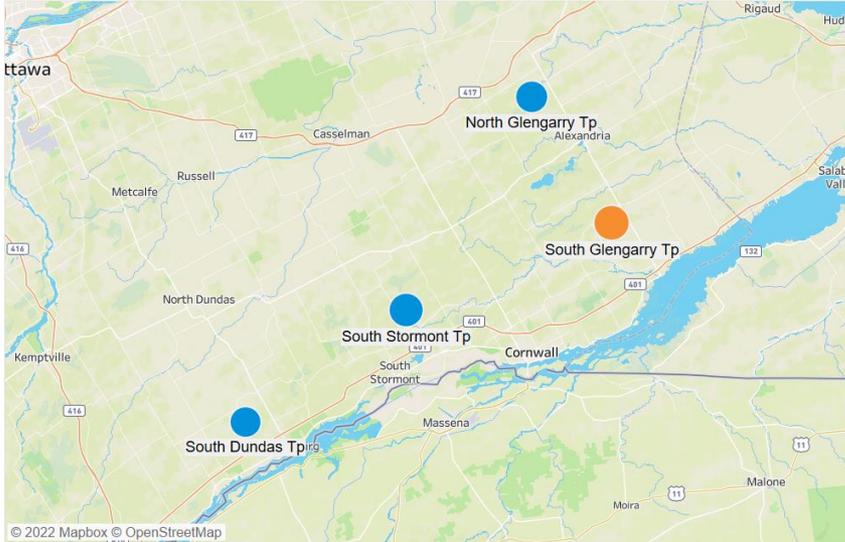
Township	Population[1]	Households[2]	Area Square KM [3]
Township of South Glengarry	13,150	5,965	605.02
Township of North Glengarry	8,407	4,898	643.40
Township of South Dundas	10,833	4,555	521.54
Township of South Stormont	13,110	5,548	447.71

[1] 2020 FIR population data, which is based on Statistics Canada 2016 census data. 2021 FIR has not been submitted to the Ministry at the time when this report was prepared.
[2] MPAC data reported in the 2020 FIR
[3] Statistics Canada data, Land area in square kilometres, 2021 from Population and dwelling counts: Canada and census subdivisions (municipalities)

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Township delivers municipal services, for example:

▪ Communities with similar financial benchmarks/service levels offer insight into operating efficiencies

▪ Communities with different financial benchmarks/service levels offer opportunities to change existing processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks:

▪ Provides insight into affordability issues; what a peer Township can achieve with the same resources

▪ Assumes that all variables are the same (assessment base, non-taxation revenues)

▪ Assumes that taxation and service levels in other communities are 'right'

01

Comparator Interview Summary

Township of South Glengarry

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Comparator Interview Summary – Strategic Direction

North Glengarry is investing in water and wastewater infrastructure. The Township is focused on aligning capital projects with its Asset Management Plan.

Most capital projects pertain to roads and bridge repairs. The Township is seeking funding to upgrade water and wastewater infrastructure.

01 South Glengarry

Strategic Goals:
1. Economic growth
2. Infrastructure & sustainability
3. Effectiveness & efficiency
4. Quality of life
5. Communication

02 North Glengarry

Strategic Priorities:
1. Asset management
2. Improve services
3. Economic growth
4. Financial and resource sustainability
5. Communication

03 South Dundas

Current focus:
Customer service and communication have become a recent priority

04 South Stormont

Strategic Goals:
1. Corporate capacity
2. Sustainable infrastructure
3. Economic growth
4. Pride of Place
5. Strong Community

In 2021, the Township began work on a new Public Works facility. Multiple departments are in the process of developing/updating master/business plans.

South Dundas is undergoing major investment in bridge replacement. Recently completed a water tower rehabilitation project.

Challenges to meeting objectives
All comparators expressed similar challenges of limited funding and human resources with a need to update infrastructure and digitize processes.

Comparator Interview Summary – Digital Delivery

Current state of technology integration within each comparator municipality including ongoing and future IT projects.

North Glengarry

North Glengarry has an in-house IT resource. Some recent upgrades include:

- Switching all staff to cloud-based reporting which allows remote working
- Radio communication between and within departments

South Dundas

South Dundas has been focused on upgrading outdated IT systems:

- Communications in Transportation department
- Work-order system

Some recent projects include:

- Digitizing records management
- Cloudpermit in building/planning

South Stormont

South Stormont is implementing IT recommendations from Service Delivery Report including:

- HRIS
- Asset management
- Work order management system
- Digitizing planning and building processes

South Glengarry

IT services are provided by upper tier (SDG).

Systems used:

- CGIS
- Cloudpermit
- HR Downloads

Ongoing projects include:

- Implementing new recreation software Book King

- All comparators use VADIM and indicated limitations and challenges using the system.
- All comparators are in the process or have already digitized records management including historical records

Challenges to digital service delivery

All comparators mentioned challenges pertaining to resistance to technology change. This includes both staff struggling with using new technology and the access/willingness of residents to transition from paper to electronic processes.

02
Financial Perspectives

Township of South Glengarry

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Financial Perspectives

Overview of the Township's Financial Performance

Over the period of 2016 - 2020, South Glengarry's total revenue has increased by 21.3%.

In comparison, the Ontario Consumer Price Index increased on average 2.0% annually between 2016 and 2021[1], reflecting the high level of services delivered by the Township and the increased cost of local government services, specifically on maintaining infrastructure.

2016	2017	2018	2019	2020
$8.08M	$8.61M	$8.78M	$9.27M	$9.80M

[1]Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary
[2] Source – Municipal Financial Information Returns (Schedule 10)

Financial Perspectives

Reported Operating Results

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at the operational expenses excluding amortization and other non-cash items, we can understand if capital acquisitions are requiring the Township to incur additional debt or to lower their reserves.

The Township has incurred annual surpluses over the past five years giving South Glengarry greater flexibility when considering investing in operational upgrades or large capital expenditures.

2016	2017	2018	2019	2020
$12.87M $13.01M $0.14M	$12.17M $13.40M $1.23M	$12.49M $14.02M $1.53M	$12.99M $15.23M $2.24M	$13.35M $16.12M $2.77M
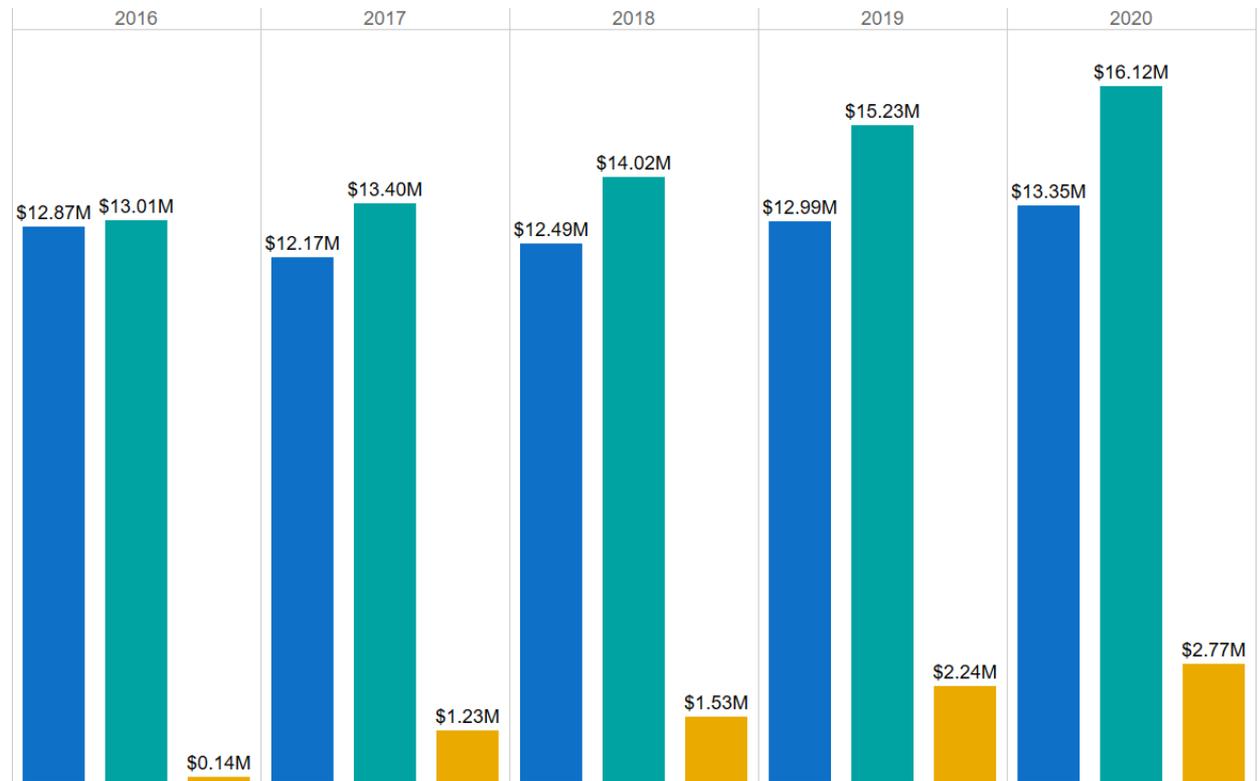
Measure Names
- Total Operating Expenses
- Total Revenue
- Surplus (Deficit)

Source: Municipal Financial Information Returns (Schedules 10, 40)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Total Operating Expense	(5.4)%	2.6%	4.0%	2.8%
Total Revenues	3.0%	4.6%	8.6%	5.8%

Financial Perspectives

Operating & Capital Expenditures

Between 2016 and 2020, the Township's operating expenditures have averaged $12.8M. Over the same period, capital expenditures have averaged $3.1M.

Capital spending has been focused on executing specific infrastructure projects to carry out the Municipality's Asset Management Plan.

	2016	2017	2018	2019	2020
Total Operating Expenses	$12.87M	$12.17M	$12.49M	$12.99M	$13.35M
Total Capital Expenditures	$3.10M	$4.05M	$3.28M	$1.05M	$3.77M

Measure Names
- Total Operating Expenses
- Total Capital Expenditures
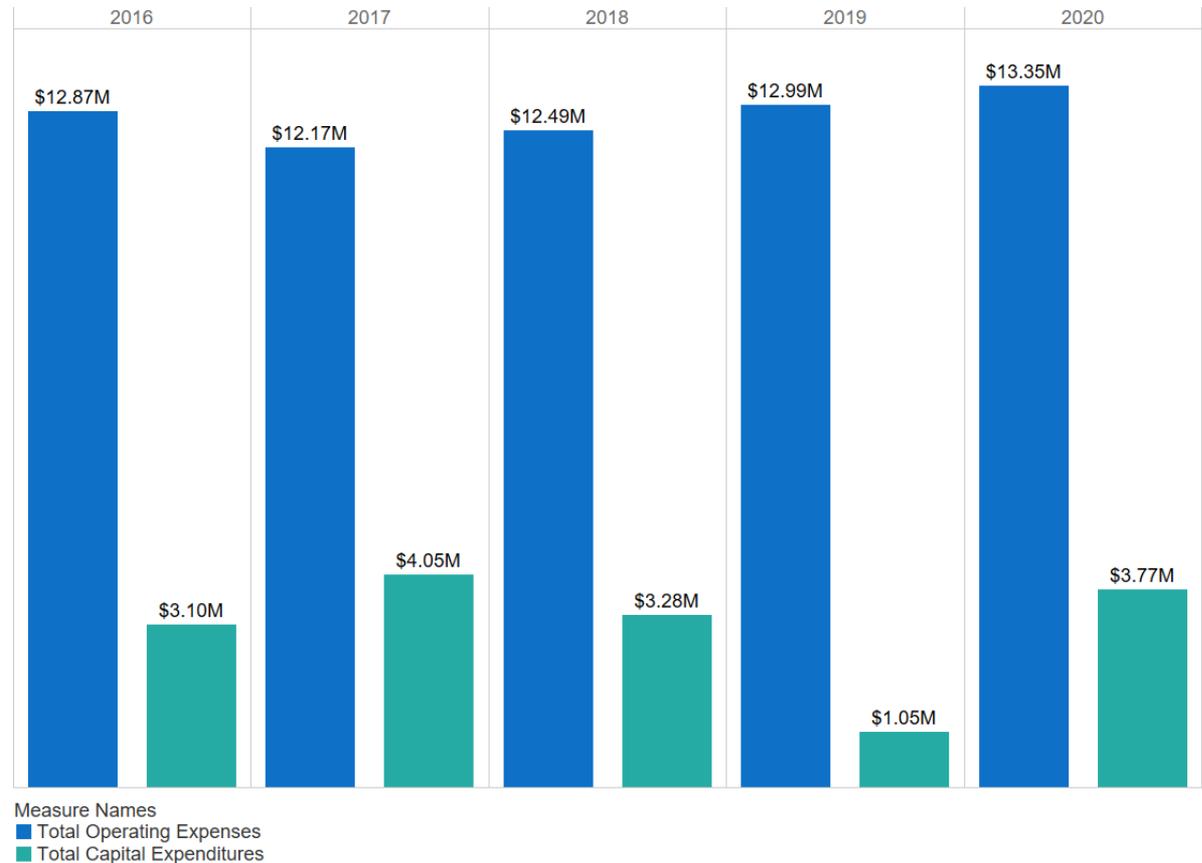
Source: Municipal Financial Information Returns (Schedules 40 & 53)

Annual % increase	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020
Operating Expenditure	(5.4)%	2.6%	4.0%	2.8%
Capital Expenditure	30.6%	(19.0)%	(68.0)%	259.0%

Financial Perspectives

Total Liabilities per Household

This financial indicator provides an assessment of the Township's ability to assume liability and issue more debt by considering the existing debt and liability load on a per household basis. High levels of debt and liabilities may preclude the issuance of additional debt.

The Township of South Glengarry holds the lowest liability per household ($696) amongst the comparator group. Leadership have noted a reluctance to use debt as a financing tool. South Glengarry should consider developing a borrowing and investment strategy to support future capital projects and resource investments.

The comparator municipalities' higher debt loads represent spending on infrastructure maintenance and rehabilitation projects, such as roads, bridges, water and wastewater system upgrades.

Average: $2,257

| | $696 | $2,818 | $3,297 | $2,215 |
| South Glengarry Tp | North Glengarry Tp | South Dundas Tp | South Stormont Tp |
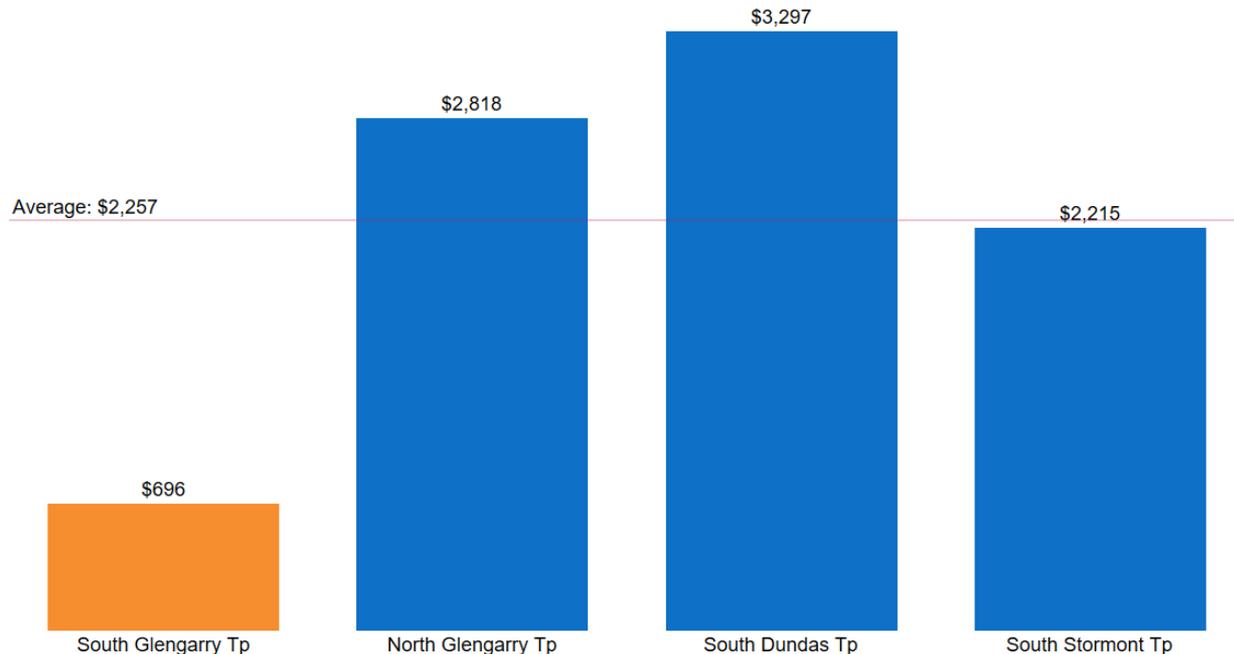
Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 70 & 74A

Financial Perspectives

Total Reserves per Household – Historic Trend

Total reserve levels have increased significantly in recent years.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

Increasing total reserves over time is an indicator that the Township has adapted lifecycle asset management and has increased flexibility for financing capital projects. It has also decreased the Township's vulnerability to funding sources outside of its control or influence, both locally and provincially.

	2016	2017	2018	2019	2020
				$2,179	$2,349
Average $1,705			$1,423		
	$1,286	$1,286			

Source – KPMG analysis of annual Financial Information Returns, Schedule 60

	2016 – 2017	2017 - 2018	2018 - 2019	2019 - 2020
Annual % increase	0%	10.7%	53.1%	7.8%

Financial Perspectives

Comparator Reserve Levels

The Township of South Glengarry is on par with total reserves per household ($2,349) amongst the comparator group. The average was $2,165.

The total reserve position illustrated in this graph includes discretionary and obligatory reserves, such as gas tax and development charges.

A strong total reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services.

