



Town of Lakeshore Service  
Delivery Review

# Final Report

September 14, 2020



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Town of Lakeshore Service  
Delivery Review

# Executive Summary

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# Executive Summary

KPMG LLP (“KPMG”) has been retained by the Town of Lakeshore (the “Town”) to undertake a municipal service delivery review. As outlined in the terms of reference for our engagement, the overall goal of the service review is to better understand the relevance, effectiveness and efficiency of services offered by the Town and to identify opportunities consistent with the objectives established by the Town.

### A. Background to the Review

The terms of reference for our engagement were established in KPMG’s engagement letter dated January 15, 2020. Based on the Expression of Interest document issued by the Town, for the Town, the objectives for the review were as follows:

- A review of mandatory and discretionary services and service levels;
- An assessment of the Town’s capacity to achieve the current service levels;
- Recommendations regarding any combination of the following:
  - Reductions in costs associated with service delivery;
  - Realignment of organizational structure to achieve service delivery; and
  - Improved revenue opportunities in service delivery.
- Identification of ways to enhance the efficiency and effectiveness of the delivery of Town services

### B. Key Themes

During the course of our review, a number of common themes emerged with respect to the Town, its services and processes.

- From an overall perspective, the majority of the Town’s municipal services are either mandatory in nature (i.e. required by legislation) or essential. The Town does not have any discretionary services which therefore, limits Council’s ability to reduce the overall municipal levy.
- Generally, the Town’s financial indicators compare favorably to the selected municipalities included in our comparative analysis. Based on the 21 municipal benchmarking indicators used, the Town is the lowest for four indicators with the majority trending toward the low end or the average.
- While the Town’s complement of services and financial performance appear to be consistent with similarly sized municipalities, there are areas where the Town may need to make investments in the short and long-term.



# Executive Summary

### B. Key Themes

- While there are a number of positive aspects of the Town's municipal service delivery, our review has identified a number of issues that constrain operating efficiencies and increase the amount of time required by staff to complete processes:
  - The Town's processes appear to be heavily reliant on paper, as opposed to electronic formats;
  - Despite the utilization of computer systems for most services delivered by the Town, its processes continue to be primarily paper-based, including work order management, various financial transactional services and the production of Council agenda.
- One area that the Town may want to focus on in the short term is the development of key performance indicators ('KPIs') as an analytical tool to assist in its decision making processes.
- As part of the upcoming organizational review, Town may want to consider examining the concepts of strategic versus operational management and review of roles and responsibilities across the organization to ensure they align with current roles and responsibilities and demonstrate balance

### C. Service-Focused Opportunities for Consideration

Our report outlines the potential opportunities for the consideration of the Town and they generally fall into one of four categories:

- Operating efficiencies, with the anticipated benefit of (i) enhanced decision making and service delivery, (ii) potential capacity gains, and/or (iii) potential cost savings while maintaining current service levels;
- Service level adjustments, representing either (i) the discontinuance of the Town's involvement in a non-core service; or (ii) a reduction in the level of service provided;
- Alternate service delivery, which involves changing the Town's delivery model for a service (e.g. exploration of using a blend of own resources versus third party providers); and
- Revenue generation. These opportunities seek to reduce the municipal levy by identifying alternate means of funding municipal services through user fees and other cost recovery methods.

# Executive Summary

### **D. Process Based Opportunities for Consideration**

Our report outlines the potential process based opportunities for the consideration of the Town where KPMG identified process inefficiencies, which may include duplication of efforts, manual vs. automated processes and the performance of work with nominal value.

### **E. Acknowledgement**

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff of the Town that participated in the development of the service profiles and the service review. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of Town employees and we would be remiss if we did not express our appreciation for the cooperation afforded to us.

As the scope of our review is intended to focus on areas for potential efficiency improvements and/or cost reductions, we have not provided commentary on the numerous positive aspects of the Town's operations identified during the course of our review.



Town of Lakeshore Service  
Delivery Review

# Background to the Review



# Background to the Review

### Terms of Reference

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- Recommendations regarding any combination of the following:
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  - Realignment of organizational structure to achieve service delivery; and
  - Improved revenue opportunities in service delivery.
- Identification of ways to enhance the efficiency and effectiveness of the delivery of Town services

With respect to this engagement, KPMG's specific role includes:

- Assisting the Town with the establishment of a methodology for the review;
- In conjunction with the Town's staff, undertaking an analysis of services, internal processes, service and equipment levels and associated costs and funding; and
- Summarizing the results of our analysis and presenting potential opportunities to the Town.



# Background to the Review

### Review Methodology

KPMG's engagement letter dated January 15, 2020 described the approach to be used to provide the Town with a service delivery review. The seven phase workplan for the review was as follows:

#### *Project Initiation*

- An initial meeting was held with the Chief Administrative Officer (the 'CAO') and the Director of Finance to confirm the terms of the review including the objectives, deliverables, methodology and timeframes.

#### *Current State Assessment*

The purpose of the second phase assessed the current state of the Town and its departments. To achieve this, the following took place:

- Information concerning the Town's operations, staffing and financial performance were reviewed and summarized in order to identify the types of services delivered, the associated level of resources (personnel and financial) and the method of funding.
- In advance of the first set of meetings with Town personnel, KPMG developed a series of municipal service profiles. The service profiles illustrate the services offered by the Town, the rationale for service delivery, and service delivery model, financial performance, and benchmarking information.
- Group meetings were held with municipal staff to discuss the draft service profiles provided as well as the rationale for the Town's involvement in the delivery of these services and the method of delivery.
- All members of Council were interviewed to gain their perspective on the review, services provided by the Town and potential areas of interest
- On April 7<sup>th</sup>, KPMG provided Town Council with an interim presentation as to the status of the service review.

#### *Review of Current Service Delivery Models*

- As noted within the previous phase, KPMG developed a series of municipal service profiles. Those profiles were then shared with the Town for commentary to ensure the profiles accurately reflected the services provided by the Town. This review took place as part of a second set of meeting between KPMG and the Town's staff.
- During these meetings, Town staff and KPMG had discussions about to identify and discuss the potential for change within their respective areas.

## Town of Lakeshore Service Delivery Review

# Background to the Review

### Review Methodology

#### Review of Current Service Delivery Models

##### Operational Process Mapping

- During this stage of our work, an analysis of the current procedures and practices was performed. In conjunction with various municipal departments, key processes were mapped out, analyzed and reviewed to ensure compliance. Those processes included:
  - Agenda preparation
  - Budget
  - Property taxation
  - Payroll processing
  - Purchasing
  - Use of credit cards
  - Recording of transactions
  - Payments
  - Facility bookings
  - Bylaw enforcement
  - Planning
  - Drainage
  - Building permits
  - Work order management

##### Jurisdictional Analysis

- Discussions were held with municipal representatives to determine appropriate municipal comparators that would be utilized during the course of the review. Municipal comparators were selected on the basis of governance structure (lower tier), similar household and population, and typical comparators for the Town. Please note that the comparator municipalities selected do not share the same geographic size of the Town and no other suitable comparators of the same physical size could be found for comparative purposes. Based on those considerations, the following municipalities were chosen:

Municipality	Upper Tier	Population <sup>1</sup>	Households <sup>1</sup>
Lakeshore	Essex	38,000	14,533
Innisfil	Simcoe	36,566	14,875
Leamington	Essex	32,991	10,925
St. Thomas	Not Applicable – Single Tier	38,909	17,114
Stratford	Not Applicable – Single Tier	31,465	14,302
Tecumseh	Essex	23,229	8,884
Woodstock	Oxford	40,902	17,976

<sup>1</sup> – Schedule 2 – Financial Information Returns

# Background to the Review

### Review Methodology

#### *Opportunity Identification*

- During the second and third phases of the review, discussions were held to identify potential opportunities for enhancing efficiencies, reducing operating costs and increasing non-taxation revenues, as well as the potential implementation issues and risks associated with each opportunity
- Summaries of each opportunity were developed and reviewed with municipal management to ensure the accuracy of the information presented, the reasonableness of the estimated savings and implementation issues

#### *Reporting*

- The opportunities and final report were then presented to Council along with potential strategies for implementation during an open meeting of Council on October 6, 2020

# Background to the Review

### Restrictions

This report is based on information and documentation that was made available to KPMG at the date of this report. We had access to information up to June 15, 2020 in order to arrive at our observations but, should additional documentation or other information become available which impacts upon the observations reached in our report, we will reserve the right, if we consider it necessary, to amend our report accordingly. This report and the observations and recommendations expressed herein are valid only in the context of the whole report. Selected observations and recommendations should not be examined outside of the context of the report in its entirety.

Our observations and full report are confidential and are intended for the use of the Town. Our review was limited to, and our recommendations are based on, the procedures conducted. The scope of our engagement was, by design, limited and therefore the observations and recommendations should be in the context of the procedures performed. In this capacity, we are not acting as external auditors and, accordingly, our work does not constitute an audit, examination, attestation, or specified procedures engagement in the nature of that conducted by external auditors on financial statements or other information and does not result in the expression of an opinion.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and opportunities as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Town of Lakeshore. Accordingly, KPMG will assume no responsibility for any losses or expenses incurred by any party as a result of the reliance on our report.

