

# Corporation of the County of Peterborough

Final Report

- Service Delivery/Organization Review
- IT/GIS Review
- Capital Project Delivery Review

Presentation to Council

July 2020



MNP was engaged to conduct a review of the County of Peterborough's service delivery, organizational structure, and IT/GIS Strategic Plan.

Despite a COVID-19 delay, significant progress has been made to complete this project on time.

Staff have been extremely supportive and provided invaluable input throughout this assignment

Final deliverables have now been prepared and reviewed by senior staff. Last week you will have received three reports:

- Service Delivery/Organization Review
- IT/GIS Strategic Plan
- Capital Project Delivery Review

# Today's Discussion

This Presentation contains a summary of our recommendations from all three workstreams.

This is an excellent time to update Council, answer questions and make preparation for approvals and implementation.

Objectives for today's discussion:

1. Reminder of the opportunities that were discussed at our previous meeting
2. Highlight key findings and recommendations
3. Hear your thoughts
4. Confirm Council direction and clarify next steps

# REMINDER: Initial Opportunities Were Presented to Council in early May

## From the Service Delivery Review:

**A** Emphasis on Communication & Mutual Respect

**B** Ensure Strategic Plan is Communicated to Staff

**C** Expand Shared Services

**D** Implement Commitment & Budgeting in Great Plains

**E** Investigate Insourcing

**F** Greater Support for Facilities Department

**G** Reconsider Strategy for Lang Pioneer Village

**H** Reduce the Number of Council Members

**I** Investigate Higher Cost Services

**J** Strengthen the Budgeting Process

**K** Prioritize operating and capital spending

**L** Focus on High-Return Opportunities

## From the IT GIS Strategy:

**M** Improve IT/GIS Governance

**N** Modernize Finance software tools (Link to D above)

**O** Establish a Prioritized Roadmap of IT/GIS Improvements

## From the Capital Delivery Review:

**P** Documentation of Methodology and Process

**Q** Improve Vendor Selection, Management

**R** Strengthen Capabilities (Link to E above)

**Over the past two months we have conducted “deep dives” into each of these areas to assess impact, benefits, costs, risks and implementation considerations. On the basis of this analysis, and with Staff input we developed the recommendations in our report.**

# The Context for Change

- Overall the County is relatively well managed, and most services are delivered in a way that satisfies ratepayers, service delivery partners, and lower tier municipalities.
- There are many strengths with current service delivery
  - Dedicated and Hard-Working Staff
  - Overall effective service delivery
  - Doing More with Less – The County gets a lot done with a lower than average staff/capita ratio.
  - Appropriate Organizational Structure
  - Initiatives to Improve Communication
- However, a number of the County's services, processes and human capital are somewhat dated
  - IT applications (particularly its financial systems) in need of modernization.
  - Investments in people, process and technology are needed to modernize and streamline service delivery.
- Generally the County needs to “up its game” to deal with fiscal pressures, ratepayer expectations and take advantage of service delivery and technology innovations

# Ensuring Sustainability

- The County can deliver services more efficiently, most notably:
  - PCCP, by introducing a paramedicine service model and renegotiating the City/County cost sharing model;
  - Waste management, by consolidating nine separate operations into a single, integrated system at the County level;
  - Reducing the number of County councillors;
  - Insourcing some activities to reduce consulting and overtime expenditures; and
  - Expanding shared services with Townships.
- There are also opportunities to increase revenues by:
  - Increasing landfill tipping fees to equal other areas; and
  - Collecting taxes on over 800 buildings that are not included in the assessment base (built without permits).
- The County should also consider whether it can afford discretionary services such as Lang Pioneer Village Museum and whether it is necessary to maintain service levels that exceed minimum legislated standards.
- If the County implements all of the potential efficiency gains and potential revenue increases, in addition to reconsidering discretionary services, the revenues and savings should more than offset the investments needed to modernize operations, people, and processes.

# Overview of 20 Detailed Initiatives

	Reference	Recommendation Description	Investment	Savings/Revenues	Net Impact
Service Delivery Review	Appendix B – p 57	Culture of Open Communication and Mutual Respect	\$5,000	Non-financial benefits	
	Appendix B – p 59	Permit and Land Use Approval Shared Service	\$300,000-\$500,000	Significant savings for Townships	TBD
	Appendix B – p 73	Increase tipping fees	Limited	Up to \$250,000 annually	\$250,000 annual
	Appendix B – p 61	Corporate Services as Shared Resource	1 new FTE/\$90,000 annually	Non-financial benefits	(\$90,000) annual
	Appendix B – p 62	Optimize Townships/County fleet & Roads Operations	TBD	TBD	TBD
	Appendix B – p 64	Modernize facilities management	1 new FTE/\$70,000 annually	Non-financial benefits	(\$70,000) annual
	Appendix B – p 65	Lang Pioneer Village	Limited	Large potential	Up to \$500,000
	Appendix B – p 66	Reduce the number of council members	Limited	\$180,000 annually	\$180,000 annual
	Appendix B – p 60	Consolidate Waste Management System	\$500,000 (one time cost)	\$500,000 annually	\$500,000 annual
	Appendix B – p 67	Paramedicine/New PCCP Funding Model	\$200,000	Up to \$1,000,000 annually	\$800,000 annual
	Appendix B – p 68	Reduce Overtime/Cap OT to 10%	New FTE \$100,000	\$200,000 annually	\$100,000 annual
	Appendix B – p 70	Rationalize Service Levels	\$15,000 in labour costs	Non-financial benefits	(\$15,000) one time
	Appendix B – p 71	Additional Consultation for Capital Plan	\$15,000 annually	Non-financial benefits	(\$15,000) one time
	Appendix B – p 72	Enforce Bylaws to Collect Taxes on all Buildings	Limited	\$400,000	\$400,000 annual
IT / GIS Strategy*	Appendix B – p 74	Improve IT/GIS Governance	Limited	Non-financial benefits	
	App B pp 64 & 75	Modernize Finance Software/Great Plains Budget	\$86,000 (one time)	Non-financial benefits	(\$86,000) one time
	Appendix B – p 76	Prioritized Roadmap of IT/GIS Improvements	\$140K annual , plus 1 time investments >\$300,000	Non-financial benefits	(\$400,000 - \$500,000)*
Capital Service Review	Appendix B – p 77	Doc/Methods and Process	\$75,000 study	Non-financial benefits	(\$75,000) one time
	Appendix B – p 78	Improve Vendor Selection and Procurement	Limited	Non-financial benefits	
	Appendix B – p 79	Strengthen Capabilities/Reduce Consultant Costs	\$100,000	\$300,000	\$200,000 annually
<b>Total Net Savings/Costs</b>					<b>TBD</b>