North Glengarry recently completed water and wastewater infrastructure projects where they used reserves to finance a portion of the projects.
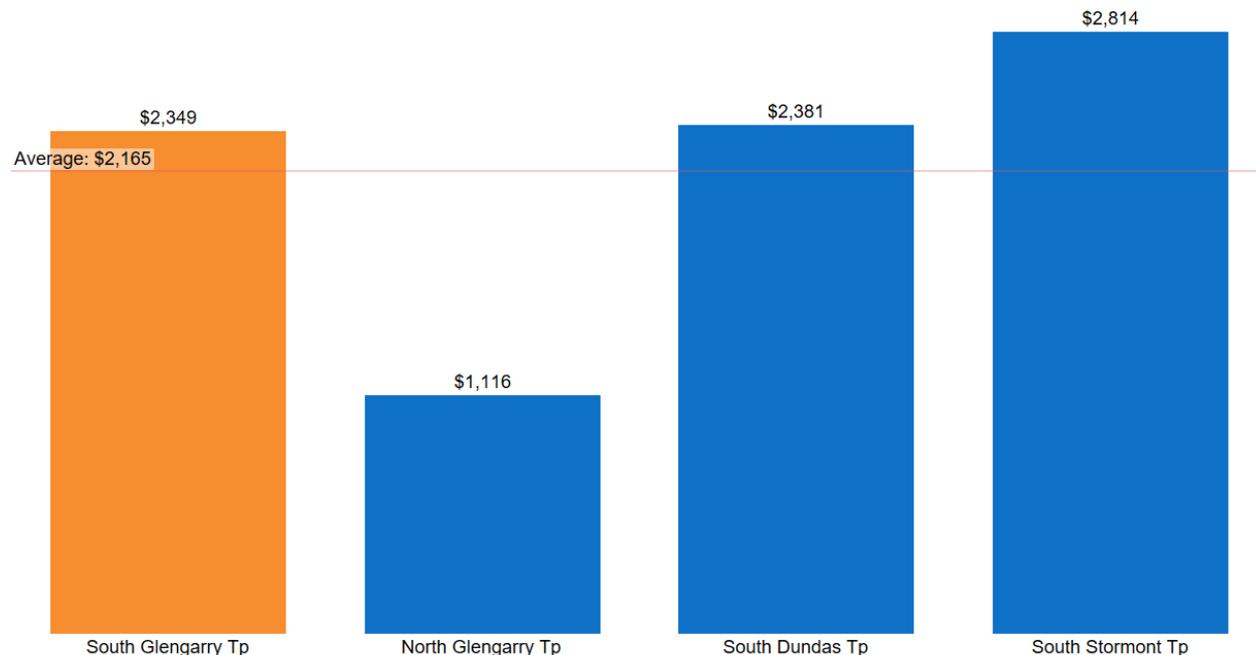
Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & Schedule 60

Township	Discretionary Res. Funds	Obligatory Res. Funds, Deferred Rev.	Reserves
South Glengarry	$0.00M	$0.97M	$13.05M
North Glengarry	$1.31M	$0.41M	$3.74M
South Dundas	$4.28M	$0.43M	$6.13M
South Stormont	$0.55M	$0.94M	$14.13M

Financial Perspectives

Reserve Position Relative to Tangible Capital Assets

When a Township's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

South Glengarry's total reserve position relative to its tangible capital assets (27.67%) is above the comparator group average. While having the highest reserve position among the comparator group, the Municipality is not in a position to fund all asset needs.

The Township replacement value of core assets is approximately $236M. The 10-year capital plan has approximately $30M planned in 2025 and $25M in 2028 for water and wastewater network upgrades.
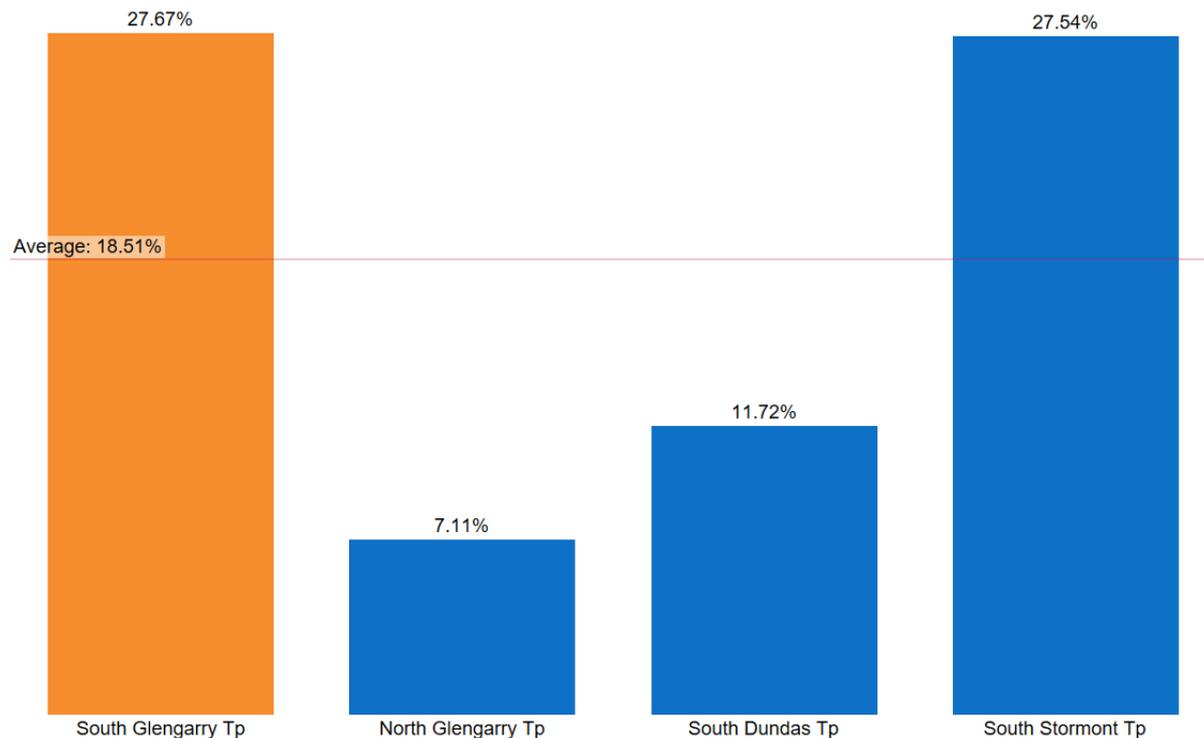
Source – KPMG analysis of annual Financial Information Returns, Schedule 51 & 60

03
Staffing Perspectives

Township of South Glengarry

Service Delivery Review

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Staffing Perspectives

Historical Staffing Levels

When viewed over the past five years, the staffing levels for full-time employees has been consistent with around 32 to 33 employees, while seasonal staff decreased from 128 to 119 positions.

The Township did not report any part-time staff and volunteer firefighters were reported as seasonal staff in the FIRs.
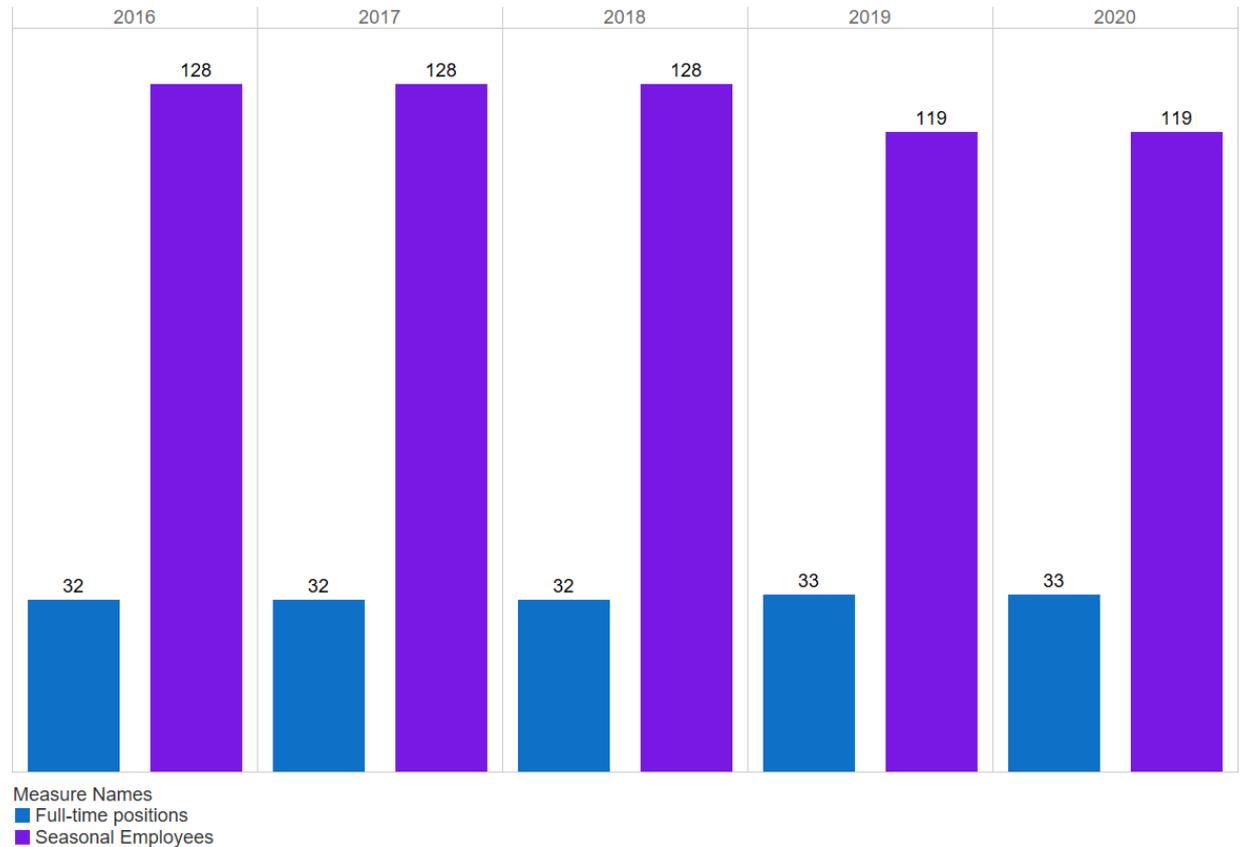
Measure Names
- Full-time positions
- Seasonal Employees

Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

Staffing Perspectives

Comparator Staffing Levels

The size, volume, complexity and suite of services offered by a township impacts its staffing level and approach (i.e. in-house, contract, shared services). Council's strategic service priorities also impact the structure and deployment of its staffing levels and staffing mix.

South Glengarry employs the fewest full time employees amongst the comparator group.

Both South Glengarry and South Dundas reported volunteer firefighters as seasonal staff; North Glengarry reported volunteer firefighters as part-time employees. While South Stormont appears to have the smallest staffing complement, it is because volunteer firefighters have been excluded from their FIR data.
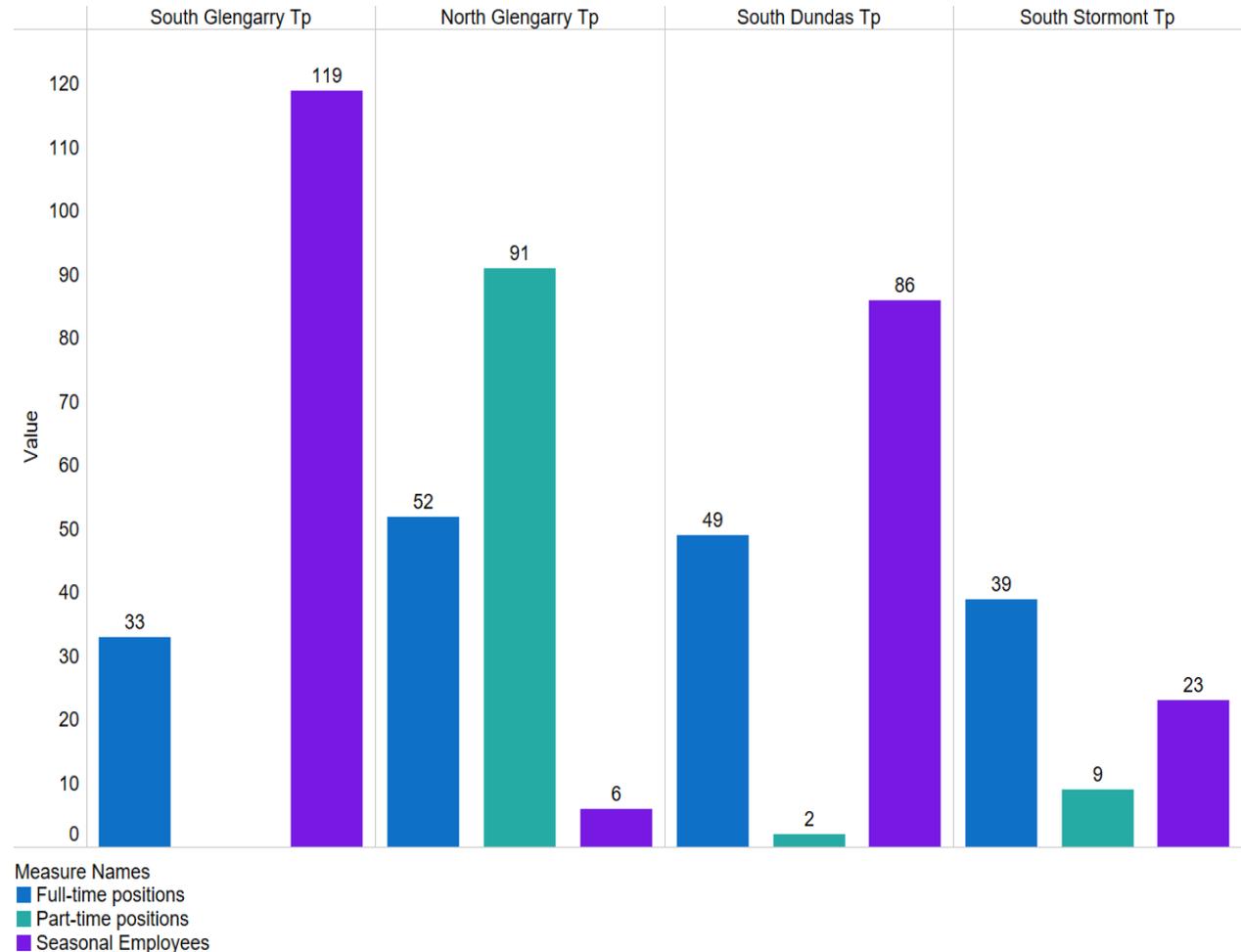
Source – KPMG analysis of annual Financial Information Returns, 2020, Schedule 80A

Full-Time Staffing Positions by Service Areas

The table below illustrates the number of full-time staffing positions by service areas across the comparator group.

	South Glengarry	North Glengarry	South Dundas	South Stormont
Administration	10	8	18	8.5
Fire[1]	1	0	2	2.5
Public Works	11	26	21	17
Health Services	0	0	0	0
Other Social Services[2]	0	0	0	0
Parks & Recreation	6	8	8	5.5
Libraries	0	0	0	0
Planning	1	1	0	2.83
Other[3]	4	9	0	2.66
FIR TOTAL	**33**	**52**	**49**	**39**

Note 1: Per FIR Instructions, volunteer firefighters are excluded from FIR reporting.

Note 2: Other Social Services primarily consists of child care services and social services staff, excluding long-term care staff.

Note 3: Consists of clerical/administrative staff, by-law officers and inspectors not included in any of the above categories.

Staffing Perspectives

Total staffing complement per 1,000 households

Looking at the full time staffing complement per 1,000 households, South Glengarry is at par with the average of the comparator group.

South Stormont is significantly below the average, with 12.8 full-time staff per 1,000 households due to excluding volunteer firefighters from their FIR data.
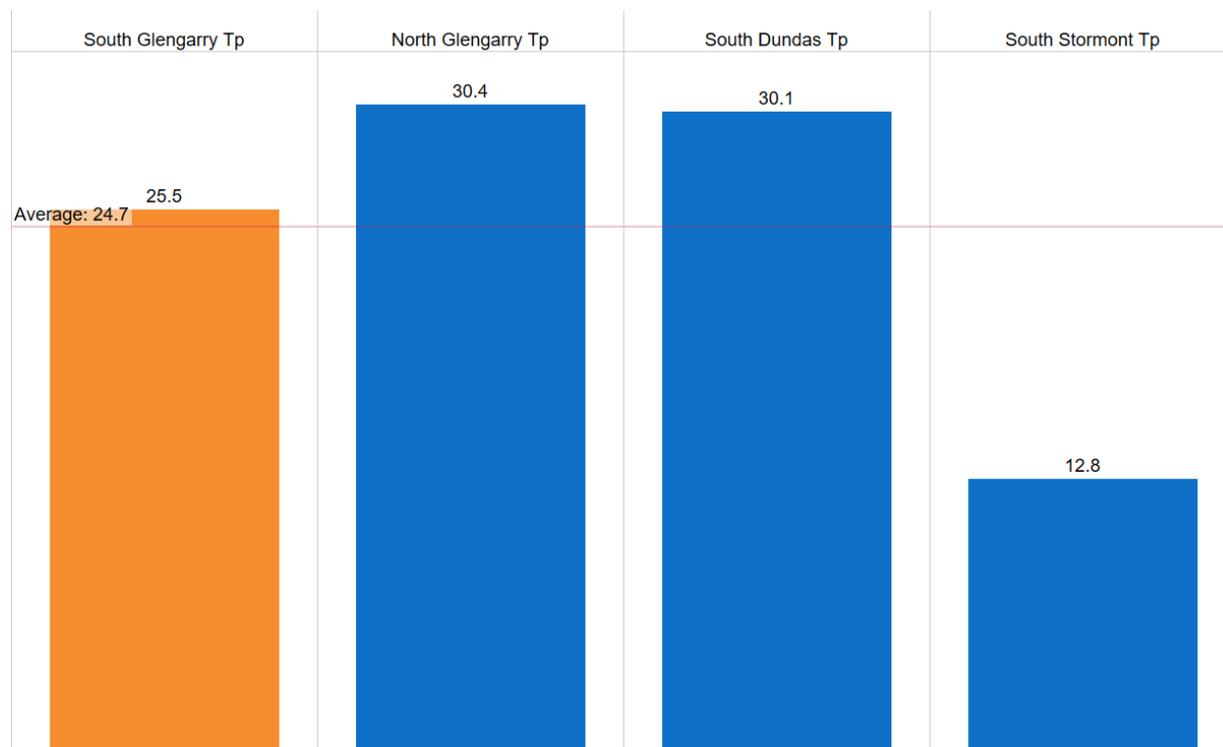
South Glengarry Tp	North Glengarry Tp	South Dundas Tp	South Stormont Tp
25.5	30.4	30.1	12.8

Average: 24.7

Source – KPMG analysis of annual Financial Information Returns, Schedule 80A

Staffing Perspectives

Retirement Profile

By 2035, a cumulative total of 8 employees will be entitled to retire with unreduced pensions. This number represents approximately 24% of all full-time employees of the Municipality.

This is slightly above our typical finding of approximately 20% when this analysis was conducted for other municipalities, indicating that the Township needs to proactively plan for succession to maintain the current staffing level.

South Glengarry experienced 8 retirements between February 2019 to January 2022, such as retirements of the Director of Infrastructure, Accounts Payable Clerk, Infrastructure Lead Hand, etc. The municipality also faces staffing shortages and recruiting challenges of key positions.
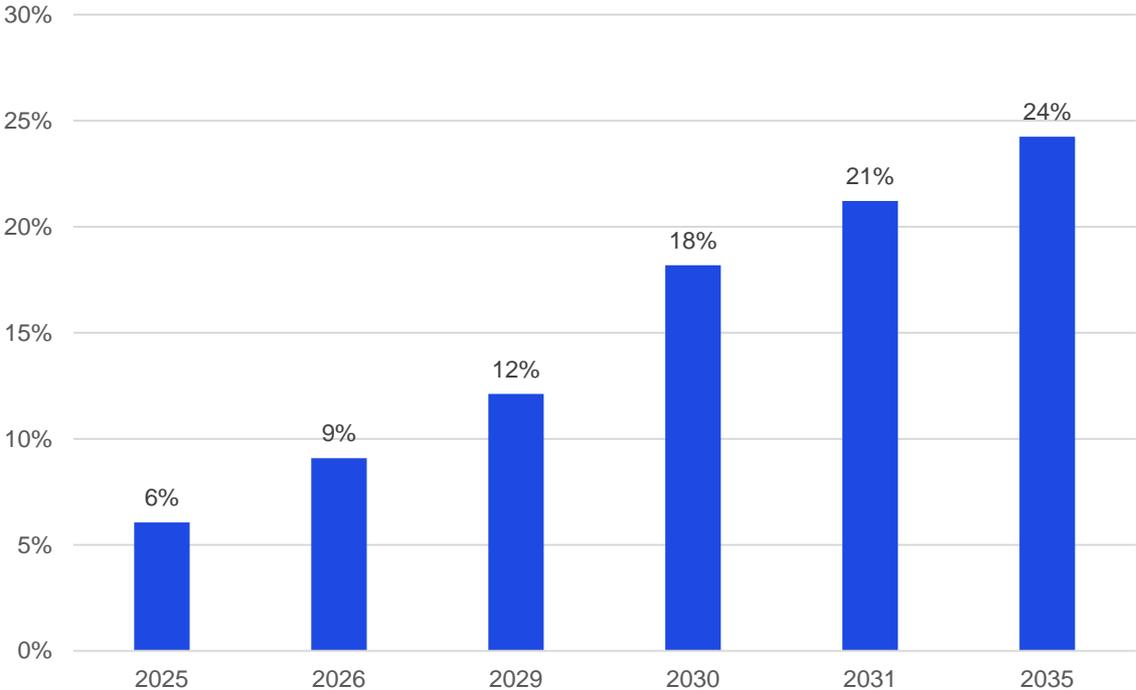
Source: Retirement data provided by the Township.