This report includes or makes reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Town of Lakeshore nor are we an insider or associate of the Town of Lakeshore or its management team. Our fees for this engagement are not contingent upon our findings or any other event. While KPMG does provide auditing and other professional services to the Town of Lakeshore, the Engagement Manager for the review is not involved in the provision of these services. Accordingly, we believe we are independent of the Town of Lakeshore and are acting objectively.



Town of Lakeshore Service  
Delivery Review

# Overview of the Town



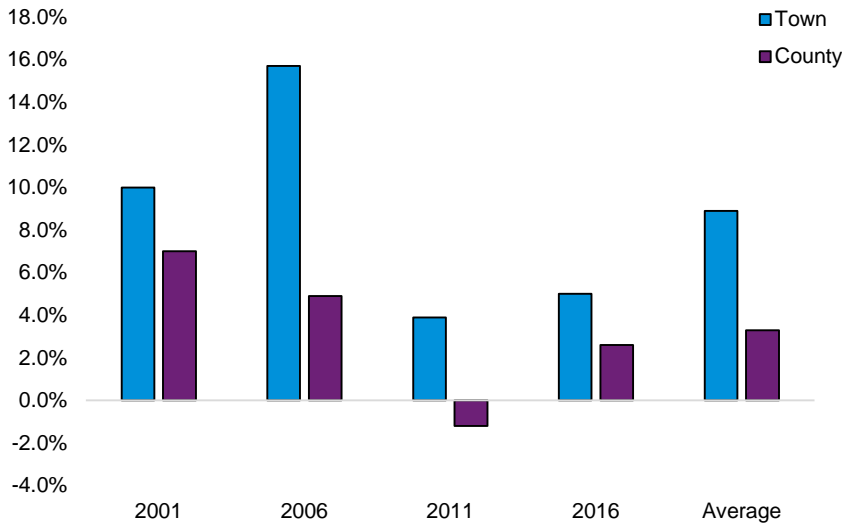


# Overview of the Town

## A. Community Demographics

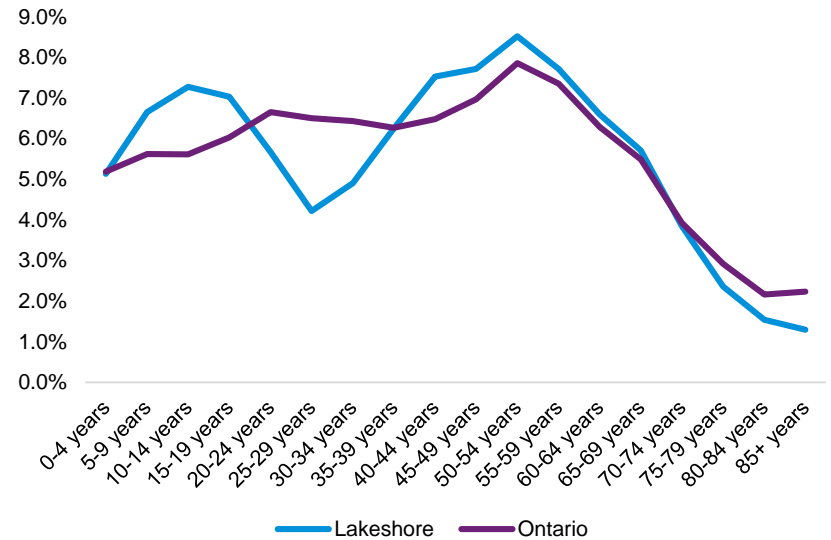
### Population Trend

Based on analysis of information obtained through Statistics Canada's Census, the Town's population was 36,611 with 13,900 private dwellings in 2016. Over the twenty years or five Census reporting periods (1996 to 2016), the Town's population has grown by over 10,000 residents or by slightly over 40%. The Town has experienced consistent growth over the five reporting periods with higher levels of growth between 1996 to 2001 (10.0% growth) and 2001 to 2006 (15.7%). Overall, the Town's population has increased in each Census reporting period by an average of 8.9%. In contrast to the Town's population growth, growth within the County of Essex has increased by an average of 3.3% over the same time period.



### Town Demographics

The demographics of the Town of Lakeshore appear to be consistent with demographic trend of the Province in one aspect but differs in another. The demographic trend of the Town appears to be similar to that of the Province's whereas the majority of its residents are older – 37.6% of the Town's residents are 50 years or older whereas it is 38.2% for the Province. Where there is a difference between the two demographic curves is the Town's population aged from 0 to 19 years comprises 26.1% versus the Province's 22.5% and for those aged 20 to 39 years, the Province's composition was 25.8% where it was 21.0% for the Town.

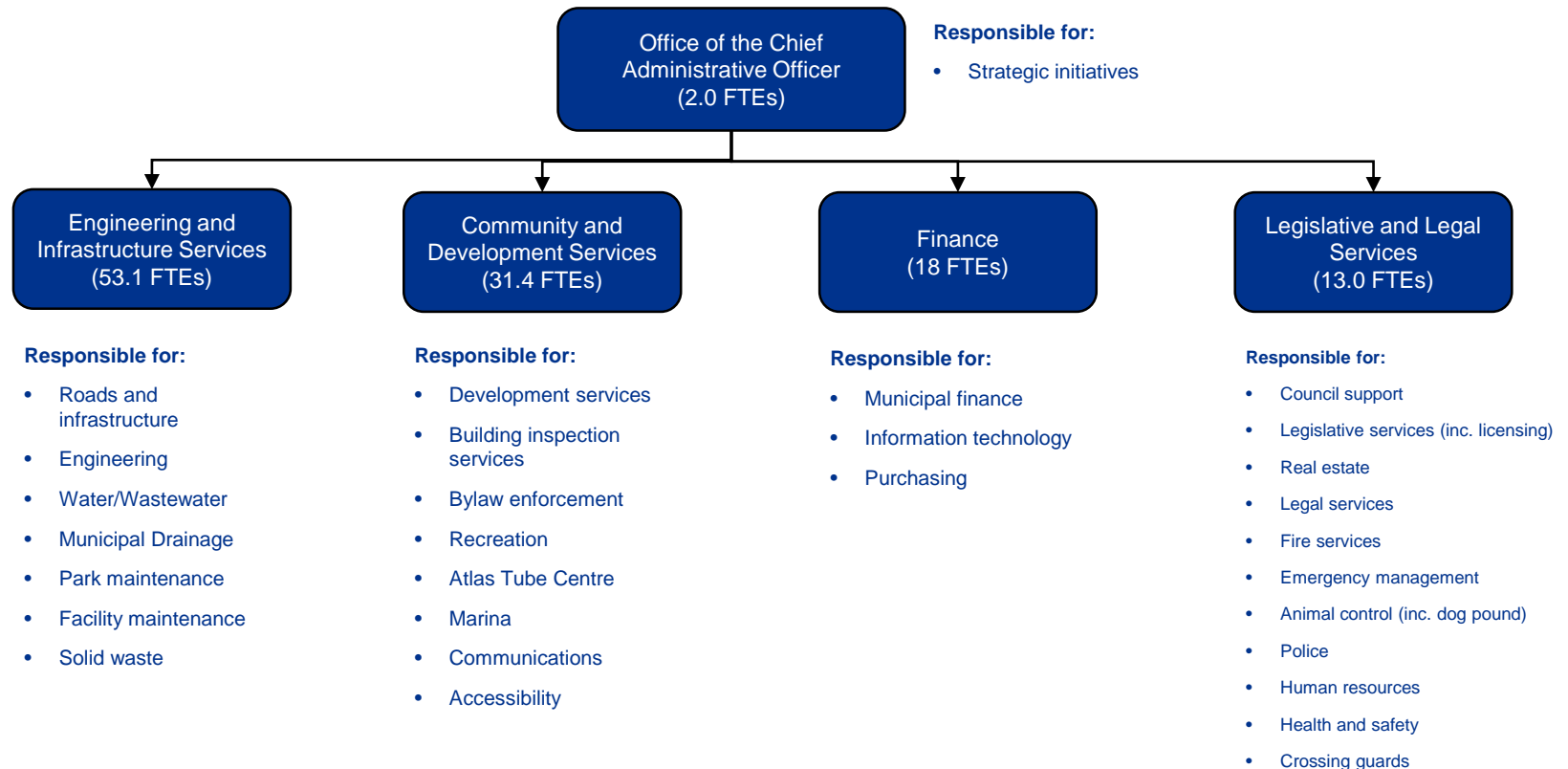


Source: Statistics Canada – Census Profile for the Town of Lakeshore

## Overview of the Town

### B. Organizational Structure and Staffing

From an organizational perspective, the Town is organized into four program areas (Engineering and Infrastructure Services, Community and Development Services, Finance and Legislative and Legal Services) with four direct reports to the Office of the Chief Administrative Officer. Overall, the Town's services are provided by 104.4 budgeted full-time equivalents excluding the eight members of Council (the Town also budgets for approximately 227.6 part time and 37.4 students) with \$47.5 million of budgeted operating expenditures.