# A Road Map for Modernization

Sequencing is based on priority, complexity and desire to pace new investments with savings to reduce the tax levy pressure.

				2020	2021		2022		2023		2024		2025		
				Q3/4	Q1/2	Q3/4	Q1/2	Q3/4	Q1/2	Q3/4	Q1/2	Q3/4	Q1/2		
				Opportunity #	Ref	Recommendation Description									
Service Delivery Review	A1-A4	p 57	Emphasis on communication and respect		→										
	B1-B4	p 58	Communication/ strategic plan alignment		→										
	C1	p 59	Permit / land use approval shared service				Options Analysis		Implement						
	C2	p 60	Consolidate waste management services		Options Analysis		Implement								
	C3	p 61	Corporate services as a shared resource			Options Analysis		Implement							
	C4	p 62	Optimize fleet & roads operations						→						
	D1, D2, J1-J4	p 63	Implement Great Plains budget module												
	F1-F4	p 64	Modernize facilities management												
	G1, G2	p 65	Lang Pioneer Village		Options Analysis		Implement								
	H	p 67	Reduce # council members		Planning										Implement*
	I1, I2	p 68	Paramedicine / New PCCP funding model		Paramedicine								New Funding Model		
	I3	p 69	Reduce overtime / cap OT to 10%												
	I4	p 69	Develop KPIs for all departments												
	K1, K2	p 70	Rationalize service levels												
	K3	p 71	Additional consultation for capital plan							→					
L1	p 72	Support enforcement of building code		→											
L2	p 73	Increase landfill tipping fees													
IT/GIS Strategy	M	p 74	Improve IT / GIS governance			→									
	N	p 75	Modernize finance software tools												
	O	p 76	Priority roadmap of IT / GIS improvement					→							
Capital Delivery Review	P1-P3	p 77	Documentation of methodology process		→										
	Q1-Q3	p 78	Improve procurement process					→							
	R1-R3	p 79	Lower cost by insourcing												

# The Case for Change

In order to make improvements and increase efficiencies, it is essential that Council and County management agree to implement & track progress on recommendations.



A compelling case for change:

- We cannot afford to waste resources – taxpayers expect more from the County
- Numerous service delivery, technological changes that can improve services
- The Province will not bail us out – need to work together to sustain our community
- Collaboration (townships, County, staff and councillors) will make it happen

# Strong Council Leadership Is Required

## A Call to Action

- Many of the recommendations in this report will be controversial and likely to trigger resistance from within and beyond the County
- Risk of this report “sitting on the shelf” unless there is commitment to modernization – sustained leadership is mandatory
- Clear and consistent messaging from Council:
  - The “status quo” is not an option
  - We must do this in the interests of our communities
  - We will be better off and more able to sustain the communities we love
- Focus on what’s best for the County – not just your local township

*“However beautiful the strategy, you should occasionally look at the results.” — Sir Winston Churchill*

*“Plans are only good intentions unless they immediately degenerate into hard work.” — Peter Drucker*

*“Ultimately, leadership is not about glorious crowning acts. It’s about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter”  
— Chris Hadfield*

# Recommendations and Proposed Next Steps

Based on this Service Delivery Review the following are recommended:

1. Management and Council adopt this Report as a road map for County modernization over the next five years.
2. Management and Council endorse, in principle, the 22 improvement recommendations presented in this report (Appendix B) subject to detailed timing, financial impact, and feasibility considerations.
3. County management review the list of 22 recommendations to assign a logical Lead Director for each initiative.
4. Each Lead Director prepare a staff report to Council outlining the detailed workplan, timing and key milestones required to implement each of the 22 recommendations. These reports are to be submitted to Council for review and approval in sequence, based on the priority matrix and implementation road map set out in this report.
5. Modernization and efficiency initiatives should be paced in order to minimize the requirement for additional tax levy funding. In other words, efficiency gains should pay for modernization investments.
6. A summary report on the overall progress towards modernization and efficiency improvements should be prepared and presented to Council annually.
7. The report should be provided to lower tier municipalities for information and to start the process and dialogue needed to advance shared service initiatives and increased collaboration.
8. The County should create an implementation management team or committee who report to the CAO in addition to overseeing and managing the rollout of approved recommendations.

# Discussion and Questions