Note: No retirements in the years 2022 to 2024, 2027 to 2028, and 2032 to 2034 .

04

Benchmarking of Services

Township of South Glengarry

Service Delivery Review

Final Report

Benchmarking Perspectives

Governance, Corporate Management, and Program Support Cost per Household

The Township of South Glengarry's general government administration expense per household ($295) is the lowest amongst the comparator group.

Governance costs include costs associated with the Office of the Mayor, Council members and direct administrative staff, council support, and election management.

Corporate Management and Program Support costs reflect cost of the Township's back-office or non-citizen facing services.
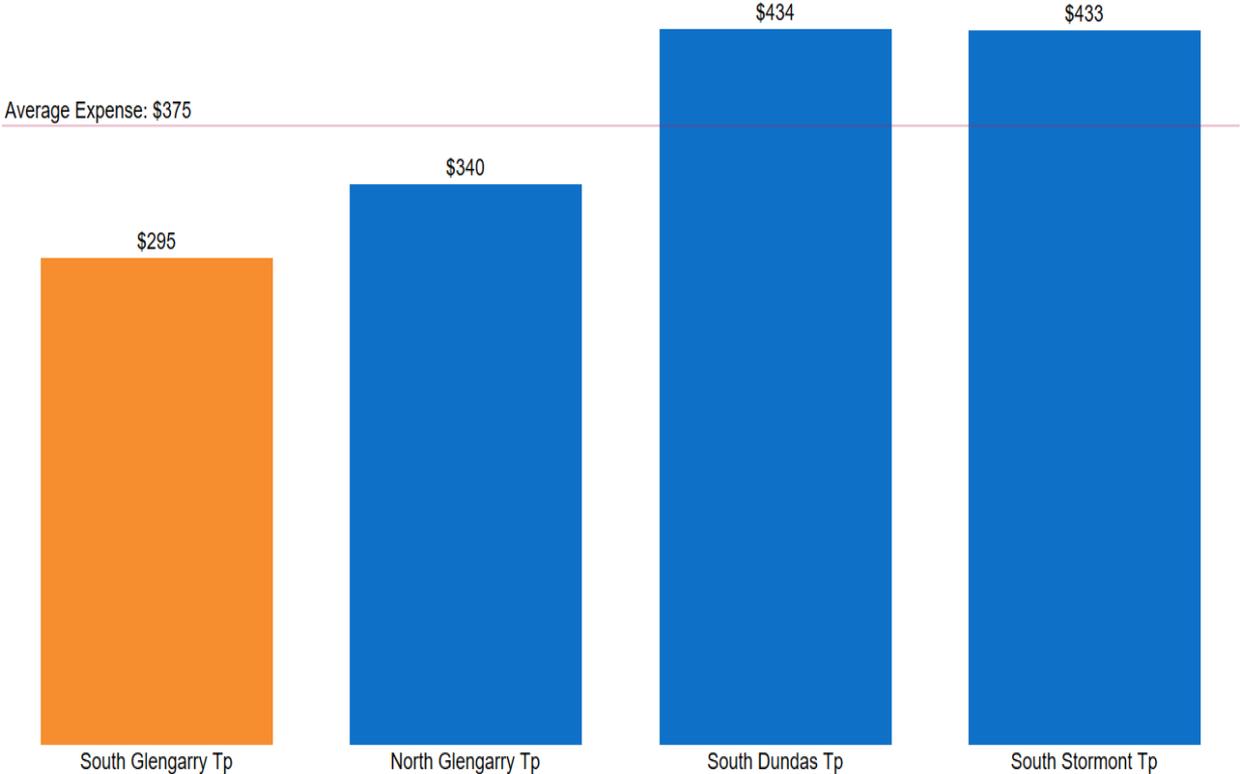
Average Expense: $375

$295	$340	$434	$433
South Glengarry Tp	North Glengarry Tp	South Dundas Tp	South Stormont Tp

Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Recreation Programs Revenue and Expense per Household

South Glengarry's operating expense for recreation programs per household ($11) is below the average for the comparator group average of $79 per household.

Revenue for recreation programs per household ($1) is also the average for the comparator group of $7 per household.

It should be noted that South Glengarry is in the process of updating the Recreation Master Plan.

North Glengarry did not report recreation program revenue and expenses in their 2020 FIR.
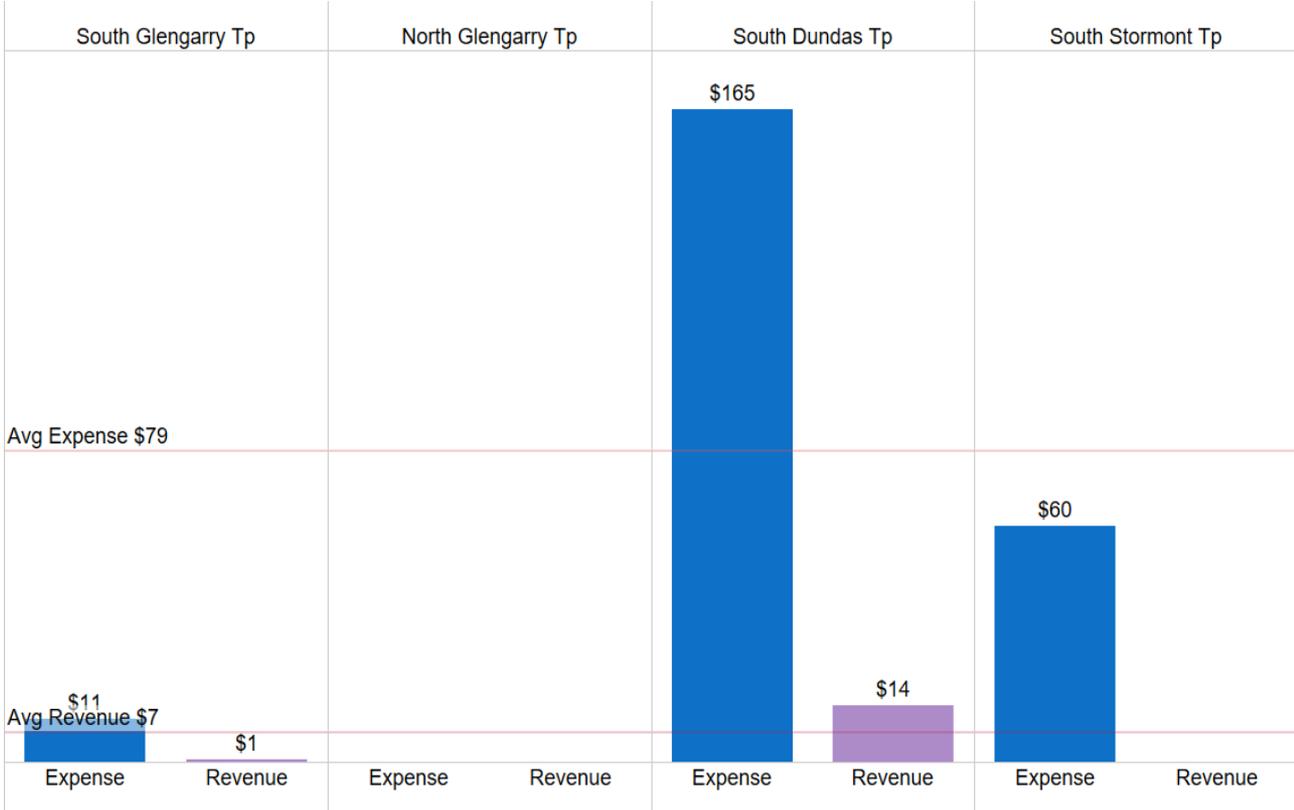
Source – KPMG analysis of annual Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Benchmarking Perspectives

Recreation Facilities Expense per Household

South Glengarry's operating expense for recreation facilities per household ($203) is slightly above the average for the comparator group average of $191 per household.

South Glengarry also reported the lowest revenue per household which presents an opportunity to review user fees.

The number and mix of recreation facilities each Township owns and operates, including building condition, impacts the spending level.

Township	Indoor Recreation Facility Space
South Glengarry	3,775 sq. metres
North Glengarry	2,690 sq. metres
South Dundas	16,050 sq. metres
South Stormont	2,829 sq. metres

Source – KPMG analysis of annual Financial Information Returns, 80D
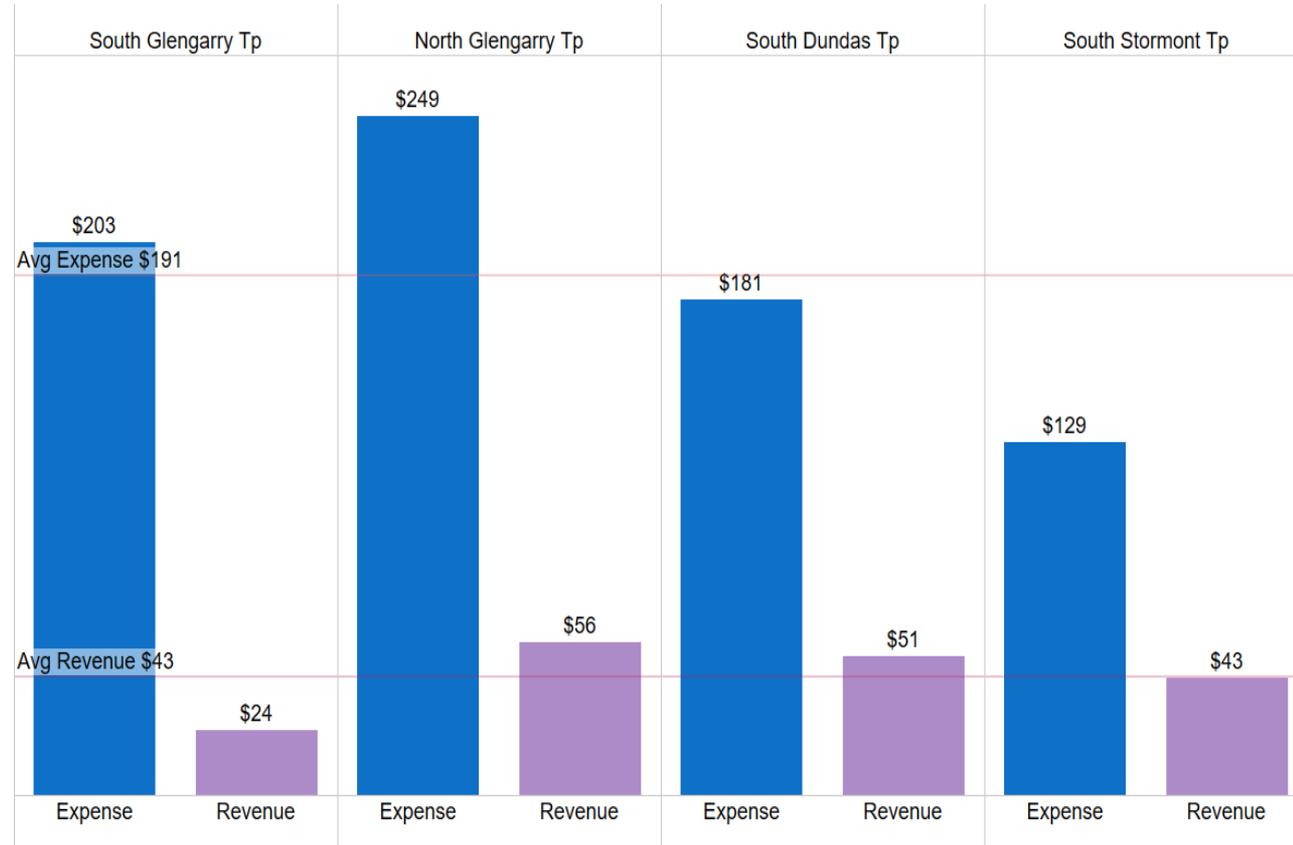
Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Benchmarking Perspectives

Parks Expense per Household

South Glengarry's operating expense for parks per household ($75) is within close proximity of the average for the comparator group average of $68 per household.

Spending level is subject to the amount of park land a Township maintains, its budget, and associated service levels it delivers.
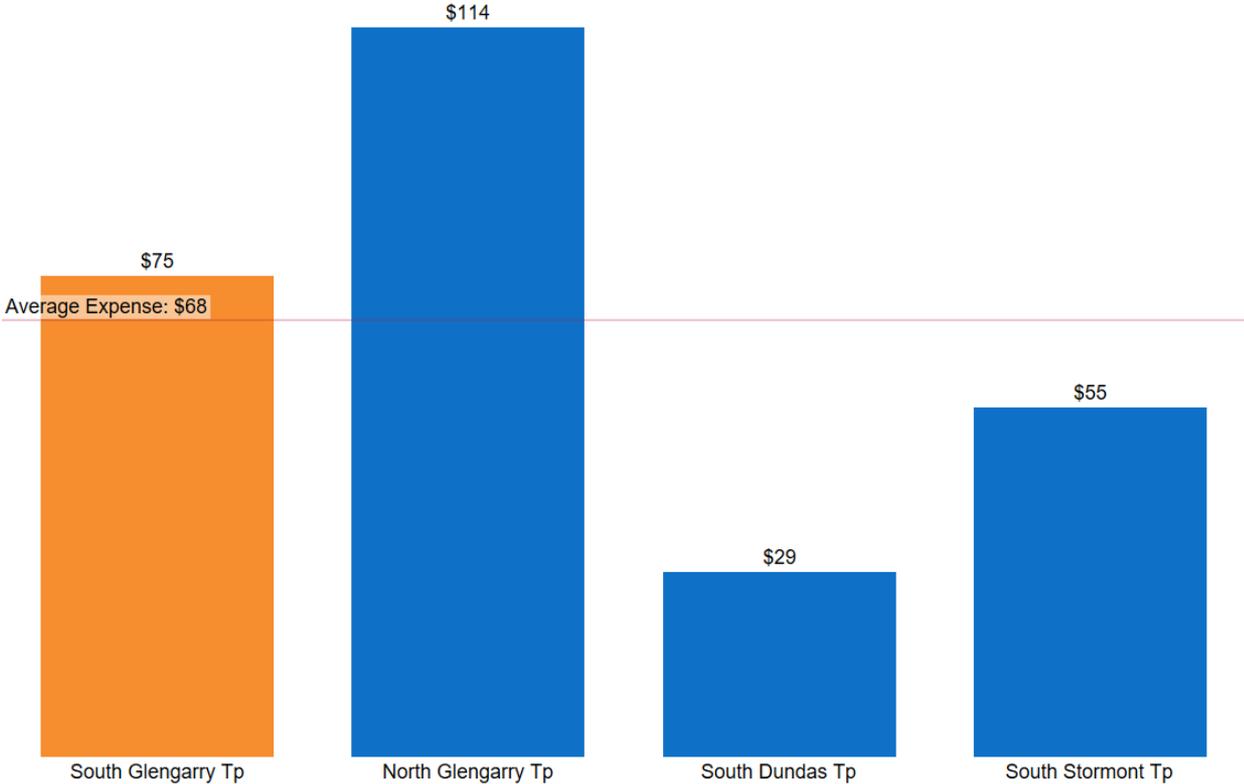
Average Expense: $68

$75	$114	$29	$55
South Glengarry Tp	North Glengarry Tp	South Dundas Tp	South Stormont Tp

Source – KPMG analysis of annual Financial Information Returns, Schedule 2 & 40

Benchmarking Perspectives

Planning & Development

As a percentage of gross Planning and Development expenses incurred, South Glengarry has the second lowest recovery through user fees amongst the comparator group (~21%).

South Stormont sold industrial land in 2020 for development.

Planning and development expenses include planning and zoning, and commercial and industrial expenses.

Township	Land Use Planning – Total Number of Residential Units
South Glengarry	37
North Glengarry	18
South Dundas	28
South Stormont	83

Source – KPMG analysis of annual Financial Information Returns, 80D
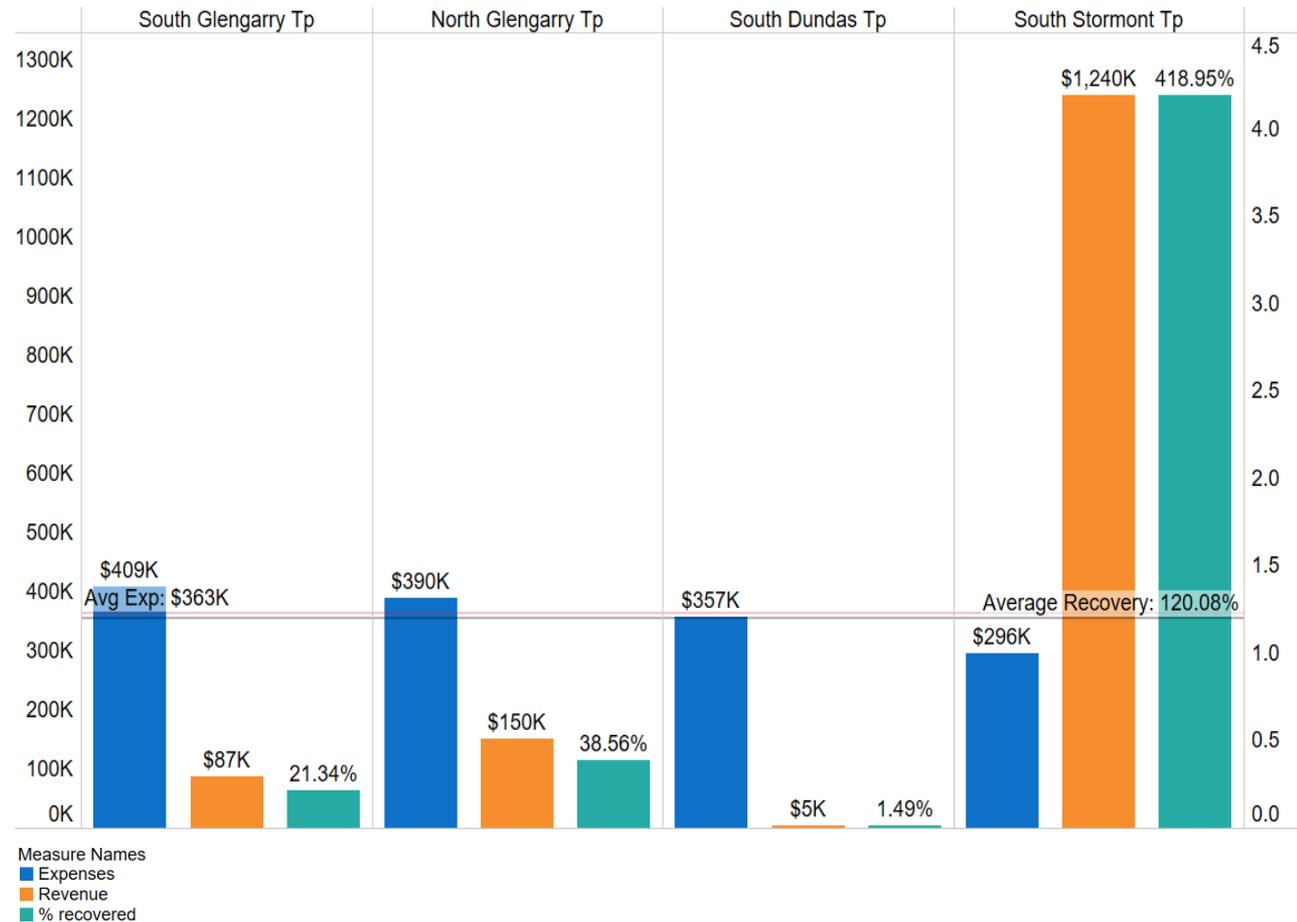
Source – KPMG analysis of annual Financial Information Returns, Schedules 02, 12, 40, 80D

Benchmarking Perspectives

Building Permit and Inspection Services

South Glengarry did not report building permit and inspection expense in the 2020 FIR.