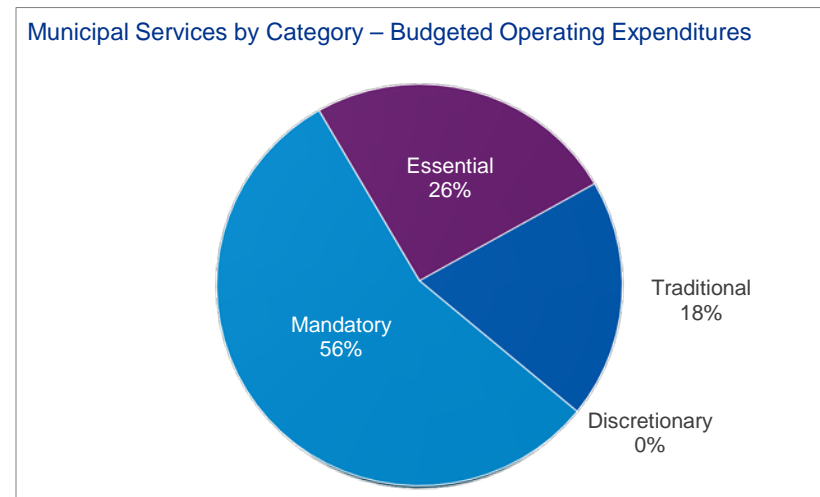
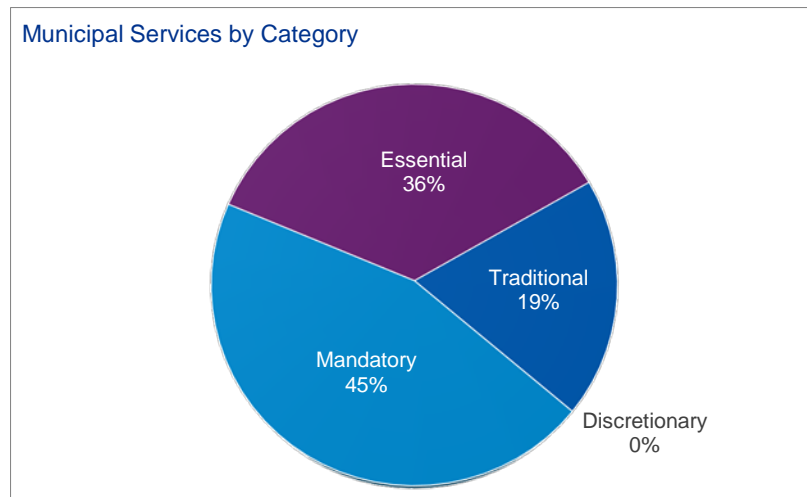


# Overview of the Town

### C. Town Services

For the purposes of our review, we have classified the Town's services into one of four categories based on the rationale for the Town's delivery of the service.

- **Mandatory services** are those services that are required to be delivered by regulation or legislation.
- **Essential services** are those services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Town from a corporate perspective.
- **Traditional services** are those services that are not mandatory or essential but which are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided.
- **Discretionary services** are those services that are delivered at the direction of the Town without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity.



# Overview of the Town

## D. Financial Overview

The following chart is a breakdown of the operating revenues and expenditures of the Town's departments based on the 2020 budget. Consistent with the municipal sector, the Town's largest operational spend exists within its Engineering and Infrastructure Services department which accounts for approximately 36% of the entire operating budget. The Town's Legislative and Legal Services (which includes the Town's Fire Services and OPP policing contract) and Community and Development Services are the next two largest departments from an operational spend perspective, approximately 27.9% and 27.5% respectively. With respect to overall costs, the Town's single largest expenditure is in relation to the provision of wages and benefits to Town employees which comprises 41% of the operating budget.

Department	Governance	Office of CAO	Legislative and Legal Services	Community and Development Services	Engineering and Infrastructure Services (exc. Water and wastewater)	Finance
Operating Revenue	\$60,000	-	\$270,760	\$3,834,046	\$602,480	\$1,446,000
<b>Operating Expenditures (exc. Capital expenses and transfers to own funds)</b>						
Wages and Benefits	\$261,205	\$335,116	\$2,184,273	\$4,828,917	\$3,366,459	\$1,608,973
Office Expenses	\$86,140	\$20,000	\$320,459	\$321,690	\$147,800	\$252,640
Professional Services	-	\$15,000	\$5,384,886*	\$138,800	\$2,132,175	\$37,600
Other Operating Costs	\$37,625	-	\$627,915	\$3,085,513	\$5,240,565	\$53,500
<b>Total</b>	<b>\$384,970</b>	<b>\$370,196</b>	<b>\$8,517,533</b>	<b>\$8,374,920</b>	<b>\$10,886,999</b>	<b>\$1,952,713</b>

\* - includes police contract

Source: KPMG Analysis of Town 2020 Budget



Town of Lakeshore Service  
Delivery Review

# Financial Indicators and Benchmarking





# Financial Indicators and Benchmarking

In order to provide additional perspective on the Town's financial performance and position, we have included in this chapter an analysis of financial indicators for the Town and other comparative municipalities.

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is '*a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others*'. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Town can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Town's assessment base, there is an increased risk that the Town's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Town's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.
- **Vulnerability.** Vulnerability represents the extent to which the Town is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as Provincial Gas Tax for transit operations; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).

# Financial Indicators and Benchmarking

As a means of reporting the Town's financial condition, we have considered the following financial indicators (\*denotes PSAB recommended financial indicator).

Financial Condition Category	Financial Indicators
Sustainability	<ol style="list-style-type: none"> <li>1. Financial assets to financial liabilities*</li> <li>2. Total reserves and reserve funds per household</li> <li>3. Total operating expenses as a percentage of taxable assessment*</li> <li>4. Capital additions as a percentage of amortization expense</li> </ol>
Flexibility	<ol style="list-style-type: none"> <li>5. Residential taxes per household</li> <li>6. Total long-term debt per household</li> <li>7. Residential taxation as a percentage of average household income</li> <li>8. Total taxation as a percentage of total assessment*</li> <li>9. Debt servicing costs (interest and principal) as a percentage of total revenues*</li> <li>10. Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets*</li> </ol>
Vulnerability	<ol style="list-style-type: none"> <li>11. Operating grants as a percentage of total revenues*</li> <li>12. Capital grants as a percentage of total capital expenditures*</li> </ol>

A detailed description of these financial indicators is included on the following pages, including a comparison of the Town's performance and position against other municipalities noted in the previous chapter.

As noted on the following pages, the Town's financial indicators appear to demonstrate the Town does not appear to have issues with the three financial condition categories. From an overall perspective, we note that:

- The Town does not appear to be facing a significant affordability constraint, with taxation levels consistent with or lower than the comparator municipalities;
- The Town's financial position indicators are generally consistent with and/or more favourable than the comparator municipalities with the exception of debt servicing costs.

# Financial Indicators and Benchmarking

## FINANCIAL ASSETS TO FINANCIAL LIABILITIES

This financial indicator provides an assessment of the Town’s solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Low levels of financial assets to financial liabilities are indicative of limited financial resources available to meet cost increases or revenue losses.

### TYPE OF INDICATOR

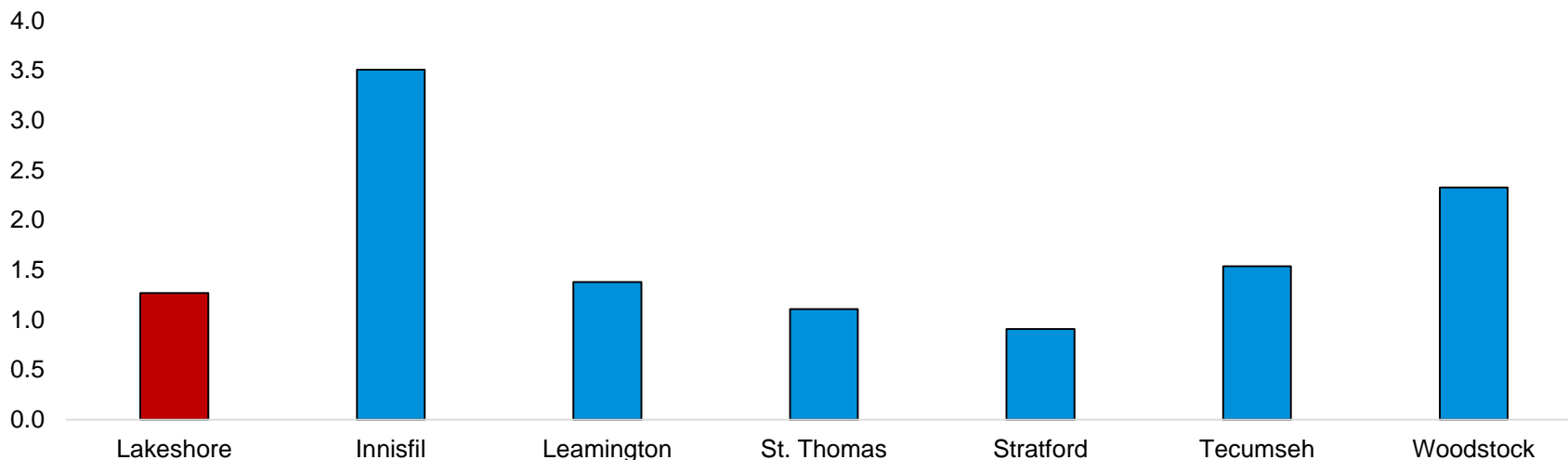
Sustainability ✓  
 Flexibility  
 Vulnerability

### FORMULA

FIR Schedule 70, Line 9930,  
 Column 1 divided by FIR  
 Schedule 70, Line 9940,  
 Column 1

### POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



# Financial Indicators and Benchmarking

## TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

This financial indicator provides an assessment of the Town's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Town to revert to taxation or user fee increases or the issuance of debt.