In terms of service volume, South Glengarry processed the second largest amount of building permits in 2020.

Subject to the application type, there is a timing difference between when cost are incurred to process applications and when user fees are collected.

Average Expense: $69

South Stormont Tp	$53
North Glengarry Tp	$70
South Dundas Tp	$85
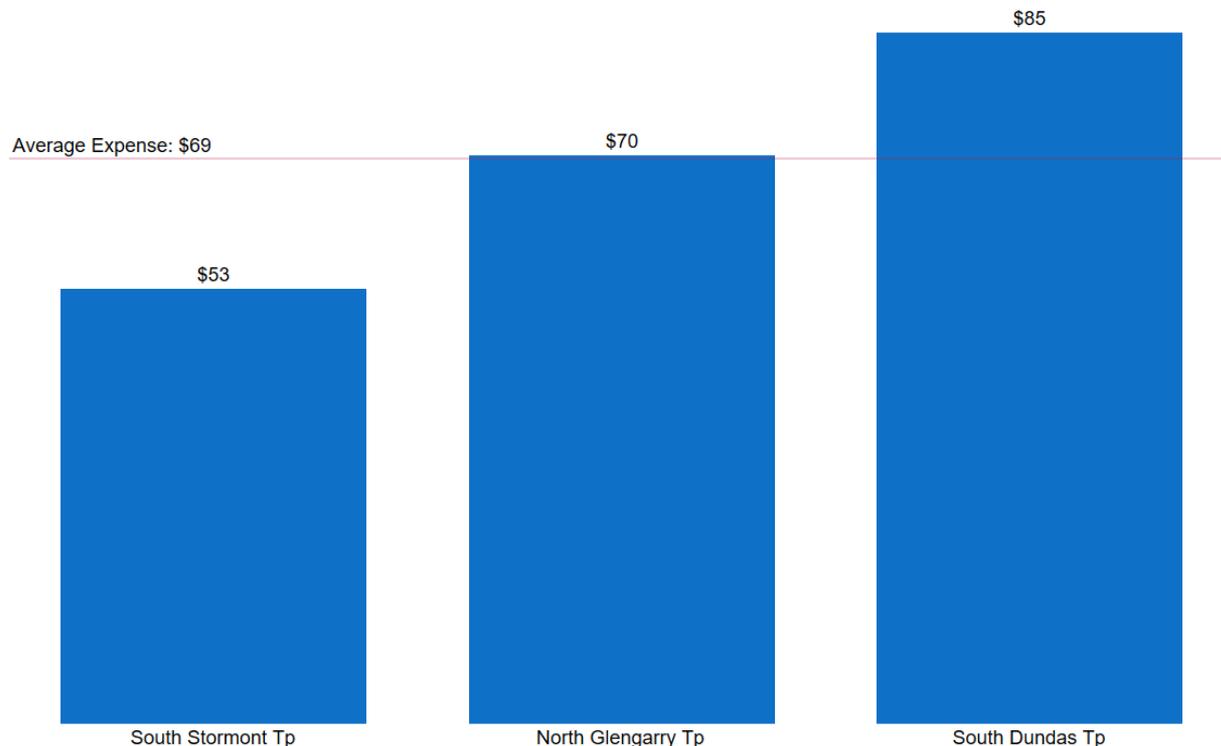
Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80A

Township	Total Number of Building Permits[1]	Total Building Permit and Inspection Expense	Expense per Building Permit
South Glengarry	263	$0K	N/A
North Glengarry	201	$342K	$1,701
South Dundas	191	$386K	$2,022
South Stormont	198	$296K	$1,496

1 - 2020 Data

Benchmarking Perspectives

Protective Inspection and Control Expense per Household

While South Glengarry reported no building permit and inspection services in its 2020 FIR (previous slide), it reported the highest protective inspection and control expense per household. It is possible that the expenses for both categories were aggregated here, contributing to a higher expense per household amount for South Glengarry.

Protective inspection and control expenses primarily consists of bylaw enforcement and other enforcement related expenses. Expenditures includes both in-house and contracted resources.

The service delivery approach (in-house vs. contracted resources) impacts the spending level. South Glengarry, North Glengarry and South Stormont have in-house bylaw officers to deliver enforcement services. The Chief Building Official of South Dundas serves as its bylaw officer.
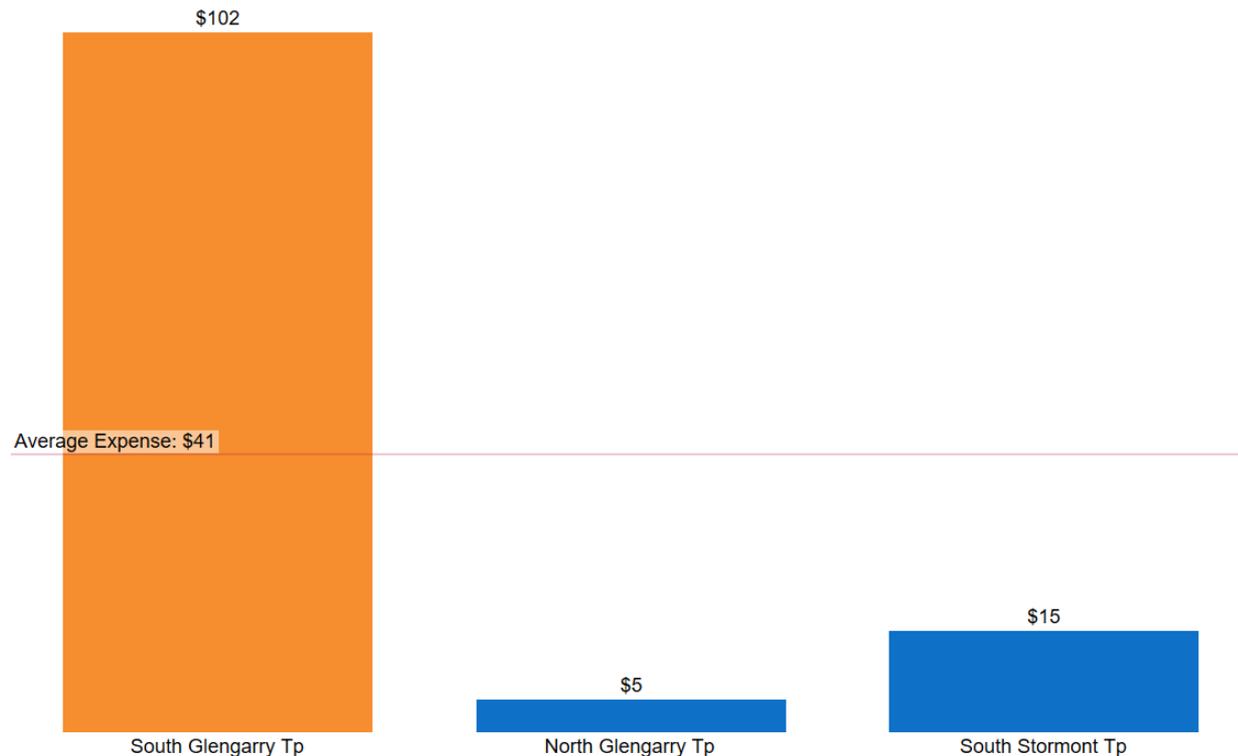
	South Glengarry Tp	North Glengarry Tp	South Stormont Tp
Expense	$102	$5	$15

Average Expense: $41

Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Fire Expense per Household

South Glengarry's fire services expense per household is the lowest amongst the comparator group.

The comparator municipalities deploy a similar volunteer firefighter model. The Fire Chief of North Glengarry is considered part-time. South Dundas and South Stormont have a full time Fire Chief and other full time administrative positions.

Township	Total number of fire stations
South Glengarry	5
North Glengarry	3
South Dundas	3
South Stormont	4

Average Expense: $189

South Glengarry Tp — $132
North Glengarry Tp — $229
South Dundas Tp — $208
South Stormont Tp — $186
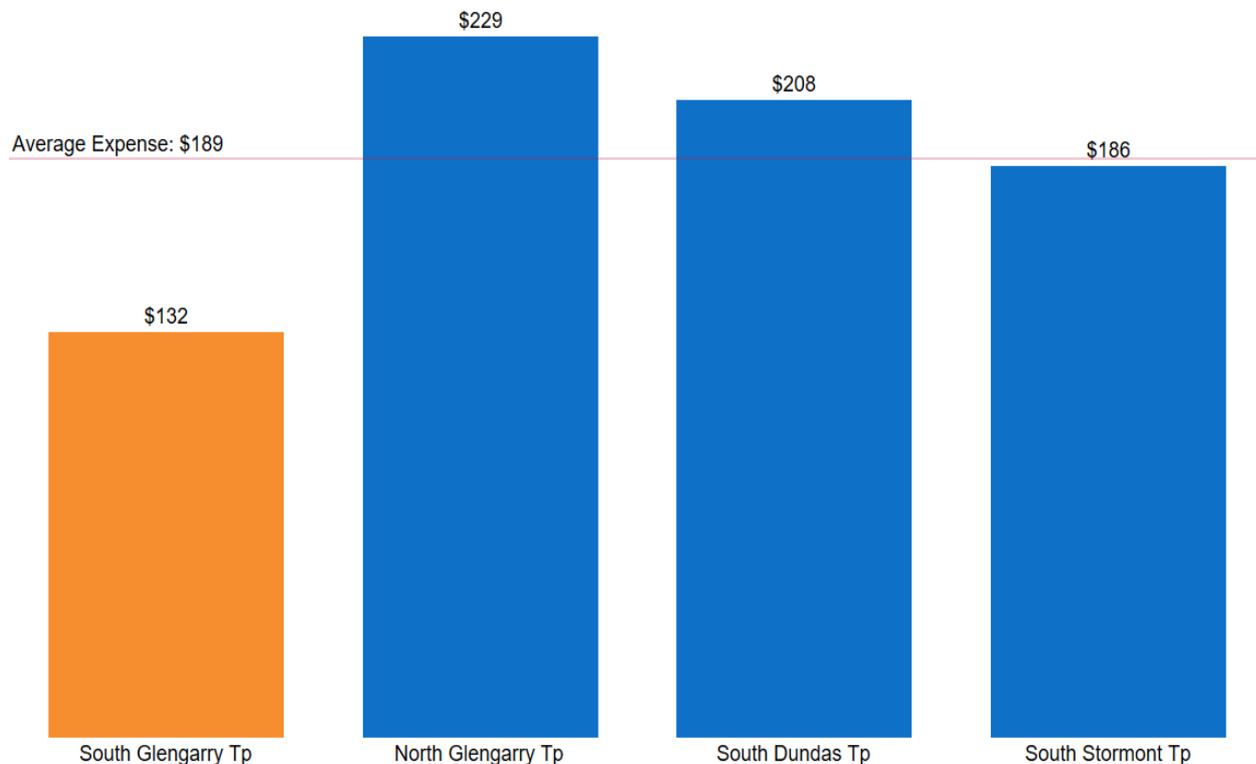
Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40
Source – Municipal websites – Fire & Emergency Services

Benchmarking Perspectives

Water Treatment and Distribution Expense per Household

South Glengarry's total expense per household is below the average of the comparator group. However, the total expense per megalitre of drinking water treated is the 2nd highest of the comparator group.

All comparators have invested in water system upgrades in recent years.
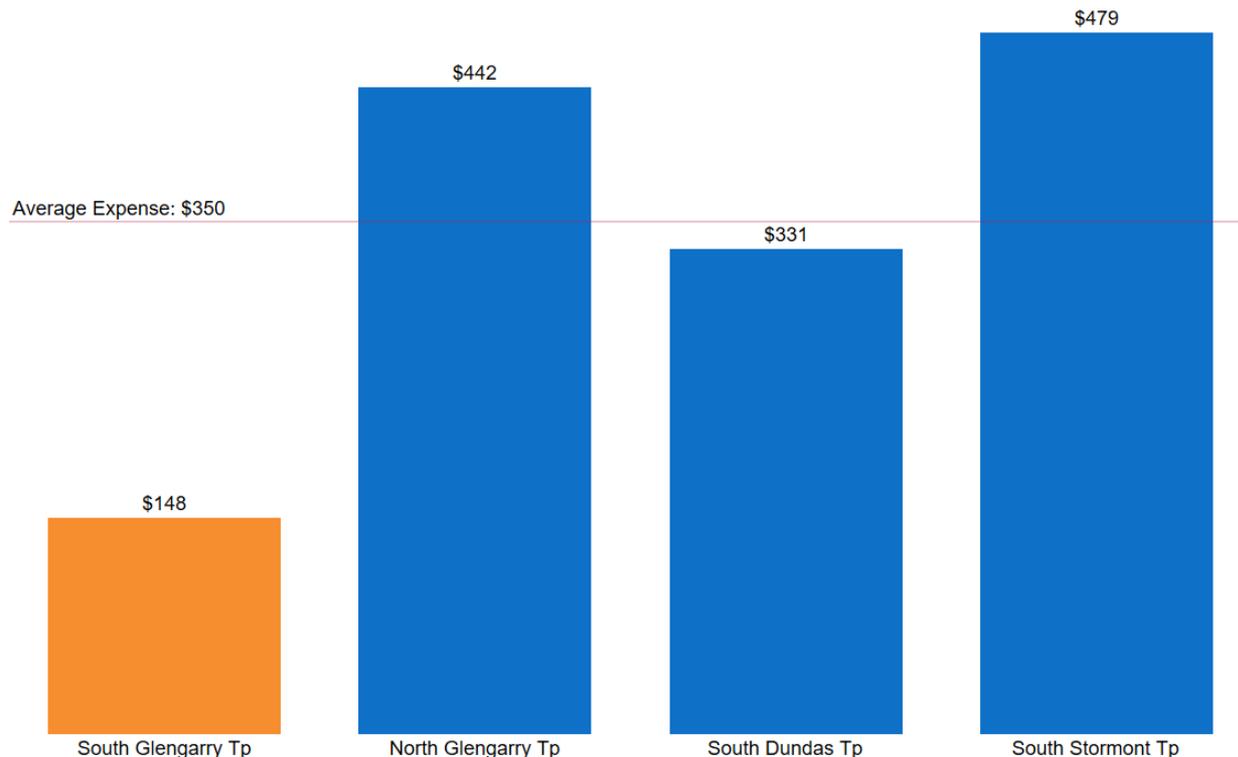
Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40, 51A - 51C

Township	Total Megalitres of Drinking Water Treated	Total Water Treatment and distribution/transmission expense	Expense per Megalitre
South Glengarry	341.2	$882K	$2,586
North Glengarry	612.1	$2,167K	$3,539
South Dundas	1,073.7	$1,509K	$1,405
South Stormont	1,600.4	$2,659K	$1,662

Source – KPMG analysis of annual Financial Information Returns, Schedule 80D, 40

Benchmarking Perspectives

Wastewater Collection and Treatment Expense per Household

The Township's total expense per household is the lowest; the expense per megalitre of wastewater treated is the 2nd lowest amongst the comparator group.

All comparators have invested in waste water system upgrades in recent years.

Average Expense: $254

$93	$142	$317	$462
South Glengarry Tp	North Glengarry Tp	South Dundas Tp	South Stormont Tp
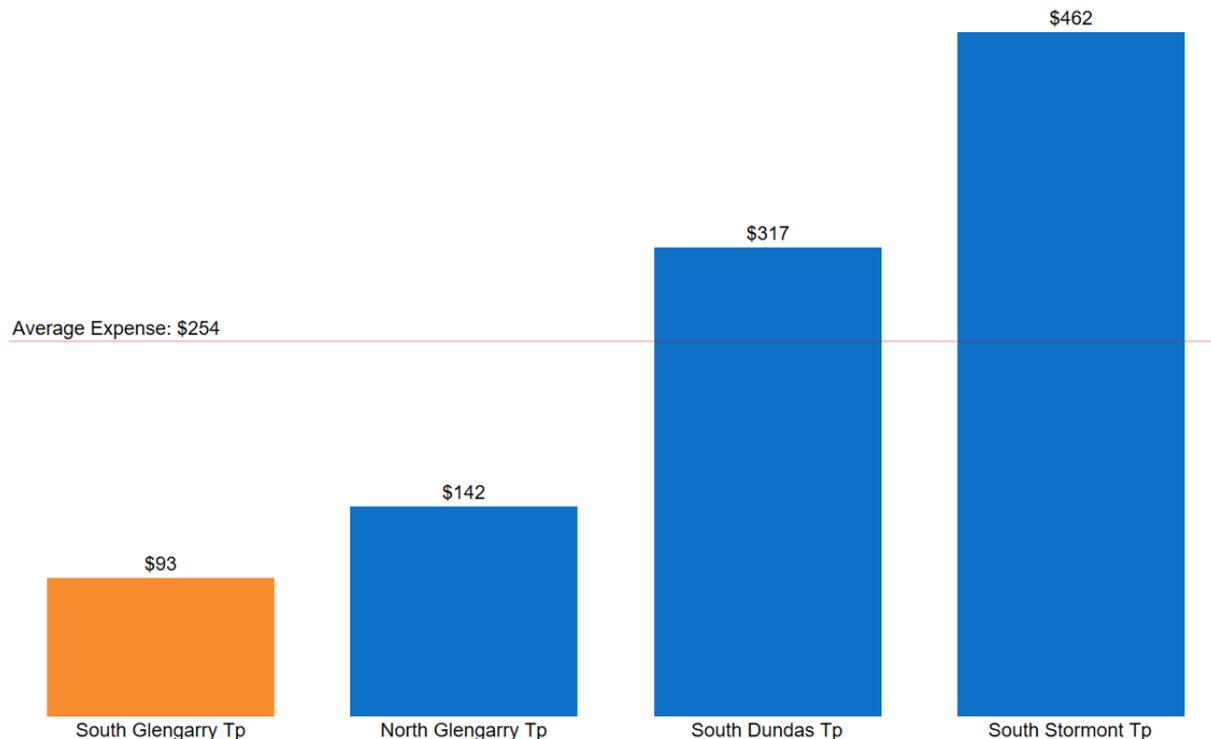
Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80D

Township	Total Megalitres of Wastewater Treated	Total Wastewater Treatment and distribution/transmission expense	Expense per Megalitre
South Glengarry	613.3	$557K	$909
North Glengarry	1,107.6	$696K	$628
South Dundas	1,410.9	$1,443K	$1,023
South Stormont	1,967.2	$2,563K	$1,303

Benchmarking Perspectives

Solid Waste Services Expense per Household

The Township's operating expense per household for solid waste services is the 2nd lowest amongst the comparator group.