### TYPE OF INDICATOR

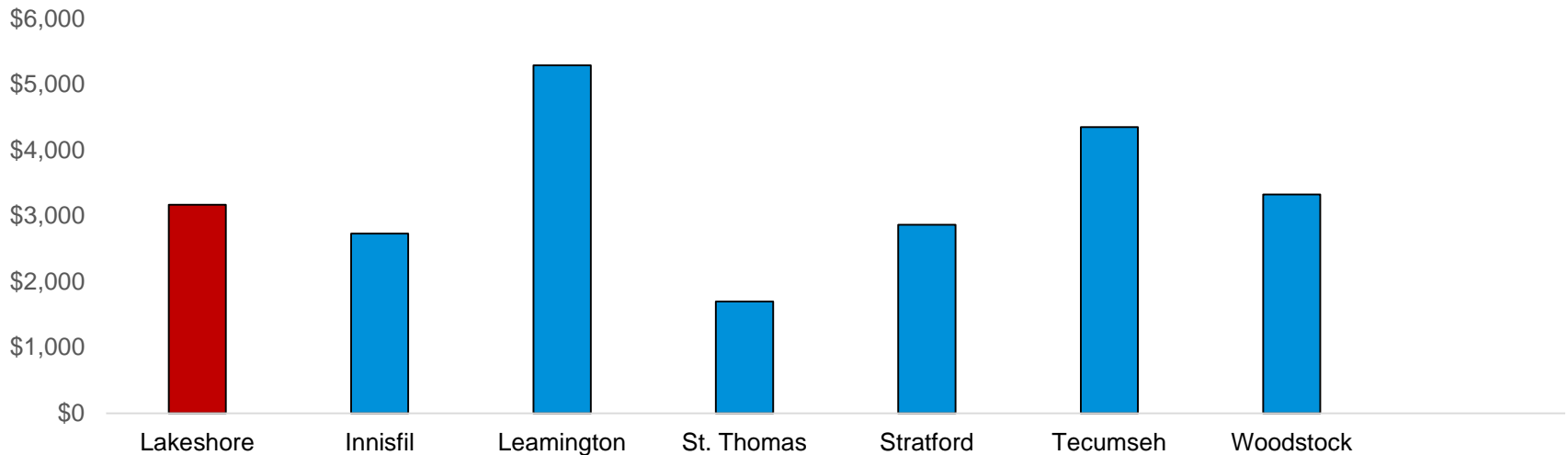
Sustainability ✓  
 Flexibility  
 Vulnerability

### FORMULA

FIR Schedule 70, Line 6420,  
 Column 1 divided by FIR  
 Schedule 2, Line 40, Column 1

### POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Town may not actually have access to financial assets to finance additional expenses or revenue losses



# Financial Indicators and Benchmarking

## TOTAL OPERATING EXPENSES AS A PERCENTAGE OF TAXABLE ASSESSMENT

This financial indicator provides an assessment of the Town's solvency by determining the extent to which increases in operating expenses correspond with increases in taxable assessment. If increases correspond, the Town can fund any increases in operating costs without raising taxation rates.

### TYPE OF INDICATOR

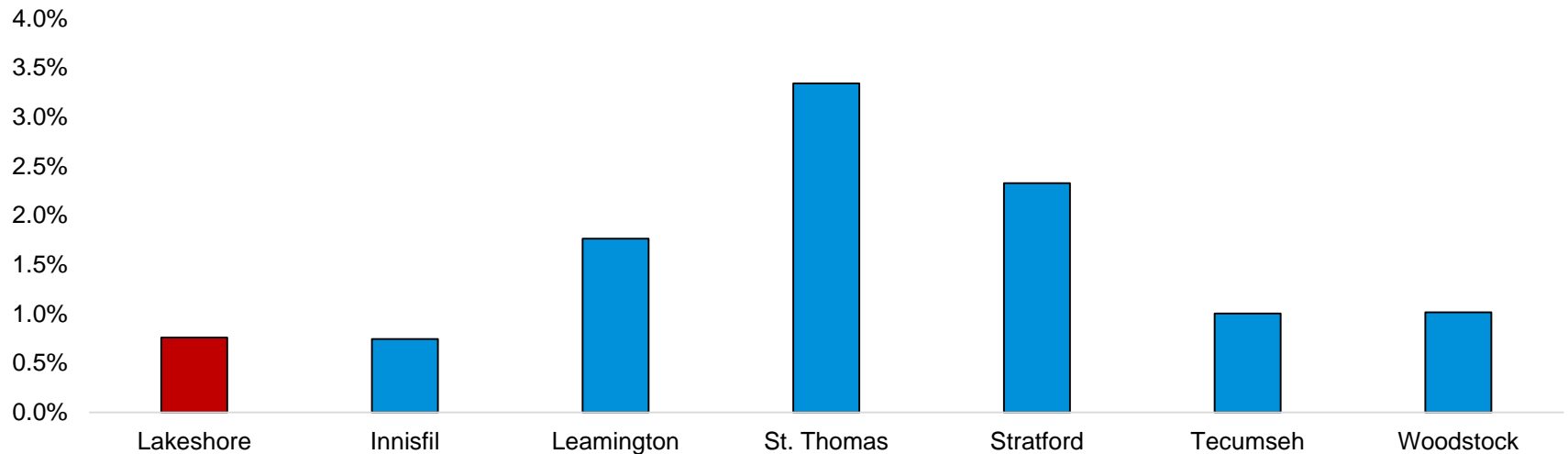
Sustainability ✓  
 Flexibility  
 Vulnerability

### FORMULA

FIR Schedule 40, Line 9910, Column 7 less FIR Schedule 40, Line 9910, Column 16 divided by FIR Schedule 26, Column 17, Lines 9199 and 9299

### POTENTIAL LIMITATIONS

- As operating expenses are funded by a variety of sources, the Town's sustainability may be impacted by reductions in other funding sources that would not be identified by this indicator.





# Financial Indicators and Benchmarking

## CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

This financial indicator provides an assessment of the Town's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Town's ability to continue to deliver services at the current levels may be compromised.

### TYPE OF INDICATOR

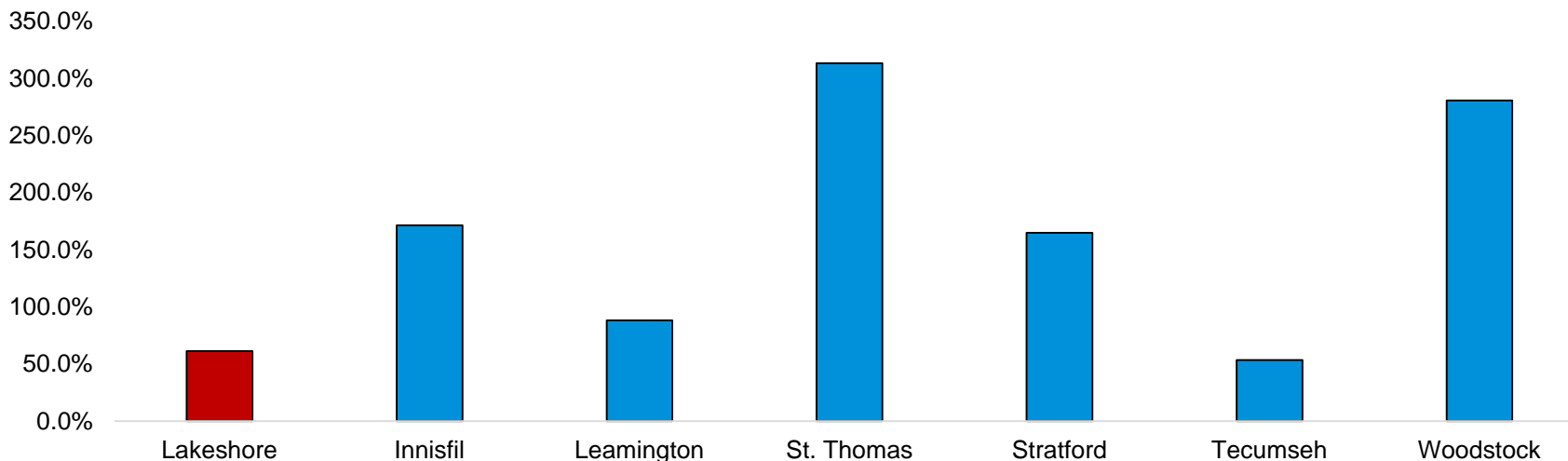
Sustainability ✓  
 Flexibility  
 Vulnerability

### FORMULA

FIR Schedule 51, Line 9910, Column 3 divided by FIR Schedule 40, Line 9910, Column 16

### POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Town's capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



# Financial Indicators and Benchmarking

## RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Town’s ability to increase taxes as a means of funding incremental operating and capital expenditures.

### TYPE OF INDICATOR

Sustainability

Flexibility ✓

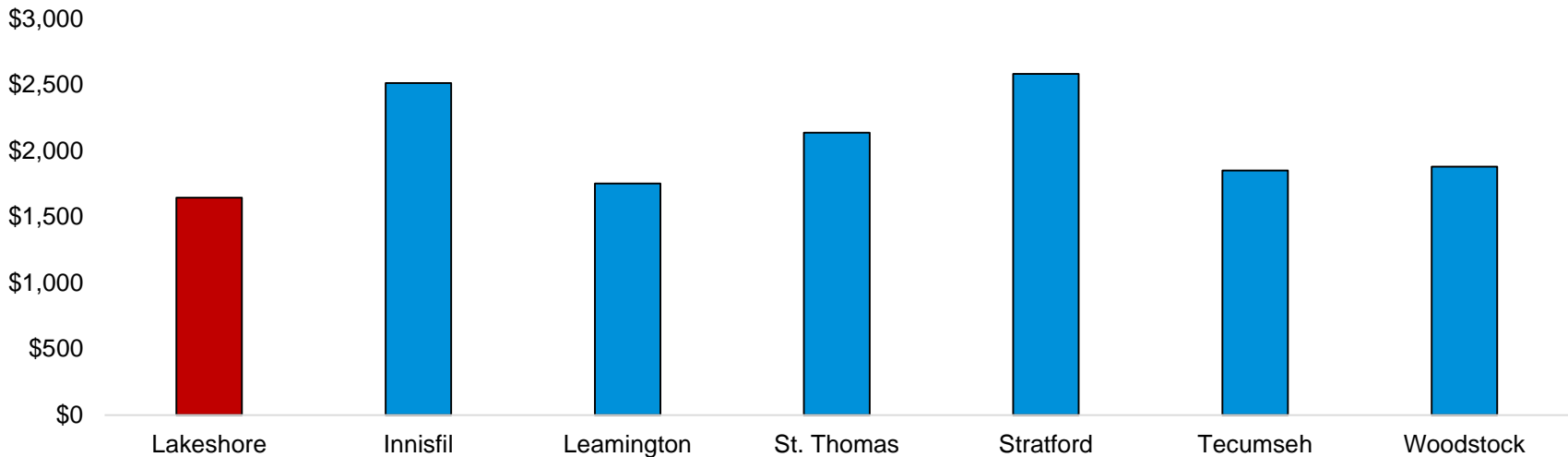
Vulnerability

### FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1

### POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.



# Financial Indicators and Benchmarking

## RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes.

### TYPE OF INDICATOR

Sustainability

Flexibility ✓

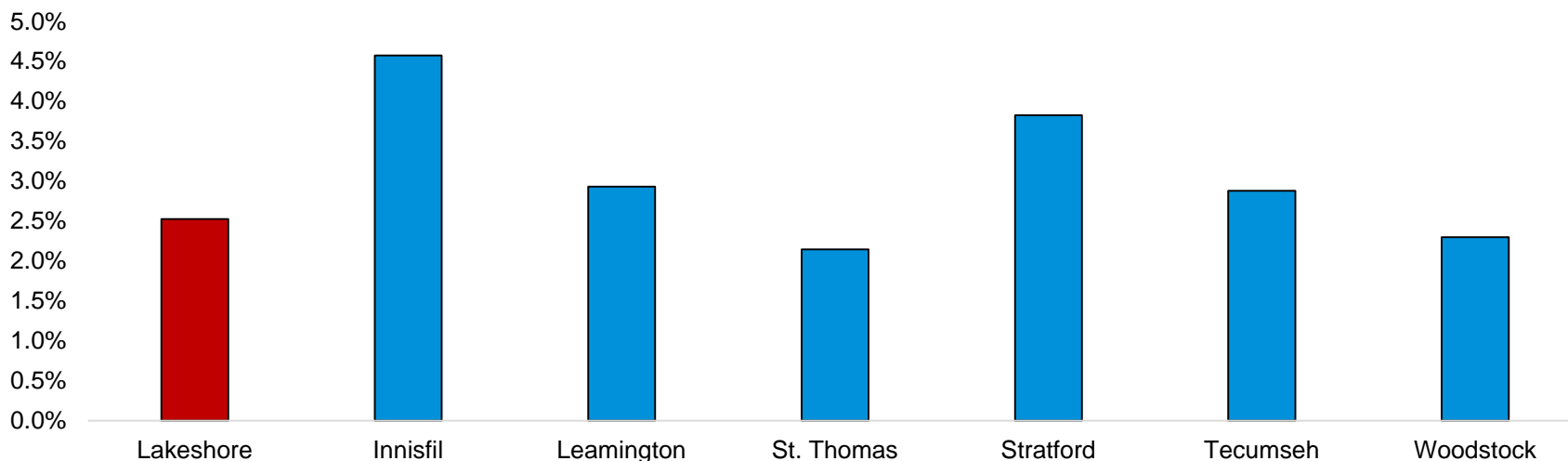
Vulnerability

### FORMULA

FIR Schedule 26, Line 0010 and Line 1010, Column 4 divided by FIR Schedule 2, Line 0040, Column 1 (to arrive at average residential tax per household). Average household income is derived from the National Housing Survey.

### POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



# Financial Indicators and Benchmarking

## TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Town’s ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt.

### TYPE OF INDICATOR

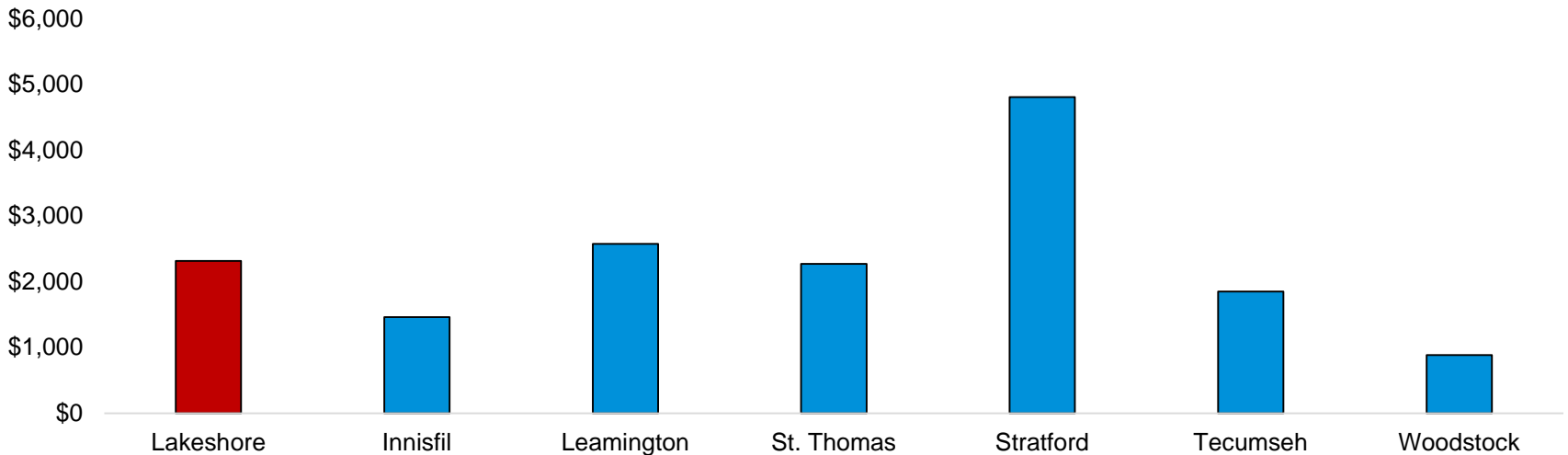
Sustainability  
 Flexibility ✓  
 Vulnerability

### FORMULA

FIR Schedule 70, Line 2699,  
 Column 1 divided by FIR  
 Schedule 1, Line 0040, Column  
 1

### POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



# Financial Indicators and Benchmarking

## TOTAL TAXATION AS A PERCENTAGE OF TOTAL ASSESSMENT

This financial indicator provides an indication of potential affordability concerns by calculating the Town’s overall rate of taxation. Relatively high tax rate percentages may limit the Town’s ability to generate incremental revenues in the future.