Expenses include solid waste collection and disposal, and waste diversion expenses.

All municipalities use contractors to perform solid waste collection and waste diversion services.
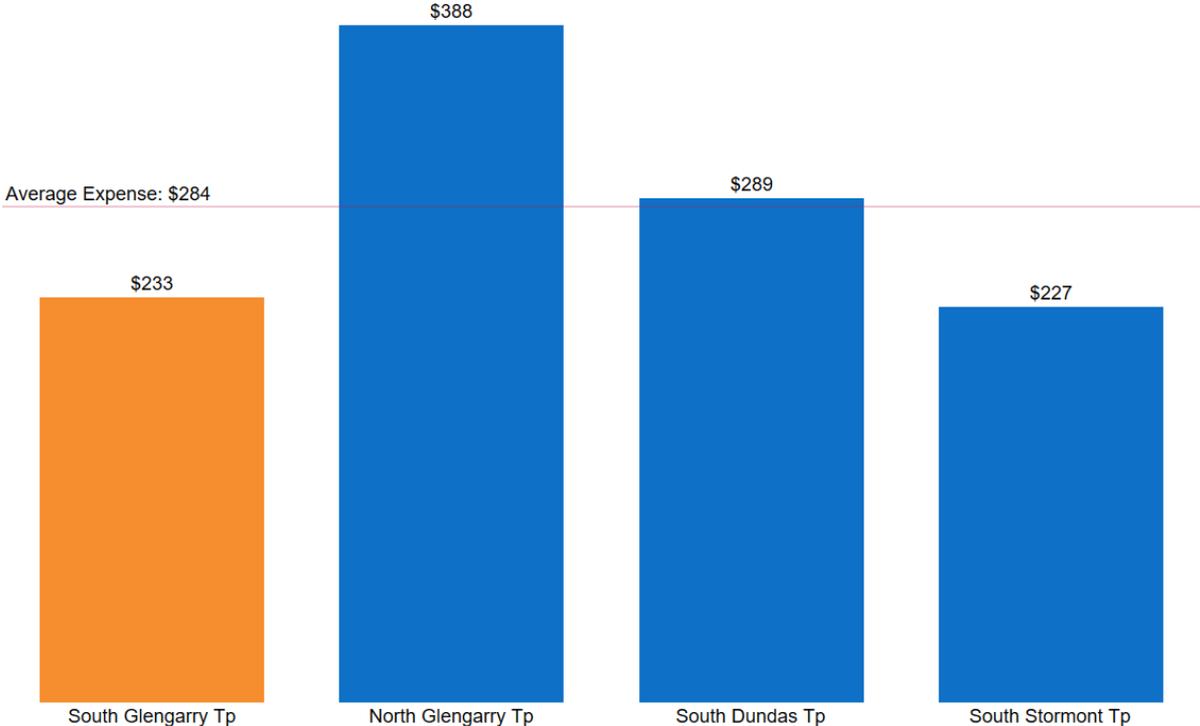
Average Expense: $284

$233	$388	$289	$227
South Glengarry Tp	North Glengarry Tp	South Dundas Tp	South Stormont Tp

Source – KPMG analysis of annual Financial Information Returns, Schedule 02 & 40

Benchmarking Perspectives

Summer Road Maintenance per Paved Lane Kilometre

A lane kilometer is calculated by multiplying the total number of kilometers in the municipal road network by the number of lanes.

South Glengarry has the highest number of lane kilometres amongst the comparator group and the highest expense per paved lane kilometer.

It was noted that the Township maintains its roads according to the minimum maintenance standards.

Bar chart: Summer Road Maintenance per Paved Lane Kilometre
- South Glengarry Tp: $10,249
- North Glengarry Tp: $9,479
- South Dundas Tp: $1,906
- South Stormont Tp: $3,073
- Average: $6,177
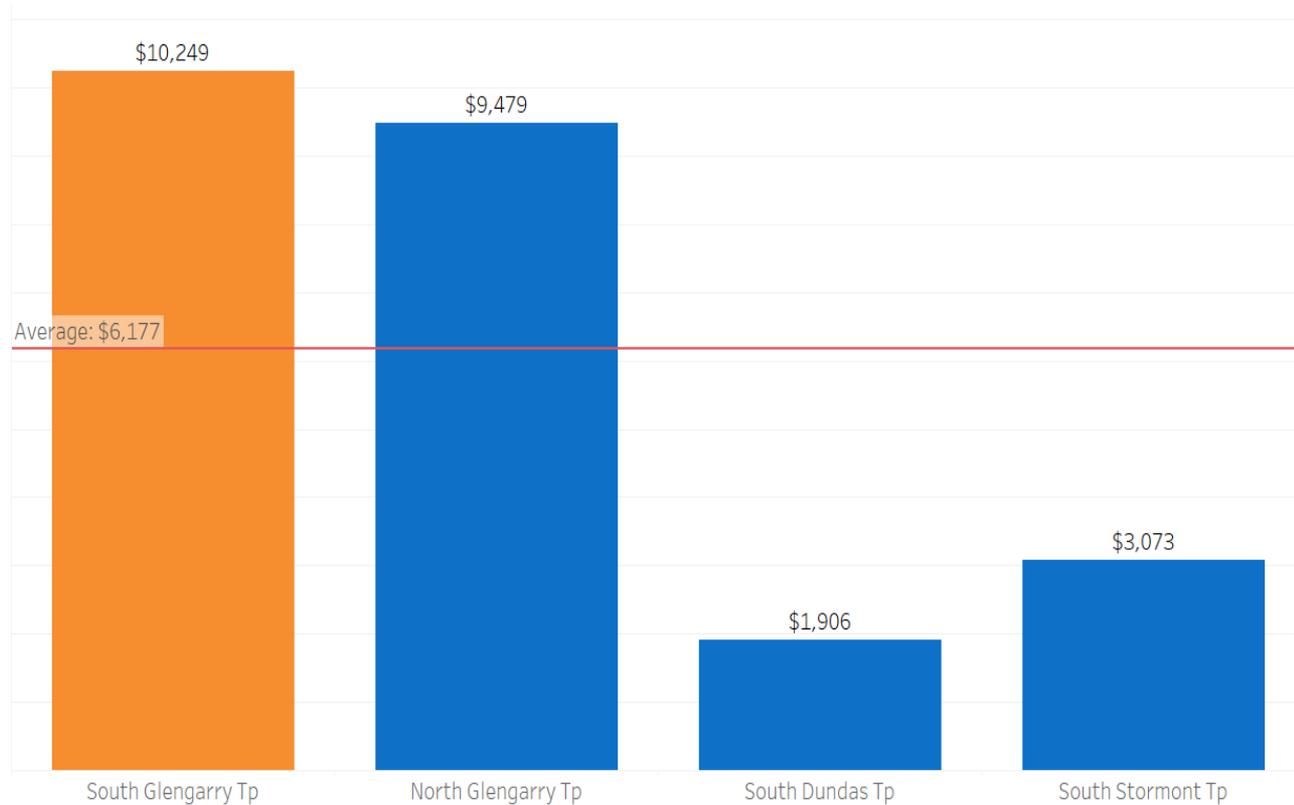
Source – KPMG analysis of annual Financial Information Returns, Schedule 02, 40 & 80

Township	Paved Lane KM	Unpaved Lane KM	Total Lane KM
South Glengarry	394	372	766
North Glengarry	309	417	726
South Dundas	626	77	703
South Stormont	386	208	594

Benchmarking Perspectives

Winter Road Maintenance per Lane Kilometre

Winter maintenance expense per lane kilometre is calculated by taking the total expense for winter maintenance divided by the total lane kilometres of roads maintained during the winter.

South Glengarry's expense per lane kilometre for winter maintenance ($2,281) is the highest amongst the comparator group. This may be due to different service levels where the comparator Townships maintain all paved and unpaved roads in the winter.
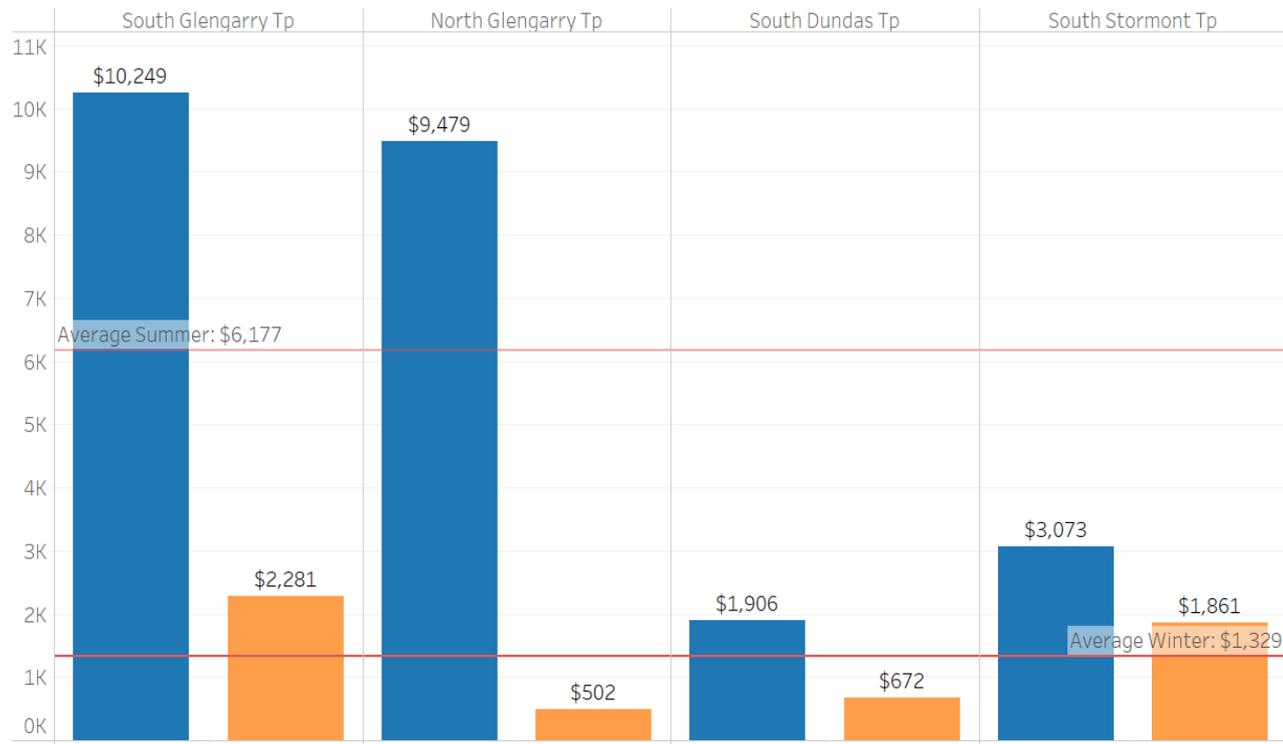
Legend
- ■ Summer Maintenance
- ■ Winter Expense

Source – KPMG analysis of annual Financial Information Returns, Schedule 40, & Schedule 80

Township	Total Lane KM maintained in winter	% of Total Road KM Maintained
South Glengarry	372	49%
North Glengarry	726	100%
South Dundas	680	97%
South Stormont	601*	101%

*South Stormont reported that they maintain 101% of total road KM during winter

Appendix E: Process Observations

Process Mapping

As part of the project, 13 process mapping workshops were completed for the following processes:

1. Processing of payroll
2. Vacation request and management
3. Hiring/onboarding of new staff
4. Procurement process
5. Grant and donation management
6. Processing of payments received
7. Property Ownership Changes
8. Accounts payable
9. Customer Complaints and Service delivery Requests
10. Building permit Application & Approval
11. Minor Variance Applications
12. Facility Rentals
13. Program Registration

Engaging Internal Stakeholders

As part of the project, KPMG held 13 process mapping workshops to understand key processes that span across the Township's departments. The workshops helped to identify process inefficiencies, manual activities, and existing technologies. The process maps are included in Appendix B.

We summarized observations and improvement opportunities by process in the following slides.
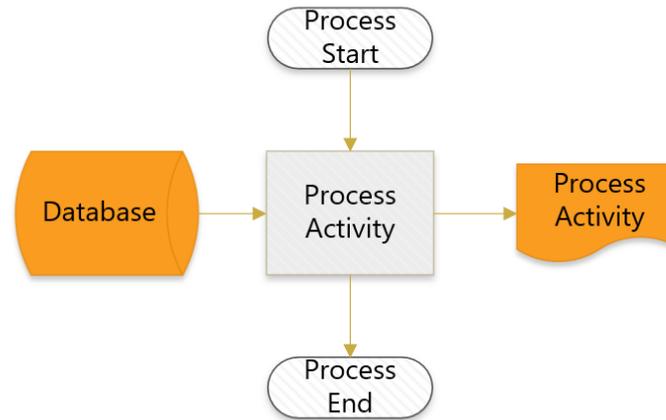
Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

	Challenges & Threats	Improvement Opportunities
01 Processing of Payroll / **02** Vacation Request and Management	• There is lack of segregation of duties with limited management oversight. • Multiple processes in both payroll and vacation management are highly manual, with limited utilization of available technology. • Retirement of HR personnel. • Limited documentation of HR procedures.	• Implement electronic timesheets and paystubs to reduce manual efforts in recording and managing payroll/vacations. • Explore VADIM reporting capabilities to analyze payroll data. • Implement employee self-serve functions via HRIS solution to manage requests and monitor scheduling. • Document HR procedures and policies; plan for additional staff training.
03 Hiring / Onboarding of New Staff	• As part of a wider labour shortage, the Township is experiencing difficulty in attracting talent to apply for vacant positions. • The process to track recruiting status and documents is highly manual.	• Review the Township's recruitment strategy e.g., investigate alternative sources of labour, assess hiring process. • Consider the use of an HRIS system to track and manage recruitment and onboarding process.
04 Procurement Process	• Some personnel believe paper tender submissions encourage local businesses to bid for work as local vendors may not have access to MERX. These services include grass cutting, collection, and trades. • Communication to vendors of the status of their bids is limited. The department often receives requests for updates on bids. • Advertising is mostly done through local newspapers and the municipal website but this might not reach the full scope of eligible vendors.	• Utilize MERX functionality to receive electronic submissions of tender bids in addition to paper submission. Explore using MERX to notify bidders of tender results. • Explore avenues for advertising procurement opportunities to local businesses such as social media and direct mailing. • Procurement Bylaw could be updated to include online tendering procedures. Last revision was made in 2018.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

	Challenges & Threats	Improvement Opportunities

05 Grant and Donation Management	• Exceptions to the grant and donation policy are often approved, such as:
	   • Applications submitted after deadlines are often accepted and approved.
	   • Applications are awarded grants above the maximum threshold.
	• Some applications are submitted directly to Council and are granted priority service.
	• The approval of late donation/grant applications threatens the department's ability to plan budget.
		• Update the grant and donation policy to clarify the procedures pertaining to delegation of authority, roles, and responsibilities, approval thresholds. Last revision was in 2017.
		• Update the municipal website to better communicate application policy and procedures.
		• Delegate administrative work from the Treasurer to the Deputy Treasurer or Clerk's Office to manage grant and donation process.

06 Processing of Payments Received	• There are no backups for the receptionist role. In the event of absences, work is completed only when the receptionist returns. • Landfill service pricing follows an informal process that may not be sustainable in the longer term and creates financial risks for the Township.	• Opportunity to train/recruit another staff member as a backup to the receptionist position. • Review policies and procedures for landfill pricing and billing to mitigate risks of lost revenues and as part of succession planning.
07 Property Ownership Changes	• Capturing ownership changes in a timely manner to accurately update property and tax assessment data has been difficult due to the high volume of ownership changes recently experienced by the Township. • The lack of integration between Cloudpermit and VADIM requires personnel from both Building Services and Finance to input ownership changes into each respective system.	• There is an opportunity to review if Paymentus can be integrated with Cloudpermit to avoid manual confirmation of payment between Building and Finance departments.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

	Challenges & Threats	Improvement Opportunities
08 Accounts payable	Corporate Credit Cards • There is no formal policy for the use of corporate credit cards. AP Clerk often needs to follow up with users for approval of credit card statements. • Limited review of credit card transactions with little/no review of statements. Vendor Payments and Employee Reimbursement • No Backups to process AP in the event of an extended absence. • Rush payment requests may expose the municipality to cybersecurity threats e.g., phishing emails, impersonations.	Corporate Credit Cards • Implement and enforce a corporate credit card policy. • Implement electronic receipt submission process. • Consider Deputy Treasurer as approver of credit card payments. Vendor Payments and Employee Reimbursement • Consider Deputy Treasurer as backup to AP Clerk. • Digitize invoice payment records, especially payments over $50K. Currently retaining physical documents.
09 Customer Complaints and Service Delivery Requests	Customer Complaint & External Service Requests • There is no formal tracking and reporting of customer complaints and service request activities. • Few clients submit the complaint form on the municipal website while the others call or email Township Staff and/or Town Hall. • Complaints directly submitted to CAO/Council are prioritized over other requests. Internal Service Requests • Applications and service request are tracked manually. Cloudpermit does not issue notifications to inform staff of action items and requires additional effort by staff to monitor the system.	Customer Complaint & External Service Requests • Infrastructure is in the process of implementing Access E11 to track maintenance requests. The system will act as a work order management system that integrates with the GIS system. • Update the municipal website to better communicate the complaint process. Internal Service Requests • Evaluate alternative software with adequate notification and request tracking systems. • Consider use of Cloudpermit to schedule inspections.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

	Challenges & Threats	Improvement Opportunities
10 Building Permit Application & Approval	• Encouraging applicants to submit applications via Cloudpermit has been a challenge. Approximately 80% of applications are submitted electronically (email) or in-person (paper). • Cloudpermit does not issue notifications to relevant stakeholders when there are applications updates (e.g., status changes, updated application data, invoice issues, etc.). • Cloudpermit permit number does not integrate with VADIM property roll number, hence, Finance relies on communication from Building to record permit transactions in VADIM.	• Update the municipal website to better communicate application policy and procedures. Create resources (e.g., templates, flow charts) to inform applicants of the application process. • Explore how Cloud permit can be better integrated with the financial system.
11 Minor Variance Applications	• The GM of Planning, Building & Enforcement is the only planner at the Township with limited backup support. • The Township purchased the Land Use Planning module of Cloudpermit but applicants are unwilling or unable to submit their applications through the system; hence, the software is currently used internally to link minor variance applications to building permit applications.	• Recruit/train another planner to complement GM and provide backup. • Review and amend Bylaws to reduce volume of minor variance applications. **Strengths:** • The Planning Department has prepared multiple public resources including application templates and flow charts to help inform applicants before initiating the application process. • The department is available to provide consultations by appointment. • Legislation requires the process take no more than 60 days, but it typically takes 40-45 days for the Township to complete the process.

Summary of Process Mapping Workshops

KPMG identified the following opportunities and improvements after conducting the 13 process mapping workshops with Township staff. The process maps are included in Appendix A.

Challenges & Threats	Improvement Opportunities

12 Facility Rentals

13 Program Registration

Challenges & Threats
- The Township provides a high service standard for a one-time rental fee while accommodating special requests without a charge i.e., additional staff are needed to coordinate requests such as bar setup, projectors, speakers, etc.

Improvement Opportunities
- The Township could review the current rental fee pricing model. After the Department reviews it's Master Plan, the Township intends to review user fees.
- Consider a stronger presence of seasonal employees to support staff during peak seasons.

Process Maps

Township of South Glengarry

Service Delivery Review

Final Report

Departments

Start

Employees submit weekly timesheets to managers

Three different timesheet formats for Roads, Water and Wastewater, and Recreation based on the Department's GL account structure

Managers review and sign-off timesheets

Managers hand-off paper timesheets or email scanned timesheets to HR
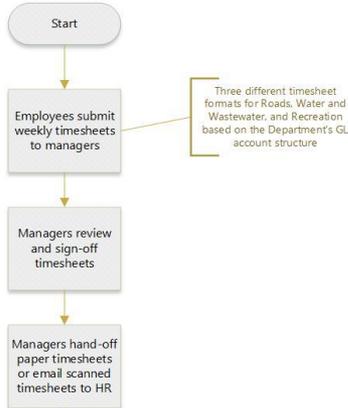
Challenge:
- Lack of segregation of duties with limited management oversight.
- HR is retiring - ensure Payroll procedures are documented. The Deputy Treasurer is in process becoming the backup personnel to process payroll.

Improvement Opportunity:
- Consider implementing electronic timesheets.
- Consider implementing electronic paystubs.
- Explore stronger VADIM reporting capabilities to analyze payroll data at employee level of details.

HR

HR inputs timesheet data into VADIM

VADIM

HR run Payroll Register

BMO direct deposits net earnings to employee bank accounts

Reconcile BMO settlement notice with VADIM and payroll calculation spreadsheet

Process monthly remittances

HR updates payroll calculation spreadsheet with timesheet hours

Payroll Calculation Spreadsheet

HR generate EFT bank file

HR print pay slips

Post payroll journal entry in VADIM

Process monthly OMERS pension adjustments

Post remittance and deduction journal entries in VADIM

Treasurer performs informal review of VADIM records

End

HR reconciles VADIM hours and accruals with payroll spreadsheet

HR run VADIM payroll calculation biweekly

HR transfer bank file to BMO

HR distribute pay slips to employees

Process monthly WSIB and benefit deductions

End

Process monthly CUPE dues

Process annual T4s

Human Resources – Vacation Request and Management

Departments

Start

Employee submit annual vacation request by May 1

Vacation leave sheet

Managers approve vacation requests based on projected service coverage

Improvement Opportunity:
- Consider implementing an electronic scheduling tool.
- Consider implementing electronic timesheets.
- Consider implementing employee self-service functions via a HRIS solution.

HR

HR updates annual vacation calendar by June 1

Vacation balances are calculated each pay cycle based on approved timesheets

Accrue based on employee entitlements and years of service (e.g., 3 weeks as new hire; 4 weeks after 5 years of service)

Vacation balances are reported on each paystub

Employees can also contact HR to obtain vacation balances

Review vacation balances at year end to ensure within carryover limit

Carryover amounts based on employee entitlements (union employees can bank 1 week; non-union employees can bank 2 weeks)

End

Human Resources – Hiring and Onboarding New Staff

Hiring Department

Start → Vacancy identified → Replacement or new position?

- Replacement
- New Position

Hiring Manager reviews job description and pay scale → CAO approves new position → CAO and Hiring Manager present new position request to Council → Council approves new position → (1)

New positions are generally discussed in closed session

Challenge:
- Hard to attract talent to apply for vacant positions.
- Manual process to track recruiting status and recruiting documents.

Failed background checks or rejected offers:
1) Re-negotiate terms
2) Offer position to another candidate
3) Failed search and restart process

(2)

Hiring Manager select candidates to interview → Conduct interviews → Offer position to successful candidate → Negotiate Offer Package → Offer accepted?

No

HR

(1) → Prepare job posting → Union position?
- No → Post job requisition externally → Review submitted applications
- Yes → Post job requisition internally first for 5 days

Draft job descriptions, set pay scale and compensation package → Compile recommended candidate list → Schedule interviews → Retain interview notes → Perform background and reference checks → Background check cleared?
- Yes → Finalize Offer Package
- No → (2)

External postings on municipal website, AMTCO and job boards, social media platforms (e.g., LinkedIn) and local newspapers

Yes → Finalize Offer Package → Provide onboarding checklist and forms to new hire → Set up new hire with office space and equipment → Create new hire employee file in VADIM and in paper → End

Onboarding package include benefit forms, banking deposit form, HR policies, Health and Safety Manual, HR Downloads training, etc.

Set up payroll, OMERS and benefits, absence time bank, etc.

Township Departments

Start

Procurement need is often included in annual budget approval

Departments identify a procurement need

CAO approval for non-competitive purchase

Procure over $50K? — Yes → General Manager (GM) prepares tender documents

Less than $40K for professional services

Procure less than $5K?

Enter into agreements according to Purchasing Bylaw authority levels

1 → Management evaluates submitted quotes → Management determines successful bidder → Management enters into purchase agreement with successful bidder → End

GM evaluates submissions → GM prepare Staff Report of recommended winning bid and draft agreement → Council approves winning bid and draft agreement

GM negotiate and award contract to winning bidder

The Clerk's Office

Clerk maintains sole source procurement records → End

Publish solicitation on municipal website → Solicit 3 vendor quotes → 1

Advertise tender on municipal website, news outlets, and MERX → Receive tender responses (paper submissions only) → Clerk/Deputy Clerk and Department Management open submissions in public meeting

Deputy Clerk informs unsuccessful bidders

Deputy Clerk collects insurance, WSIB, and signed agreement back from winning bidder

Deputy Clerk maintains tender, submission and evaluation records, and final contract

End

Improvement Opportunities:
- The Township is in process implementing Stone Share for records management.
- Utilize MERX functionality to receive electronic submissions of tender bids instead of paper submission. Could also explore using MERX to notify bidders of tender results.
- Procurement Bylaw could be updated to include online tendering procedures. Last revision was made in 2018.

Challenges:
- Some personnel believe that paper tender submissions encourage local businesses to bid for work as local vendors do not have access to MERX. Specific services that the Township is looking for local vendors are grass cutting, garbage collection, and trades.

Applicant

Start

Application deadline is the last Friday of November for grants in the new calendar year

Community group submits Grants & Donation Application Form in paper

Clerks is working on creating a fillable form on the municipal website

Applicant carries out activities according to grant agreement

Applicant submits Summary Report to Treasurer

Finance

Treasurer reviews the application

Finance issues grant payments according to grant agreement

Issuance based on application request:
1. Lump sum / incident
2. Regular installments
3. Milestone achievement (e.g., payment per doctor hired)

End

Treasurer includes application in budget discussion with Council

Council approves application?

— Yes → Inform applicant of grant award and grant agreement

— No →

Inform applicant of denied application

End

Improvement Opportunities:
- The Treasurer is processing grants and donation applications. Administrative work could be delegated to the Deputy Treasurer or to the Clerk's Office to manage the process.
- The grants and donation policy should be updated to clarify procedures pertaining to delegation of authority, roles and responsibilities, approval thresholds. Last revision was in 2017.
- The municipal website needs to be updated to better communicate application policy and procedures to encourage more community groups to apply. It is not clear who in the Township is in charge of website content updates.
- Consider the use of eSolutions and eScribe to manage Council meetings.

Challenges: Exceptions are often granted, such as:
- Accepting and approving applications that were submitted after the deadline.
- Some applicants are awarded grants above the policy threshold.

Financial Services - Processing of Payments Received

Customers

- Start
- Payment for?
- Tax or water bill
- Other (planning, building, landfill, recycle bins, bag tags, etc.)
- Invoice present? — Yes
- Payment made only via debit, cash or cheque
- Payment made via all methods (including credit and online payments)
- No

Reception

- Account lookup
- Reception updates the system with payment information → Vadim
- Payment details include mode of payment, name, and address
- Print receipts — Two receipts are printed. One is given to the customer and the other is retained by the Department
- Receptionist gathers and presents material to AR clerk — Material includes all payment documentation and cash float.
- All documentation is deposited at the bank weekly by Receptionist
- Finance perform month end close of Vadim → End

- The nature of most payments received are tax and water payments but also include planning payments, building department, land fill site, recycle bins, bag tags, and parks and recreation.

Challenge:
- There are no backups for the personnel involved in AR. In the event of absences, the work is completed only when the individual returns. No one else is entering payment information.
- Landfill service pricing is often informal and carried out by one individual (assess service, issue receipt, bring to finance to input in system).

Improvement Opportunity:
- Recruit or train another staff member to act as backup to key positions.
- Review policies and procedures for landfill pricing and billing as part of wider succession planning.
- Expand the payment methods to cover more/all services.

Strength:
- The student is able to oversee some responsibilities of the AR process in the event of a short-term absence.

Financial Management - Property Ownership Change

Property Ownership Change

Client

Start → Property sale triggering ownership change → Lawyers notify Finance of ownership change

Finance

VADIM will update GIS and Cloudpermit with new data

Finance updates VADIM with ownership change data → VADIM → AR Clerk reviews MPAC report and reconcile with VADIM ownership data → AR Clerk research and resolve discrepancies between VADIM, MPAC, and Cloudpermit → Finance reviews latest MPAC assessment data annually in the Fall for budgeting → End

(1)

Building

Challenge: Capturing ownership changes timely to accurately capture property and tax assessment data. The Township has experienced high volume of ownership changes due to an active housing market. Property ownership data needs to be updated in order to process planning applications and building permits.

Building Information Officer compiles new building permit data ← Cloudpermit and/or CGIS — Limitation on merging CGIS and Cloudpermit data into one for MPAC report.

Building Information Officer submits monthly report to MPAC — Cloudpermit has MPAC reporting template

Cloudpermit and VADIM have limitations generating occupancy report

New occupancy? — Yes → Inform County, 911 and other Township departments of new occupancy → End

No ↓

MPAC assess property value based on new permit data

(1)

Financial Services - Accounts Payable

Vendor Payments and Employee Reimbursements | Corporate Credit Cards

Manager

Sometimes Managers will provide vendor invoice to AP Clerk to process payment

GMs and Managers review and approve invoice → Amount greater than $2k? → Yes → Treasurer reviews and approves invoice

No

Start

The Township currently has approximately 10 credit cards and 3 gas cards

Management with Corporate Cards provide expense receipts

Finance

Start

AP Clerk receives vendor invoices via mail, email, or from other Township staff → Provide invoice to GMs or Managers for approval → AP Clerk enters invoice data in VADIM → AP Clerk prepares weekly batch payment → AP Clerk reviews AP report to ensure data accuracy → Process batch payment

Email invoices to Water and Recreation that are offsite. Provide paper invoices to GMs onsite

VADIM

EFTs — Cheques

EFTs path:
Prepare EFT report for Treasurer review → Treasurer approves EFT payment → AP Clerk transmit EFT to BMO → AP Clerk reconciles EFT payment with BMO confirmation report → Send payment notice to vendor

Cheques path:
AP Clerk print cheques → Treasurer signs cheques → Mail cheques to vendor → Prepare vendor payment report → File invoices, EFT reports, and cheque stubs for records

End

Challenge: No backups to process AP. Rush payment requests may expose the municipality to cyber security threats (e.g., phishing emails, impersonations)

Improvement Opportunities:
- Consider Deputy Treasurer as backup
- Digitize invoice payment records, especially payments over $50K. Currently retaining physical documents

Corporate Credit Cards (Finance):

The process for researching unpaid invoices is time-consuming

AP Clerk review monthly statements with receipts → AP Clerk enters statement expenses in VADIM → AP Clerk pay corporate cards → End

VADIM

Each receipt is entered as an invoice in VADIM
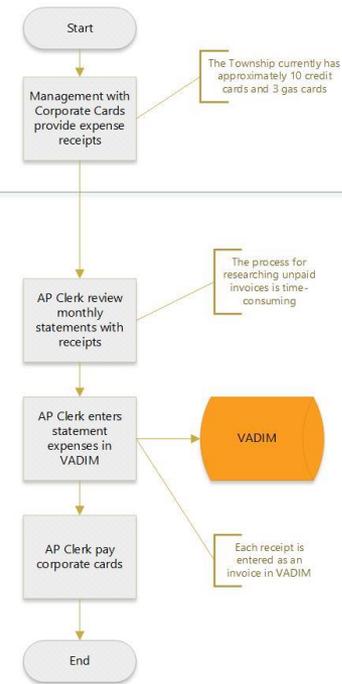
Challenge: There is no formal policy for the use of corporate credit cards. AP Clerk needs to chase receipts to support review of credit card statements

Improvement Opportunities:
- Implement a corporate credit card policy
- Implement electronic receipt submission process
- Consider Deputy Treasurer as approver of credit card payments

Infrastructure Services - Customer Complaints and Service Delivery Requests

	Customer Complaint & External Service Requests	Internal Service Requests

Client

Start

Phone or email Township Staff and/or Council

Phone or email Town Hall

Submit "Report a Problem" form via municipal website

Based on problem category, submitted forms are emailed to applicable department. Waste related complaints are routed to contractor to address issue.

Municipal consents and locate requests tracked manually

Address conditions by submitting relevant building permit applicaitons

Conditions may include permits regarding entranceway, road cut, ditching, water/sewer services, septic system review/location, demolitions, etc.

Customer Service / Township Departments

Receptionist intakes complaints

Township Website

The Receptionist addresses general inquiries and complaints. Subject specific issues are transferred to applicable departments.

Informs Infrastructure and other relevant departments of complaint

Other departments include Bylaw, Finance, Parks and Recreation, Clerks, and Fire

Start

GM of Planning, Building & Enforcement emails request for municipal consent review

Planning and County complete the application review process

Provisional Consent granted

Building Information Officer emails request for application review

GM of Infrastructure provides review comments

Infrastructure

Infrastructure Coordinator reviews and inputs complaint into AccessE11

AccessE11

Infrastructure is in process implementing AccessE11. Infrastructure Coordinator is a new position that will maintain and track AccessE11 data

Infrastructure staff address complaint

End

Challenge: There is no formal tracking and reporting of customer complaints and service request activities. Only utility consumption and new occupancies are reported.
Improvement Opportunity: Infrastructure is in process implementing AccessE11 to track maintenance requests. The system will act as a work order management system that integrates with the GIS system.

Cloudpermit

GM or Manager of Infrastructure review permit application

Approve permit application

Schedule inspection

Issue clearance of conditions

End

- **Challenge**: Applications and service requests are tracked manually. Cloudpermit does not issue notifications to inform staff of action items and requires additional effort by staff to monitor the system.
- **Improvement Opportunity**: Infrastructure is looking to use Cloudpermit to schedule inspections

Building Services - Building Permit Application & Approval

Applicant

Start

Submit hard copy building permit application in-person or through mail

Submit electronic building permit application via email

Submit building permit application via Cloudpermit

Submitted applications will appear in system inbox; however, system has no automatic notifications

Applicant reviews requested changes

Applicant make changes and upload new data in Cloudpermit or email new data

Online payment?

No → Applicant pays invoice in person → 2

Yes

Applicant pays via Paymentus → PayMentus

1

Building Services

Building Information Officer manually inputs application data into Cloudpermit

Cloudpermit

Cloudpermit sends application automatic notification of application case

CBO/Deputy CBO review application

3 key reviews of application, zoning requirements, and architectural drawings

Specialty review?

No → Request application changes?

Yes

Applications that need circulation include septic (Contracted Specialist), pools (Bylaw) entrance permits, water, sewer (Infrastructure).

Department personnel have access to Cloudpermit. Building additionally informs need for application review

Circulate application to relevant Departments for review

Departments complete reviews

Upload Cloudpermit with change request for system notification

Building Information Officer updates CBO white board status of receiving new data

CBO/Deputy CBO review application changes

No → Approve application

CBO/Deputy CBO issue invoice to applicant via Cloudpermit

1

Building confirms payment

Building generates Cloudpermit receipt

Provide Cloudpermit receipt with permit number to Finance

2

3

Issue permit → End

Finance

- Building Services used VADIM (up until 2005) and CGIS for mapping and property history data. Building Services is in the process migrating the historical data into Cloudpermit.
- **User Challenge**: Encouraging applicants to submit applications via Cloudpermit. Approximately 80% of applications are submitted via email or in paper.
- **Cloudpermit limitation:** Cloudpermit does not issue notifications to relevant stakeholders when there are application updates (e.g., status changes, updated application data, invoice issued, etc.) and requires additional effort by Building Services to monitor Cloudpermit data.
- **System Integration Challenge:** Cloudpermit permit number does not sync with VADIM property roll number, hence, Finance relies on communication from Building to record permit transactions in VADIM. VADIM limitation to search permit history based on property roll number.

VADIM

AR Clerk records permit data and payment in VADIM

Finance reviews Paymentus daily. Finance needs to request Building to provide permit number to process in-person payments.

3

Planning Services - Minor Variance Applications

Applicant (swimlane)

- Start
- Pre-application consultation with Planning Department
  - *Virtual or in-person meeting to ensure applicant understands application requirements. Focus on getting applicants to submit complete applications.*
- More information needed? — Yes → Applicant gathers necessary information
  - *Additional information may include studies, surveys, etc.*
- No → Complete and Submit Application
  - *Application can be submitted in hard copy, email, or via Cloudpermit.*
- Pay fee & commission signature
  - *In-person payment methods: cheque, credit card. Online payment requires a commissioner signature.*
- Applicant Proceeds with Project → End

Planning (swimlane)

- Review and process application
  - *Application is reviewed once deemed complete*
- Application file is saved in Cloudpermit / Cloudpermit
- Issue Notice of Committee of Adjustment Hearing
  - *A formal notice is sent to relevant agencies at least 10 days before committee meeting*
- Distribute Agenda Package
  - *Schedule committee and send agenda package (copy of application, notices, comments received, and previous minutes)*
- Committee of Adjustments Hearing is held
- Committee of Adjustments makes decision at hearing
- Issue Notice of Decision
- 20-day Appeal Period
- Appeal? — Yes → Notice sent to agencies → Follow OLT appeals process and submit supporting information → Close file based on OLT decision → End
- No → Application signed off as approved → Issue Notice of No Appeal → Building Permit Required?
  - Yes → Building Permit Application
  - No → (to Applicant Proceeds with Project)

Strength: The Planning Department has prepared multiple public resources including application templates and flow charts to help inform applicants before starting the application process. The department is also available to provide consultations to applicants by appointment. Legislation requires the process to take no more than 60 days, it typically takes 40-45 days for South Glengarry to complete process.