### TYPE OF INDICATOR

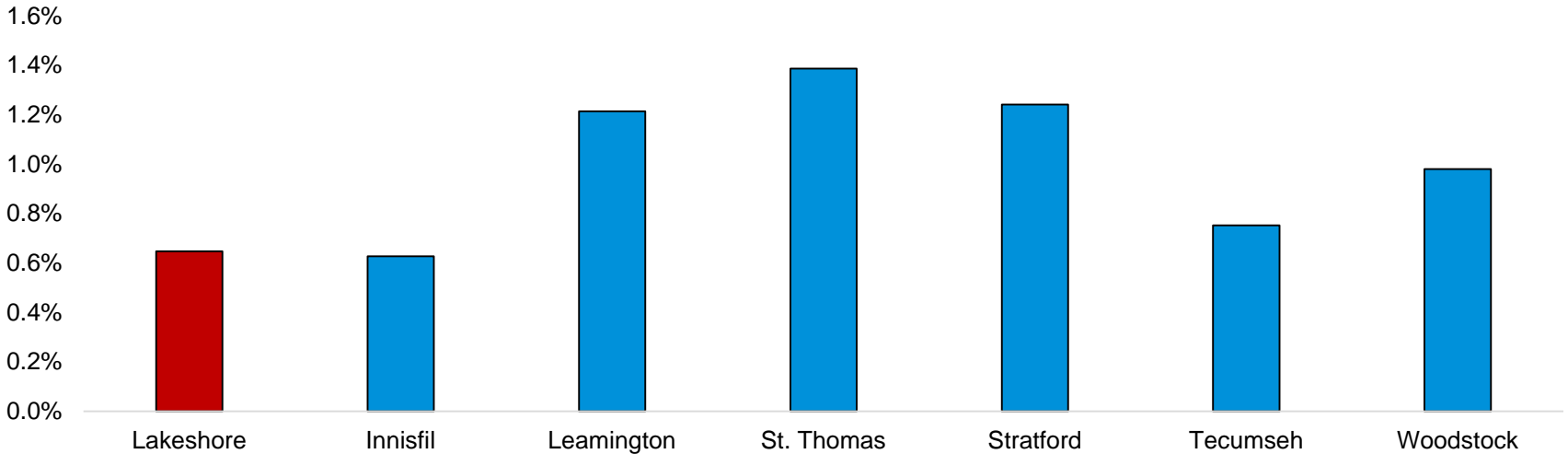
Sustainability  
Flexibility ✓  
Vulnerability

### FORMULA

FIR Schedule 26, Line 9199 and Line 9299, Column 4 divided by FIR Schedule 26, Line 9199 and 9299, Column 17.

### POTENTIAL LIMITATIONS

- This indicator considers the Town’s overall tax rate and will not address affordability issues that may apply to individual property classes (e.g. commercial).





# Financial Indicators and Benchmarking

## DEBT SERVICING COSTS (INTEREST AND PRINCIPAL) AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Town's overall indebtedness by calculating the percentage of revenues used to fund long-term debt servicing costs. The Town's ability to issue additional debt may be limited if debt servicing costs on existing debt are excessively high.

### TYPE OF INDICATOR

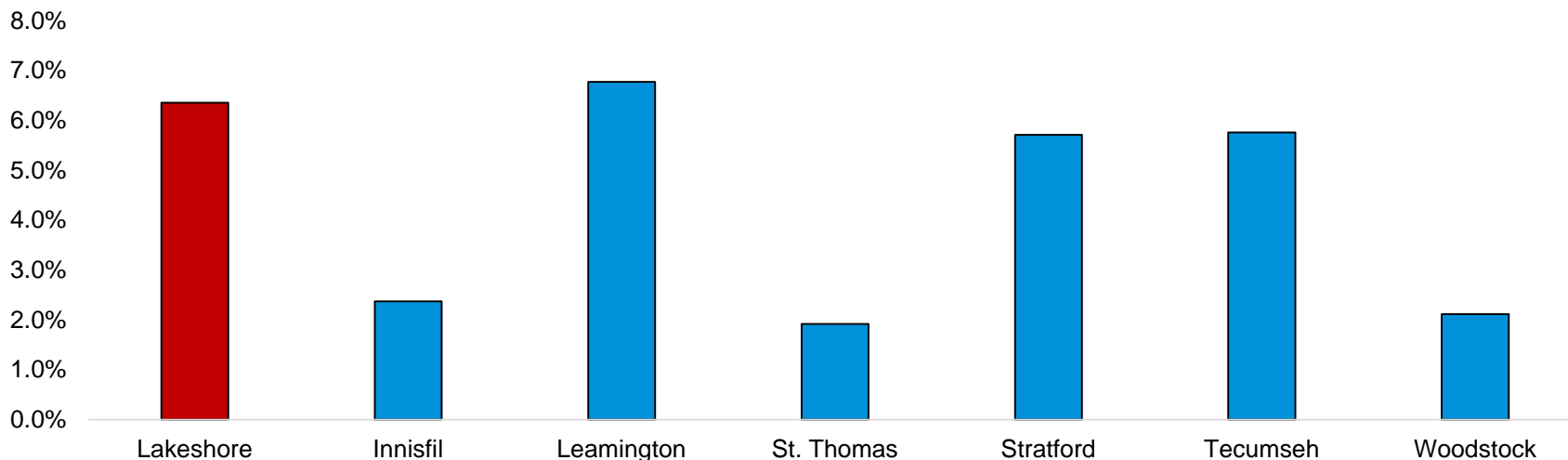
Sustainability  
Flexibility ✓  
Vulnerability

### FORMULA

FIR Schedule 74C, Line 3099, Column 1 and Column 2 divided by FIR Schedule 10, Line 9910, Column 1.

### POTENTIAL LIMITATIONS

- No significant limitations have been identified in connection with this indicator



# Financial Indicators and Benchmarking

## NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Town is reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Town is, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Town’s reinvestment is not keeping pace with the aging of its assets.

### TYPE OF INDICATOR

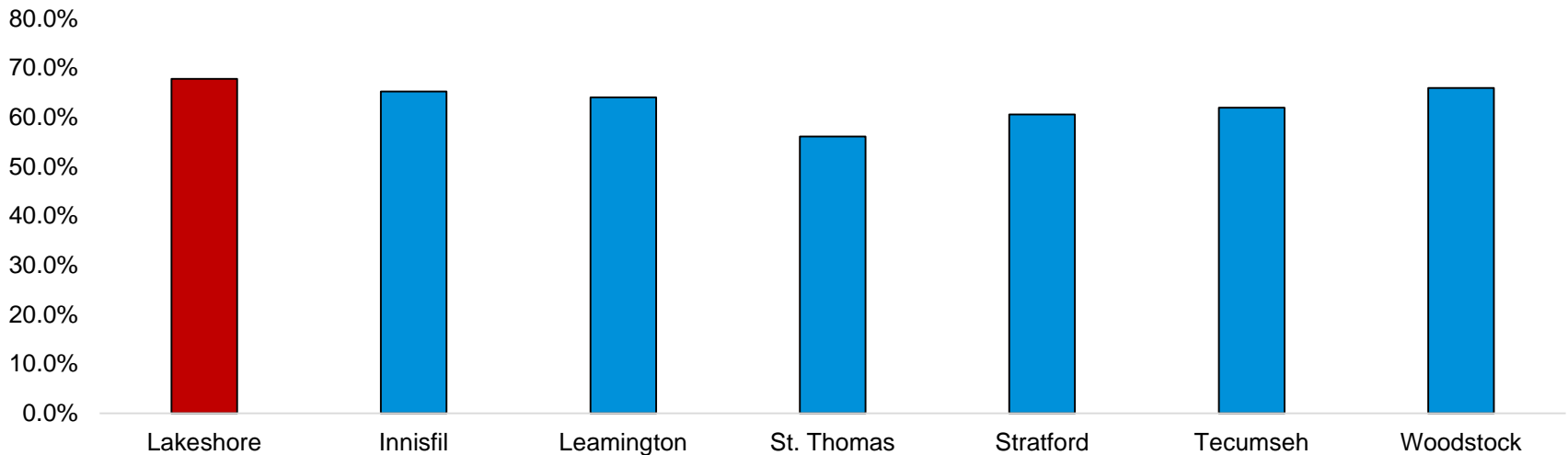
Sustainability  
 Flexibility ✓  
 Vulnerability

### FORMULA

FIR Schedule 51A, Line 9910, Column 11 divided by FIR Schedule 51A, Line 9910, Column 6.

### POTENTIAL LIMITATIONS

- This indicator is based on the historical cost of the Town’s tangible capital assets, as opposed to replacement cost. As a result, the Town’s pace of reinvestment is likely lower than calculated by this indicator as replacement cost will exceed historical cost.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



# Financial Indicators and Benchmarking

## OPERATING GRANTS AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Town's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants.