Challenge:
- The GM of Planning, Building & Enforcement is the only planner at the Township with limited backup support.
- The Township purchased the Land Use Planning module of Cloudpermit. No applicants are willing to submit their applications through the system; hence, the software is currently used internally to link minor variance applications to building permit applications.

Improvement Opportunity:
- Recruit or train another planner.
- Review and amend bylaws to reduce volume of minor variance applications.

Client

Start

Client requests facility booking via phone, email, or in person

Client pays invoice online or by cheque

Client holds event

Parks, Recreation & Culture

Book King

Recreation Facilitator reserve the facility in Book King

Recreation coordinates with client access to building

Recreation cleans up facility after rental event

Staff discuss rental details with client

Set up specialty requests

End

Specialty requests?

No

Invoice client for the facility rental

Yes

Recreation Facilitator coordinates specialty requests

Upfront coordination include arranging licensed events, park rentals, equipment, tables, and bar set up

- The Township is in process implementing Book King as the new booking system.
- Rental volumes vary by season. Summer is mostly park rentals while winter is mostly internal facility rentals.
- **Challenge**: The Township provides a lot of service for the one-time rental fee to accommodate special requests. Additional staff time is needed to coordinate these requests before the rental date and after an event. For example, the bar set-up requires staff to hire a bartender, arrange inventory, and manage petty cash. Equipment, such as tables, chairs, projectors, speakers, etc. need to be arranged before and after the rental event.
- **Opportunity**: The Township could review the current rental fee pricing model.

Parks, Recreation & Culture - Program Registration

Client

Clients register programs

Client pay program fees online or in person

- The Township currently uses ACTIVENet to manage program and facility booking. The Township will be migrating to Book King to register the 2023 Spring programs.
- The Township is in process updating the Parks and Recreation Master Plan. Once the plan is completed, the Township will be reviewing its recreation user fees.

Parks, Recreation & Culture

Start

Recreation Facilitator sets up program details in system

ACTIVENet / Book King

In person payment transaction is manually entered into VADIM. Each recreation facility and program have a unique GL accounts in VADIM. Book King will be integrated with VADIM to record customer payments

Process payment in VADIM

VADIM

Recreation Facilitator closes registration and reviews registration details

Recreation Facilitator prepare program delivery

Indirect Delivery — Direct Delivery

Community Groups deliver soccer programs and summer camps

Coordinate with Associations and Volunteer Groups to deliver program

Coordinate client communication, instructor schedules, other back end support

Directly deliver ice hockey, ball hockey, pickle ball, public skating, and other special events

Recreation Facilitator facilitate delivery of programs

End

Appendix F: Service Profiles

Township of South Glengarry
Service Delivery Review
Final Report

Service Profiles – Legend

Legend	
Service Type	**Description**
Mandatory	Service is mandated or required by legislation from a higher order of government. Deemed to be a required service.
Essential	Not legislatively required, but service is necessary for the Municipality in order to operate reasonably. Deemed to be a required service.
Traditional	The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.
Other Discretionary	Service is offered by the Municipality to respond to particular community needs, based on a positive business case, or other specialized purposes. Each service will be further reviewed to determine if the business case is still valid and the service is still required.

*Some departments may deliver a combination of different service types. The main service type is captured in the summary.

Service Level Assessment
A qualitative assessment of service levels based on interviews and documentation review of documents provided by individual departments.

Service profiles are organized by the Municipality's current organizational structure and service delivery approach.

01
Council

Township of South Glengarry

Service Delivery Review

Final Report

Elected Representatives

Department
Council

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$116
Material, Operating and Other Cost	$23
Transfers	-
Total Operating Costs	**$139**
User Fees and Recoveries	-
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**-**
Net Levy	**$139**
Capital Budget	**-**
Number of Councillors	**5**

Service Description

Council is an elected body that conducts regular meetings to address issues facing the Township; representing the public and considering the well-being and interests of the Township, including:

- Strategic direction of operations and services provided by the Township;
- Developing and evaluating the policies and programs of the Township, and;
- Maintaining the financial integrity of the Township.

The Township of South Glengarry is currently governed by the Mayor, Deputy Mayor and 3 elected officials.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Governance and Civic Engagement		●	
Council Meetings		●	

Sub-Services / Service Description

Sub-Services	Service Description
Governance and Civic Engagement	Governance and civic engagement includes activities conducted by Council to support public interest and how staff deliver on those interests. Activities include understanding priorities and concerns, and establishing action plans to address public concerns.
Council Meetings	The Township of South Glengarry's Council typically meets twice a month.
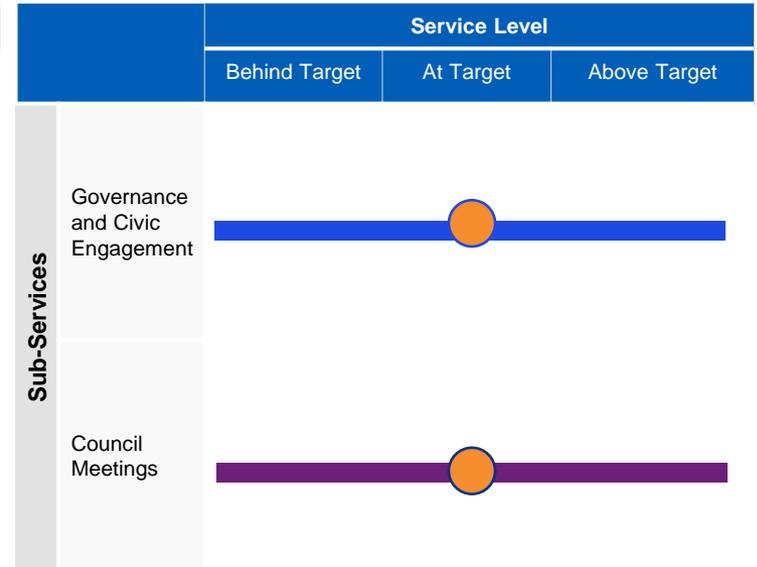
Service Level Rationale

- Elected Representatives is a mandatory service required pursuant to Municipal Act and Municipal Elections Act.
- Council is operating at the target service level of providing leadership and governance and also serving as the voice of the community.

02
Office of the CAO

Township of South Glengarry

Service Delivery Review

Final Report

CAO Administration

Department
Office of the CAO

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description

Provides the overall leadership and direction for all the Township's departments and operational units. This includes strategic planning, execution of strategic initiatives and management of business processes.

The Township's senior management team includes the Clerk, the Treasurer, the General Manager of Planning Building & Enforcement, the Fire Chief, the General Manager of Parks, Recreation & Culture, and the General Manager of Infrastructure.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Executive Leadership		●	
Legal and Risk Management		●	
Corporate Performance Management		●	
Strategic Initiatives		●	

Sub-Services	Service Description
Executive Leadership	Provides strategic and operational leadership. Key activities include goal setting, strategic thinking and effective execution of strategic initiatives.
Legal and Risk Management	Oversees outside legal counsel services of risk management, insurance and claims management, realty services, litigation support (if any), and legal advice.
Corporate Performance Management	Monitoring service delivery and operational performance of the Township's departments and operational units.
Strategic Initiatives	Leading the research, planning, implementation and evaluation of strategic programs (e.g., economic development).

Service Level Rationale

- CAO administration is an essential service that provides strategic direction and support to departments and operational units.

- Managing infrastructure and developing economic growth is a long-term priority of the Township. There is opportunity for the Township to develop a long-term financial plan to support implementation of strategic priorities.

- The organization as a whole is performing at target with opportunities for continuous improvement, specifically on monitoring performance management. The organization currently does not formally use performance indicators and does not have a consistent process of tracking and reporting performance. Additional improvement could be made in tracking and analyzing performance measures.

Human Resources

Department
Office of the CAO

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)

Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description

Human Resources provides operational human resource management programs and services to support the workforce of South Glengarry and enable the Township to meet its business objectives and regulatory requirements.

Currently there is one dedicated Human Resource professional to manage workforce needs. The HR Advisor serves as the HR functional team in conjunction with the office of the CAO.

The following services are provided:

- Payroll
- Talent acquisition, onboarding, and development
- Performance management
- Total rewards (compensation, benefits, and other rewards)
- Health and safety (incident reporting, disability management)
- Human resource strategy and workforce management

Service Level

Sub-Services	Behind Target	At Target	Above Target
Workforce Planning and Recruiting		●	
Talent Management		●	
Total Rewards		●	
Payroll		●	
Health and Safety		●	

Sub-Services

Sub-Services	Service Description
Workforce Planning and Recruiting	Strategic recruitment and workforce planning support and advice to the Municipality's departments. Also includes recruitment and onboarding activities.
Talent Management	Talent development, leadership development, and succession planning.
Total Rewards	Organizational compensation, job evaluation, benefit administration, and performance management.
Payroll	Manager payroll distribution and reporting.
Health and Safety	Occupational health and safety management. Facilitate processes for incident reporting and disability management.

Service Level Rationale

- Human Resources is an essential service to support the Township's workforce in terms of creating a healthy and productive workplace environment.

- Recruiting and retaining talent has been a challenge due to retirements and staff turnover. Stakeholders identified several positions where there is no backup support to deliver services.

03

Corporate Services

Township of South Glengarry

Service Delivery Review

Final Report

Legislative Services

Department
Corporate Services

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$938
Material, Operating and Other Cost	$411
Transfers	$25
Total Operating Costs	**$1,374**
User Fees and Recoveries	($560)
Transfers, Grants, Other Funding Sources	($3,445)
Total Operating Revenues	**($4,005)**
Net Levy	**($2,631)**
Capital Budget	-
FT Headcount	**3**

Service Description

The Clerk's Office provides support to Council and Committees of Council. Key activities include:

- Council administration and support (agendas, minutes, etc.)
- Elections
- Administration of Oaths
- Freedom of information (FOI) requests
- Licensing (lottery, marriage)
- Records management

Sub-Services	Service Description
Council Support Services	Provides administrative support for council and committees (e.g., agenda preparation, minutes).
Elections	Support municipal elections including election results and election information. Elections are administered according to the Municipal Elections Act.
Administration of Oaths	Commissioner of Oaths services include a formal signing or sworn statements/documents, such as affidavits.
Freedom of Information	Processing of FOI requests as per the Municipal Freedom of Information and Protection of Privacy Act.
Licensing	Provides lottery and marriage licensing services. Licensing services reviews applications and responds to applicant inquiries and issues licenses as appropriate.
Records Management	Controls the creation, receipt, maintenance, use and disposition of Township records, including processes for capturing and maintaining evidence of and information about service activities and transactions in the form of records.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Council Support Services		●	
Elections		●	
Administration of Oaths		●	
Freedom of Information		●	
Licensing		●	
Records Management		●	

Service Level Rationale

- Legislatives Services is a mandatory service as aspects of the Clerk's responsibilities are required to be provided by law, for example, the Clerk has authority to deliver municipal elections under the Municipal Elections Act, 1996.
- Services are delivered within legislative requirements; however, processes are still highly manual.
- There is an opportunity to digitize operational processes, such as records management and processing of licenses.

Communications

Department
Corporate Services

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description

Communications supports the organization by providing strategic and tactical communications to inform the public and employees on municipal matters.

The Township engages in various methods of communication, including the municipal website, social media accounts, print media, corporate emails, and other engagement platforms.

Communications focuses on the following:

- Enhance communication outside of the organization
- Support staff in managing and responding to issues effectively
- Encourage community engagement and participation in the public process of municipal policies and solutions

Service Level

Sub-Services	Behind Target	At Target	Above Target
Strategic Communications		●	
Media Channels		●	

Sub-Services

Sub-Services	Service Description
Strategic Communications	Provide strategic communication of engaging and informing the public, stakeholders, and employees about municipal services and activities.
Media Channels	Maintain corporate website, social media accounts and engagement platforms to ensure effective two-way communication that promotes open and transparent government and services. Manages physical and digital graphic design, print production, and corporate publications.

Service Level Rationale

- Communications is an essential service to inform the public of municipal activities. Service levels are set based on Council and management direction.
- There are opportunities to enhance the Township's corporate website and the quality and frequency of communications via the various media channels. Suggested areas include:
  - Accessibility for both disability and language barriers.
  - Quality of communication in areas such as application procedures, complaint process, etc.

Customer Service

Department
Corporate Services

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	1

Service Description

Customer Service provides citizen-facing customer services primarily at Town Hall and responds to citizen phone calls and emails.

Customer service representatives support citizens with general inquiries, making payments, apply for permits, obtain licenses, rentals bookings and program registration, and request services/information. Individual departments also provide direct customer service for specific subject matters.

Service Level

	Behind Target	At Target	Above Target
Sub-Services Customer Service		🟠	

Sub-Services / Service Description

Sub-Services	Service Description
Customer Service	Provides front-desk support for citizen inquiries and service requests. Customer service is also offered over the phone. Township information is made available on the Township's website. Specific requests are usually transferred directly to departments for further resolution.

Service Level Rationale

- Customer Service is an essential service to responding to inquiries and ensuring communication between the Township and its citizens and customers.
- Services is operating at target for answering calls, emails, and front-desk service needs. Improving the municipal website on service information could direct inquiry traffic to the website.
- The Receptionist also serves as an accounts receivable clerk. There is concern that the Township has no backup to record payments received at the front desk when the Receptionist is absent.
- Tracking complaints and service delivery requests are done informally with heavy reliance on personnel knowledge, which contributes to inconsistent customer experiences. There is an opportunity to use an Work Order Management system to assist tracking of service requests.

IT Services

Department
Corporate Services

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	**Outsource**

Service Description

The Township has a contract with a 3rd party service provider to provide IT services and infrastructure support:

- Help desk and routine maintenance support
- Hardware and software support of devices, networks, servers, databases, applications, and telecommunications
- Security, back up and recovery services
- Technical infrastructure and project support

Sub-Services	Service Description
Project Delivery	End-to-end project management and solution delivery for the Township's IT projects.
IT Infrastructure	Manage and maintain IT Infrastructure.
System Support	Maintain and manage enterprise and business applications, including implementation of innovative and efficient ways to leverage technology and applications.
Service Management	Manage end-user devices, and monitoring and mitigation of issues with hardware, software or services.
Data & Integration	Support data quality and system integration for analytics and decision-making.
Cyber Security & Risk	Monitoring and assessment of technology usage, advise on technology risks, and provide cyber-security awareness training for all employees.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Project Delivery		●	
IT Infrastructure		●	
System Support		●	
Service Management		●	
Data & Integration		●	
Cyber Security & Risk		●	

Service Level Rationale

- Information technology services are essential to supporting operations across the municipality.

- The Township currently does not have a Technology Strategic Plan that sets its approach to IT decision making and service priorities across the organization that align with planned investment in digitizing and upgrading IT infrastructure to modernize service delivery. Stakeholders of expressed desire to further digitize processes or improve the use of current technology (VADIM and Cloudpermit).

- In addition, the Township does not have a dedicated IT professional to manage the 3rd party service provider.

- The Township has been able to meet service demand with current manual processes; however, these is a concern that current ways of doing things is no longer sustainable.

04
Finance

Township of South Glengarry

Service Delivery Review

Final Report

Financial Management

Department
Finance

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	
Material, Operating and Other Cost	
Transfers	
Total Operating Costs	Not separately budgeted
User Fees and Recoveries	
Transfers, Grants, Other Funding Sources	
Total Operating Revenues	
Net Levy	
Capital Budget	
FT Headcount	5

Service Description

Finance ensures that the Township's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council and municipal departments. The team is responsible for operating and capital budgeting and overall financial planning and development of business plans.

Manages and coordinates the delivery of the Township's asset management program, including development of asset management plans, maintenance of asset data, preparation of capital forecasts and funding strategies, and assistance with capital projects.

Sub-Services	Service Description
Financial Planning and Fiscal Policy Management	Develop and oversee corporate fiscal policies, internal controls, annual budget and long-term resourcing approaches to support strategic priorities.
Budgeting	Business support for budget and resource planning, strategic procurement support, and other corporate initiatives.
Accounting and Reporting	Financial accounting and reporting of the Township's financial activities.
Tax Billing, Collection and Assessment Base Management	Preparation, mailing and collection of property taxes (and other corporate revenues). Also includes proactive review of assessment related issues and relationship management with MPAC.
Asset Management	Delivers the corporate asset management program, including development of asset management plans, maintenance of asset management system and asset data, and preparation of capital forecasts and funding strategies.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Financial Planning and Fiscal Policy Management		●	
Budgeting		●	
Accounting and Reporting		●	
Tax Billing, Collection and Assessment Base Management		●	
Asset Management		●	

Service Level Rationale

- Financial Management Services are classified as mandatory as they are required under provincial legislation: Municipal Act, Pension Benefits Act, Trustee Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, Development Charges Act, O.Reg. 588/17, and Grant agreements.
- The Finance department has experienced turnover in key positions. Additional training is needed to efficiently use VADIM and reduce duplicate data entries (e.g., recording of program registrations) and manual processes.
- Stakeholders would like better system integration with VADIM to reduce manual workarounds.
- There is an opportunity to update financial policies and procedures, including clarifying the roles and responsibilities of maintaining asset management data.
- There is an opportunity to develop a long-term financial plan to strategically align asset and resourcing needs with the Township's financing capabilities.

05
Planning, Building & Enforcement

Township of South Glengarry

Service Delivery Review

Final Report

Planning Services

Department
Planning, Building & Enforcement

Service Type
Mandatory

Overall Service Level Assessment
Behind Target

2022 Budget ($,000s)	
Compensation & Benefits	$137
Material, Operating and Other Cost	$129
Transfers	-
Total Operating Costs	**$266**
User Fees and Recoveries	($38)
Transfers, Grants, Other Funding Sources	($35)
Total Operating Revenues	**($73)**
Net Levy	**$193**
Capital Budget	**-**
FT Headcount	**2**

Service Description

Planning Services is responsible for the planning and coordination of growth within the community. This includes land use planning policy and regulations review, climate change planning, heritage planning, community improvement plans (CIP), zoning administration, and all other development under the Planning Act, including review and approval of development applications.

The GM of Planning, Building & Enforcement provides municipal comments and review and drafts site plan/development/subdivision approval agreements to support County's review of such applications.

Sub-Services	Service Description
Policy Planning	Establishes strategic priorities and programs to manage the long-term development of the Township. Strategic priorities are aligned to the Official Plan.
Heritage Planning	Heritage planning services include designating, registering, and protecting heritage properties.
Urban Design	The development and implementation of urban design plans and policies to make South Glengarry an enjoyable and sustainable place to live and work.
Zoning Administration	Zoning by-law compliance review for planning, building permit and public applications.
Development Review and Approval	The review and approval of development applications. Development applications include zone changes, subdivision, and official plan changes.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Policy Planning		●	
Heritage Planning		●	
Urban Design		●	
Zoning Administration		●	
Development Review & Approval		●	

Service Level Rationale

- An Official Plan is mandated by the Planning Act and is required to be reviewed every 10 years. Development approvals is a mandatory service under the Planning Act.

- The Township is in the process implementing Cloudpermit to process and track planning applications.

- There is an opportunity to improve communication of planning application procedures and documentation requirements to improve customer service and encourage the use of Cloudpermit.

- There is a concern that the Township does not have a backup planner to address development applications and land use issues.

Building Services

Department
Planning, Building & Enforcement

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$353
Material, Operating and Other Cost	$121
Transfers	$139
Total Operating Costs	**$613**
User Fees and Recoveries	($247)
Transfers, Grants, Other Funding Sources	-
Total Operating Revenues	**($247)**
Net Levy	**$366**
Capital Budget	**-**
FT Headcount	**5**

Service Description

Building Services are responsible for the issuance and inspection of building permits, and ensuring the Township's buildings are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.

Building Services also works with developers on permit processing and approval and educates the public about the Building Code. Services include:

- Accepting, processing and issuing building permit applications
- Inspecting construction worked proposed under building permits
- Inspecting unsafe buildings / construction without permits

Service Level

Sub-Services	Behind Target	At Target	Above Target
Building Inspections		●	
Building Permits		●	

Sub-Services

Sub-Services	Service Description
Building Inspections	Provides building and construction inspections and enforcement; and to exercise powers and perform duties under the Building Code Act in connection with reviewing plans, inspecting construction, conducting maintenance inspections, and issuing orders in accordance with the Building Code Act.
Building Permits	Administration, review and issuance of building permits for construction of residential, industrial, and commercial buildings. All review is performed in-house.

Service Level Rationale

- Building Services is a mandatory service guided by the Building Code Act and municipal bylaws.

- The Department has implemented Cloudpermit to digitize the permit application and approval process. System integration with VADIM could be further improved. Respondents would like Cloudpermit to provide notifications instead of the need to constantly monitor the system for new applications or application status changes.

Bylaw Enforcement

Department
Planning, Building & Enforcement

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$80
Material, Operating and Other Cost	$30
Transfers	$3
Total Operating Costs	**$113**
User Fees and Recoveries	($3)
Grants, Other Funding Sources	-
Total Operating Revenues	**($3)**
Net Levy	**$110**
Capital Budget	**-**
FT Headcount	**1**

Service Description

Planning, Building & Enforcement is responsible for the enforcement of Municipal bylaws. Enforcement of the bylaws is governed by the bylaws themselves, the Provincial Offences Act (POA), and the Municipal Act.

The CBO enforces property standards and building-related enforcement issues while the Municipal Law Enforcement handles other bylaw enforcement-related issues.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Bylaw Enforcement		●	
Animal Control		●	

Sub-Services / Service Description

Sub-Services	Service Description
Bylaw Enforcement	Responsible for the enforcement of various municipal by-laws, such as animal control, noise, littering, property standards, etc.
Animal Control	Enforces the animal control bylaw to regulate the keeping, registration, licensing, control and welfare of certain classes of animals within the Township.

Service Level Rationale

- The Township has the authority to enact a broad range of municipal bylaws pursuant to the Municipal Act and other applicable provincial legislation. Enforcement of bylaws is governed by the Provincial Offences Act, the Municipal Act and other applicable legislation.

- Bylaw enforcement recently implemented a new software to better track complaints (intake and response).

Economic Development

Department
Planning, Building & Enforcement

Service Type
Traditional

Overall Service Level Assessment
Behind Target

2022 Budget ($,000s)	
Compensation & Benefits	$102
Material, Operating and Other Cost	$87
Transfers	$0
Total Operating Costs	**$189**
User Fees and Recoveries	($33)
Grants, Other Funding Sources	$0
Total Operating Revenues	**($33)**
Net Levy	**$156**
Capital Budget	**-**
FT Headcount	**0**

Service Description

Economic Development serves the interests of local businesses by building relationships between businesses and the local government, and creating and developing partnership opportunities. Key activities include:

- Engaging local businesses on specific subject matters.
- Managing grant program applications and reviews.
- Obtaining upper governmental grants and programs on behalf of business owners and the Township.
- Implementing strategic economic development projects.

The Township recently hired an Economic Development Officer. Prior to that, the GM of Planning, Building & Enforcement was serving as the Economic Development Officer.

Sub-Services / Service Description

Sub-Services	Service Description
Business Attraction, Retention and Expansion	Promote South Glengarry as a location for new business investment and facilitate business investment projects. Develop and manage business, organizational and government relationships to foster growth of established businesses. Facilitate business expansion projects through municipal processes.
Economic Partnerships	Create, develop and maintain partnerships with community businesses and other external stakeholders that benefit the Township.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Business Attraction, Retention and Expansion	●		
Economic Partnerships	●		

Service Level Rationale

- Economic Development is a traditional service that serves as a liaison between local businesses and the municipal government.
- Services are delivered behind targeted service levels due to limited staff capacity to provide economic development services.
- There is opportunity for the Township to refresh its Economic Development Strategic Plan.

Airport

Department
Planning, Building & Enforcement

Service Type
Discretionary

Overall Service Level Assessment
Behind Target

2022 Budget ($,000s)	
Compensation & Benefits	-
Material, Operating and Other Cost	$1
Transfers	$20
Total Operating Costs	**$21**
User Fees and Recoveries	$0
Transfers, Grants, Other Funding Sources	$0
Total Operating Revenues	**$0**
Net Levy	**$21**
Capital Budget	-
FT Headcount	**Outsource**

Service Description

The Cornwall Regional Airport is located in South Glengarry and services the United Counties of Stormont, Dundas and Glengarry and the City of Cornwall. The airport is mostly used for recreational purposes, such as small craft flight training, as well as a base of operations for medical emergency transport, such as search and rescue and police operations.

The airport has been jointly supported by the Township and the City of Cornwall.

Sub-Services / Service Description

Sub-Services	Service Description
Airport Operations	Operate the airport in accordance with Transport Canada regulations. Provide facilities for Canada Border Services Agency to process border control and for small aviation aircraft.
Airport Administration	Management and back office support services such as finance and administration, to support airport operations.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Airport Operations	●		
Airport Administration	●		

Service Level Rationale

- The airport is a discretionary service, operated to achieve community goals and objectives, largely related to economic development.
- Service levels are determined by Transport Canada – Certified Airports and Airport Board priority.
- Services are considered behind target due to the change in of the partnership agreement with the City of Cornwall where the City of Cornwall gave notice of intention to end its agreement with South Glengarry to manage the airport.
- The airport will be receiving federal funding for infrastructure improvements.

06
Parks, Recreation & Culture

Township of South Glengarry

Service Delivery Review

Final Report

Recreation & Park Services

Department

Parks, Recreation & Culture

Service Type

Traditional

Overall Service Level Assessment

At Target

2022 Budget ($,000s)

Compensation & Benefits	$775
Material, Operating and Other Cost	$750
Transfers	$136
Total Operating Costs	**$1,661**
User Fees and Recoveries	($241)
Grants, Other Funding Sources	($630)
Total Operating Revenues	**($871)**
Net Levy	**$790**
Capital Budget	**$2,270**
FT Headcount	**6**

Service Description

Responsible for the operation of community facilities, such as arenas and surrounding sports fields and parks.

Recreation Services also coordinates and manages, in partnership with local recreation groups, the delivery of recreation programs to residents of South Glengarry.

Other service responsibilities include event management, facility rentals and program registration.

Sub-Services	Service Description
Recreation Facilities Operations and Maintenance	Operation and maintenance of the Township's recreational facilities.
Recreation Programming	Delivery of recreational programs for children, youth, adults, and seniors.
Facility Bookings and Program Registration	Provide customer service to manage bookings, rentals, and events across all recreational facilities.
Park Maintenance	Responsible for the maintenance of park areas.
Sport Fields and Recreation Surfaces	Responsible for the care, operation, and maintenance of these assets for long-term sustainable use for residents and stakeholders.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Recreation Facilities Operations and Maintenance		●	
Recreation Programming		●	
Facility Bookings and Program Registration		●	
Park Maintenance		●	
Sport Fields & Recreation Surfaces		●	

Service Level Rationale

- Recreation and Park Services is a traditional service guided by Council direction, as well as industry maintenance and safety practices.

- The Township is in-process migrating to a new booking system, Book King, to manage facility rental and program registration and to improve data integration with VADIM.

- Communication of services to the public could be improved (e.g., enhancing the corporate website).

- Stakeholders noted that the Township provides high levels of service and there is opportunity to review its user fee structure.

Corporate Building Maintenance

Department
Parks, Recreation & Culture

Service Type
Essential

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$0
Material, Operating and Other Cost	$159
Transfers	$80
Total Operating Costs	**$239**
User Fees and Recoveries	($33)
Grants, Other Funding Sources	-
Total Operating Revenues	**($33)**
Net Levy	**$206**
Capital Budget	**$20**
FT Headcount	**0**

Service Description

In addition to the operation and maintenance of recreation facilities, the Department supports the maintenance of municipally owned buildings, such as Town Hall and culture buildings. The team facilitates building condition assessments of municipal facilities.

Fire halls and public works garages are maintained by the departments using those buildings.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Preventive Maintenance		●	
Reactive Maintenance		●	

Sub-Services	Service Description
Preventive Maintenance	Regular or routine maintenance of corporate buildings.
Reactive Maintenance	Unplanned maintenance activities resulting from unexpected emergencies and downtime.

Service Level Rationale

- Corporate Building Maintenance is an essential service to maintaining the building conditions of municipal facilities.

- Customer service is a priority; hence, reactive maintenance work often takes priority over preventive maintenance work. The team is proactive in conducting building condition assessments to plan short-term and long-term maintenance needs.

- There is an opportunity to use a work order management system to manage facility assets and maintenance records.

07
Infrastructure

Township of South Glengarry

Service Delivery Review

Final Report

Transportation

Department
Infrastructure Services

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$1,093
Material, Operating and Other Cost	$3,785
Transfers	$800
Total Operating Costs	**$5,678**
User Fees and Recoveries	($20)
Grants, Other Funding Sources	($2,048)
Total Operating Revenues	**($2,068)**
Net Levy	**$3,610**
Capital Budget	**$569**
FT Headcount	**14**

Service Description

Transportation Services is responsible for maintaining and responding to issues related to the Township's road network, winter control program, sidewalks, bridges, culverts, traffic signals, signs, noxious weeds removal, etc.

Sub-Services	Service Description
Road Maintenance	Provides repair and maintenance of roads, bridges, and culverts. Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the province.
Traffic Control and Management	Responsible for traffic control and management of the Township's traffic signals, street signs and pavement markings.
Fleet & Equipment Maintenance	Conducts preventative and reactive maintenance of municipal vehicles and equipment.
Engineering	Oversees vendor performance of engineering services and construction of municipal infrastructure. Key activities include capital project management, site servicing and utility coordination, and infrastructure planning
Winter Control	Winter Control Services (ploughing, snow removal, pre-treating, sanding/salting, hand shoveling) along municipal roads.
Drainage and Stormwater Management	Maintenance of the stormwater and drainage system. Respond to and address flooding issues
Crossing Guards	Provision of crossing guard locations along pedestrian routes to public schools to ensure safe student travel.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Road Maintenance		●	
Traffic Control & Management		●	
Fleet & Equipment Maintenance		●	
Engineering		●	
Winter Control		●	
Drainage and Stormwater Management		●	
Crossing Guards		●	
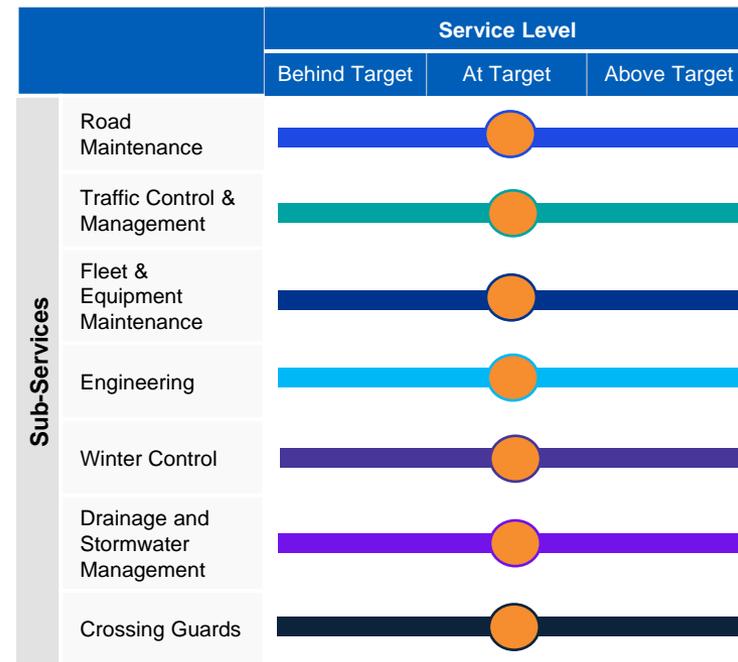
Service Level Rationale

- All maintenance activities are delivered in accordance with Minimum Maintenance Standards (MMS) and Council directions.
- Transportation Services is operating at target according to legislative requirements.
- There is opportunity to further modernize operations via the use of technology (e.g. work order and asset management systems).

Service Profiles
Waste & Recycling Services

Department
Infrastructure Services

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$20
Material, Operating and Other Cost	$1,569
Transfers	$165
Total Operating Costs	**$1,754**
User Fees and Recoveries	($142)
Grants, Other Funding Sources	($115)
Total Operating Revenues	**($257)**
Net Levy	**$1,497**
Capital Budget	**-**
FT Headcount	**Outsource**

Service Description

Waste & Recycling Services provide weekly curbside garbage and recycling collection. Services are delivered by a contracted vendor. The Township manages two landfill locations.

The City of Cornwall operates a hazardous waste depot. Yard waste is collected on designated collection dates or can be composted on citizen properties

Service Level

Sub-Services	Behind Target	At Target	Above Target
Solid Waste Collection, Management & Recycling		🟠	

Sub-Services / Service Description

Sub-Services	Service Description
Solid Waste Collection, Management & Recycling	The collection and management of solid waste and recyclable material. Collection is contracted to a 3rd party vendor and the Department oversees contract performance. Household hazardous waste, electronic waste and bulk waste drop-offs are available at designated locations.
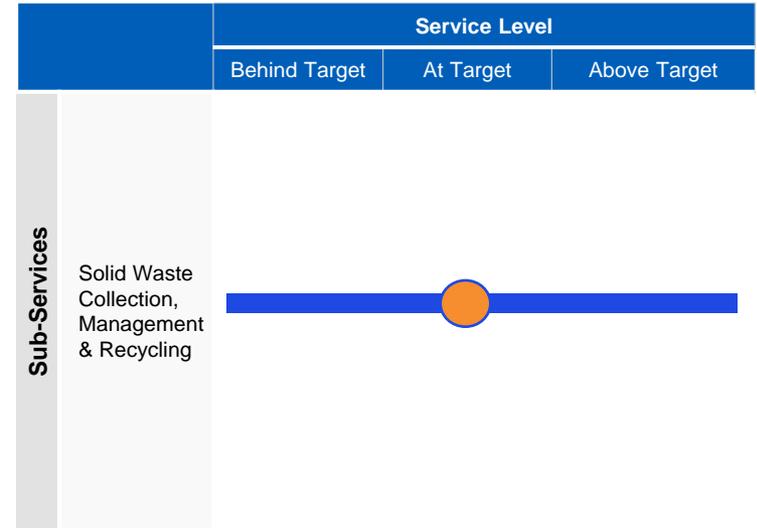
Service Level Rationale

- Service levels and rates for waste and recycling services are approved by Council. Services are delivered at target in accordance with municipal bylaws, MECP legislation, ECAs and vendor agreements.

Water & Wastewater Services

Department
Infrastructure Services

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$438
Material, Operating and Other Cost	$810
Transfers	$0
Total Operating Costs	**$1,248**
User Fees and Recoveries	($1,358)
Grants, Other Funding Sources	$0
Total Operating Revenues	**($1,358)**
Net Levy	**($110)**
Capital Budget	**$110**
FT Headcount	**4**

Service Description

Water & Wastewater Services is responsible for providing all residents and businesses of South Glengarry with safe drinking water and the collection and treatment of sanitary wastewater from all connected properties within the Township to the sewage system.

The supply, treatment and distribution of safe drinking water is a mandatory service provided by the Municipality. The Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and Municipal by-laws dictate the service level for water treatment and distribution.

Wastewater services must comply with various ECAs, Federal and MECP legislation and municipal bylaws, and adhere to service level standards set by various legislations.

Sub-Services	Service Description
Water Supply, Treatment, and Distribution	The treatment and distribution of clean, safe drinking water to South Glengarry residents. In addition, the department works with neighbouring communities to protect and preserve water resources.
Wastewater Collection and Treatment	The collection and treatment of sanitary wastewater from all connected properties within the Township.
Engineering and Compliance	Oversees water and wastewater infrastructure. Responsible for ensuring water and wastewater services meet minimum compliance and quality standards set out in relevant legislation.

Service Level

Sub-Services		Behind Target	At Target	Above Target
	Water Supply, Treatment, and Distribution		●	
	Wastewater Collection and Treatment		●	
	Engineering and Compliance		●	

Service Level Rationale

- Water Services are delivered in accordance with the Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs, and municipal by-laws.
- Wastewater Services are delivered in accordance with various ECAs, Federal and MECP legislation and municipal by-laws.
- Stakeholders believe there is opportunity to further invest in the Township's water and wastewater infrastructure and in-house expertise to maintain assets, improve services, and support development.

07
Protection Services

Township of South Glengarry

Service Delivery Review

Final Report

Fire Services

Department
Protection Services

Service Type
Mandatory

Overall Service Level Assessment
At Target

2022 Budget ($,000s)	
Compensation & Benefits	$433
Material, Operating and Other Cost	$396
Transfers	$437
Total Operating Costs	**$1,266**
User Fees and Recoveries	($27)
Grants, Other Funding Sources	($1,150)
Total Operating Revenues	
Net Levy	**$**
Capital Budget	**$1,126**
FT Headcount	**1**
Volunteer Firefighters	**25**

Service Description

Fire Services is responsible for fire suppression, prevention, emergency medical services, investigation and public education. Fire services are delivered as per the Fire Prevention and Protection Act (FPPA) and municipal bylaws.

The Township deploys a volunteer firefighter model. The Township has mutual aid agreements with neighbouring municipalities and also works with OPP and Cornwall SDG Paramedic Services to provide emergency response.

Sub-Services	Service Description
Suppression	Key activities include the response to calls for service of emergency and non-emergency events that include fires, rescue, medical emergencies, hazardous materials and other public inquiries.
Prevention	Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and a simplified risk assessment of the community fire profile.
Training and Safety	Activities include completing skills maintenance and competency based training and education programs, routine maintenance and equipment checks, public interaction and site/building pre-planning activities.
Emergency Management	Provides the community with action plans and information on how to prepare and react to unexpected emergencies. The GM of Planning, Building & Enforcement serves as the CEMC.

Service Level

Sub-Services	Behind Target	At Target	Above Target
Suppression		●	
Prevention		●	
Training and Safety		●	
Emergency Management		●	

Service Level Rationale

- Fire Services are delivered at the targeted service levels in accordance with FPPA and Municipal bylaws.

- Recruiting and maintaining volunteer firefighters has become a challenge. It is also a challenge to coordinate training schedules.

- There is opportunity to better use technology, such as a burn permit system to manage data.

- New legislated requirements will impact retention and recruiting of volunteer firefighters with increased training cost to meet certification requirements.

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