### TYPE OF INDICATOR

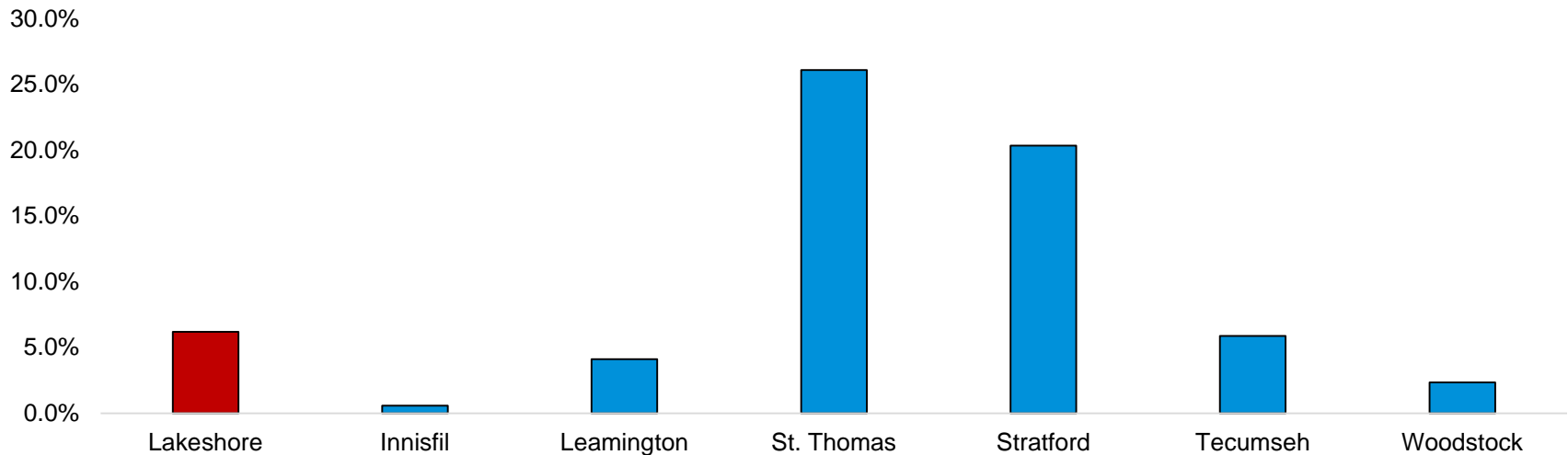
Sustainability  
 Flexibility  
 Vulnerability ✓

### FORMULA

FIR Schedule 10, Line 0699,  
 Line 0810, Line 0820, Line  
 0830, Column 1 divided by FIR  
 Schedule 10, Line 9910,  
 Column 1.

### POTENTIAL LIMITATIONS

- To the extent possible, the Town should maximize its operating grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



# Financial Indicators and Benchmarking

## CAPITAL GRANTS AS A PERCENTAGE OF TOTAL CAPITAL EXPENDITURES

This financial indicator provides an indication as to the Town's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants.

### TYPE OF INDICATOR

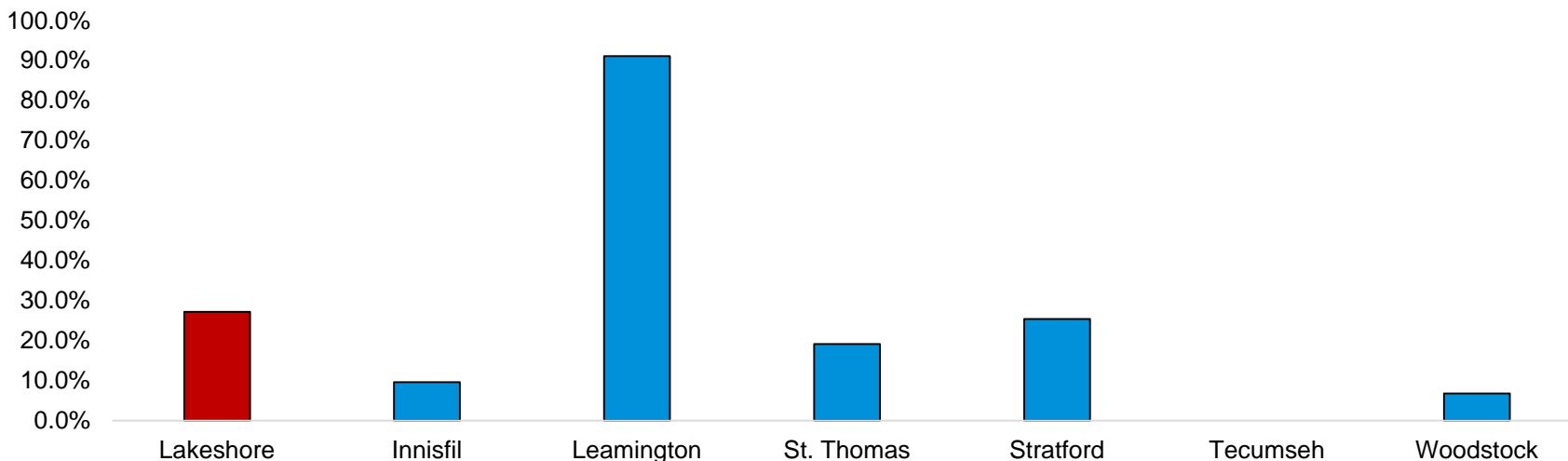
Sustainability  
 Flexibility  
 Vulnerability ✓

### FORMULA

FIR Schedule 10, Line 0815,  
 Line 0825, Line 0831, Column  
 1 divided by FIR Schedule 51,  
 Line 9910, Column 3.

### POTENTIAL LIMITATIONS

- To the extent possible, the Town should maximize its capital grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



# Financial Indicators and Benchmarking

In addition to the corporate-level financial indicators presented in this chapter, we have also undertaken benchmarking for selected municipal services based on comparisons to similar-sized municipalities.

Each service was benchmarked against six comparator municipalities and those municipalities were selected on the basis of being lower tiers, traditional comparators to the Town, and respective population and number of households. The comparator municipalities were:

- Innisfil
- St. Thomas
- Tecumseh
- Leamington
- Stratford
- Woodstock

The service-level comparative analysis, which is based on a comparison of 2020 municipal budgets, is intended to provide perspective on the relative cost of delivering services. However, it is important to recognize potential limitations with respect to the analysis:

- Differences in organizational structure and resource allocations can complicate a municipal-to-municipal comparison as the structure of budgets may not yield an apples-to-apples comparison. In certain instances, we have attempted to adjust for these differences by aggregating same or similar services to a level that allows for a reasonable comparison. However, in certain cases the requisite information was not available to KPMG for the purposes of our review.
- In a number of instances, the allocation of costs can vary significantly, impacting any comparison of financial indicators. For example, the treatment of corporate-type costs such as insurance, information technology and financial support can differ, with some municipalities allocating these costs to individual departments while others budget for them as a central cost. Similarly, different approaches to the allocation of fleet expenses (operating only, operating plus capital, operating plus capital plus corporate costs) have the potential to skew the financial analysis.
- The financial benchmarking is independent of any adjustment for service levels. Accordingly, the comparative position of any municipality included in our analysis does not necessarily reflect operating efficiencies but may be due to higher or lower levels of service.

In light of the above, financial indicators are not available for all of the Town's services.

A summary of our service-level financial benchmarking is provided on the following pages.

# Financial Indicators and Benchmarking

Service	Indicator	Lakeshore	Comparator Municipalities		
			Low	High	Average
Office of the CAO	Operating costs per household	\$26.63	\$17.95	\$73.24	\$47.40
Finance Services	Finance – Operating costs per household	\$103.27	\$56.57	\$134.94	\$107.57
	Information Technology – Operating costs per household	\$60.74	\$41.72	\$108.84	\$72.70
Community and Development Services	Development Services – Operating costs per household	\$52.33	\$30.69	\$86.37	\$57.33
	Development Services – Level of cost recovery generated through user fee	11.0%	4.2%	38.6%	21.7%
	Building/Bylaw Services – Net operating costs per household	\$19.24	\$2.61	\$42.12	\$21.07
	Recreational Facilities – Net operating costs per household	\$155.55	\$75.69	\$268.91	\$181.57
	Recreational Facilities – Level of cost recovery generated through user fees	59.2%	38.4%	64.6%	47.2%
	Recreational Programs – Net operating costs per household	\$40.12	\$8.22	\$38.85	\$19.79
	Recreational Programs – Level of cost recovery generated through user fees	46.6%	32.3%	66.8%	49.7%
Engineering and Infrastructure Services	Public Works – Operating costs per household	\$344.36	\$164.88	\$528.29	\$361.24

Source: KPMG Analysis of Municipal Budgets



# Financial Indicators and Benchmarking

Service	Indicator	Lakeshore	Comparator Municipalities		
			Low	High	Average
Engineering and Infrastructure Services	Solid Waste Management – Net operating costs per household	\$91.89	\$9.77	\$163.81	\$104.33
	Solid Waste Management – Level of cost recovery generated through user fees	50.8%	8.0%	\$93.8%	41.1%
	Engineering – Operating costs per household	\$63.95	\$99.97	\$148.52	\$128.00
	Drainage – Net operating costs per household	\$22.71	\$16.74	\$19.82	\$18.28
	Drainage– Level of cost recovery generated through user fee	54.4%	23.8%	86.5%	55.1%
	Facilities – Operating costs per household	\$46.52	\$20.68	\$51.42	\$30.26
	Parks – Operating costs per household	\$94.30	\$139.81	\$185.60	\$162.27
Legislative and Legal Services	Operating costs per household	\$122.11	\$95.24	\$150.85	\$119.18
	Fire – Operating costs per household	\$144.72	\$154.64	\$290.97	\$215.27
	Police – Operating costs per household	\$347.80	\$375.98	\$927.20	\$654.89

Source: KPMG Analysis of Municipal Budgets

# Financial Indicators and Benchmarking

Service	Lakeshore	Comparator Municipalities			Median
		Low	High	Average	
Office of the CAO	2.0	2.0	7.0	3.7	2.0
Finance Services	13.0	9.0	16.0	11.3	10.0
Information Technology	5.0	4.0	6.0	4.8	4.7
Legislative and Legal Services	5.0	4.0	11.0	7.9	7.4
Human Resources	2.0	1.6	7.0	3.9	2.0
Planning Services	5.0	3.1	6.6	5.2	5.0
Public Works	53.05	46.25	87.5	60.8	54.0
Building and Bylaw Services	10.0	4.6	20.0	9.9	9.0
Fire Services	6.0	4.3	6.0	5.2	6.0
Recreational Services	16.4	5.0	20.0	14.4	16.4

Source: KPMG Analysis of Municipal Budgets



Town of Lakeshore Service  
Delivery Review

# Key Themes



# Key Themes

During the course of our work, KPMG undertook a review of the Town's services and processes, the intention of which was to identify areas for potential improvement from the perspective of increasing the overall operating effectiveness and efficiency of the Town. Based on our review of the Town's services and associated processes, we noted a number common themes that reflected same or similar findings that were identified in multiple instances, either within the same process or across different processes, and which include the following.

**1. From an overall perspective, the majority of the Town's municipal services are either mandatory in nature (i.e. required by legislation) or essential. The Town does not have any discretionary services which therefore, limits Council's ability to reduce the overall municipal levy.**

In the development of the Town's municipal service profile, all municipal services were categorized into one of four categories:

- *Mandatory* – Services that are required to be delivered by regulation or legislation
- *Essential* – Services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning of the Town as a corporate body
- *Traditional* – Non-mandatory, non-essential services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided
- *Other Discretionary* – Services that are delivered at the direction of the Town without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity

Based on the application of our approach, 81% of the Town's services fall into the categories of mandatory and essential. Further to this, the balance of the Town's services (19%) were defined as traditional whereas the services provided by the Town are consistent with similarly sized municipalities.

While the absence of discretionary services may limit Council's ability to reduce the overall municipal levy (e.g. outright service elimination), the Town still has the potential to reduce costs and increase upon its effectiveness and efficiency in service delivery based on the opportunities identified later within the report.

# Key Themes

### **2. Generally, the Town's financial indicators compare favorably to the selected municipalities included in our comparative analysis.**

For the purposes of the review, 21 municipal benchmarking indicators were developed with the Town's services being compared against six similar municipalities in Ontario. Based on the results of the comparative analysis, the majority of the Town's financial indicators place the Town at either the low end or the average of the comparative group. Three financial indicators (operating costs per household for engineering services, fire services and parks) were lower than the comparator group.

Please note that municipal comparisons do not provide for absolute results with respect to service delivery for the purposes of the review. The comparative analysis provides the ability to compare financial performance and determine where they may be opportunities to adjust service levels to the common standard which may increase operating costs if the Town is the low cost service provider and there is evidence of services/operations not currently being delivered and/or decrease operating costs if a service is brought in line with the comparator group.

### **3. While the Town's complement of services and financial performance appear to be consistent with similarly sized municipalities, there are areas where the Town may need to make investments in the short and long-term.**

- *Technology* – Related to the Town's use of technology, the Town utilizes several software programs across multiple departments. In some cases, departments are maximizing the capabilities of their current software packages (Public Works and Recreation) while other departments appear to be in need of software upgrades to allow for increased automation and the elimination of manual processes as well as greater integration of information shared across multiple departments (Finance and Human Resources as examples). The inability of municipal software to “speak” each other provides for the potential of duplication of efforts and/or an increased risk for errors in data entry.
- *Service gaps* – The Town appears to rely on third party service providers within its Engineering and Infrastructure Division whereas the opportunity may present itself to increase the Town's internal capacity while reducing overall operating costs including increasing project and asset management capacity and wastewater services. There are other areas of the Town's operations where as services evolve, there may be the need for additional investments over a longer term – customer service and economic development.

# Key Themes

**4. While there are a number of positive aspects of the Town's municipal service delivery, our review has identified a number of issues that constrain operating efficiencies and increase the amount of time required by staff to complete processes:**

- The Town's processes appear to be heavily reliant on paper, as opposed to electronic formats, with associated inefficiencies (and costs) in terms of the movement and storage of documents;
- Despite the utilization of computer systems for most services delivered by the Town, its processes continue to be primarily paper-based, including work order management, various financial transactional services and the production of Council agenda. The process maps have identified instances where the Town continues to use hard copies of various municipal documents for the purposes of municipal service delivery. For example, the continued use of hard copy agenda for elected officials increases operating costs associated with printing and distribution of documents as well as the risk of loss of information while at the same time diverting staff resources from other activities.

**5. One area that the Town may want to focus on in the short term is the development of key performance indicators ('KPIs') as an analytical tool to assist in its decision making processes:**

- At the time of the review, the Town does not appear to rely upon KPIs to benchmark internal service delivery on an annual basis. As part of the service profile development phase, suggested KPIs for each service were provided. The suggested KPIs consist various measurements including Town's compliance with provincial legislation and/or regulations and/or financial performance (cost recovery for services where operating revenues are generated through user fees and service charges.). As an initial start in the development of KPIs, the Town may want to take an incremental approach whereas service areas are not responsible in developing more than two KPIs. This incremental approach allows for the Town to build KPIs, determine their suitability on an annual basis and not intended on diverting more resources to measurement/analysis opposed to service delivery.

# Key Themes

6. **Beyond the development of KPIs, the Town has expressed its intention to conduct an organizational review in the near future, the Town may want to consider the following:**
- *Strategic versus operational management* – A common challenge within the municipal sector is the ability for municipal management to serve in a strategic capacity versus providing operational support to their respective departments. As part of the organizational review, the Town may want to investigate this concept and determine how to address the challenge.
  - *Review of roles and responsibilities across the organization to ensure they align with current roles and responsibilities and demonstrate balance* – Over time, positions within the organization can evolve and as a result of that natural resolution, additional roles and responsibilities can emerge across the organization. The challenge this can present to the organization but more specifically, positions within is an unbalanced workload.





Town of Lakeshore Service  
Delivery Review

# Service Based Opportunities for Consideration





# Service Based Opportunities for Consideration

This section presents the opportunities identified during the course of the service delivery review. The opportunities contained within the report are considered to be described at a high level and as such, the potential financial and non-financial benefits were determined on an incremental basis.

From our perspective, we suggest that the potential benefits from these opportunities could be in the form of either capacity benefits or financial benefits:

- **Capacity benefits** result from workload reductions achieved through efficiency gains, allowing Town personnel to focus on other activities. Given that this results in a redirection of staff, as opposed to a reduction in staff, capacity benefits do not result in direct cost savings.
- **Financial benefits** refer to efficiency gains that provide incremental cost savings to the Town through reductions in operating costs as well any opportunities that may provide the Town increases in other revenue sources (e.g. user fees).

For the purposes of the reader, the opportunities presented in the following table are not presented in any prioritized order.

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Review the Town’s current approach to issues management/customer service	<p>One area identified within the review was a service gap was the Town’s approach in customer service.</p> <p>The Town may wish to give some consideration as to how to improve upon this through the following:</p> <ul style="list-style-type: none"> <li>▪ Explore changing how residents can access municipal services via its telephone service;</li> <li>▪ Ensure all communications tools are being utilized to maximize opportunities to engage with the public and vice versa;</li> <li>▪ Explore the potential of the development of a customer service cluster comprised of all front-line municipal staff along with enhanced cross training to allow them to potentially address more questions at the first point of contact;</li> <li>▪ Ensure that the Town review and adhere to a customer service policy for both internal and external communications (e.g. all communications are acknowledged within 24 hours of receipt);</li> <li>▪ As this service evolves, there may be the need for additional resources in the form of customer service representatives. This is a common practice in the municipal sector including within the comparator group who have customer service capacity; and</li> <li>▪ Longer term, the Town may want to review the suitability of the physical environment which may place barriers to effective and efficient customer service including both layout as well as available physical space.</li> </ul>	Potential capacity gains within the organization

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Explore the potential for a continuous improvement pilot project	<p>At the time of the review, the Town does not appear to be invested in continuous improvement initiatives (e.g. Lean Six Sigma expertise).</p> <p>Establishing continuous improvement allows the Town to have access to resources who are then tasked with identifying areas of interest and assisting staff in acting upon the results with the intended goal of increasing the effectiveness and efficiency in service delivery on an ongoing basis.</p>	Potential capacity gains through operating effectiveness and efficiencies within the organization
Operating Efficiency	Develop and monitor key performance indicators across the organization	As part of the municipal service profile development, a series of key performance indicators ('KPIs') were suggested for the Town's consideration going forward. At the time of the report, it did not appear that the use of KPIs was consistent across the organization. The identification and development of one or two relevant KPIs will assist the Town in demonstrating service performance opposed to volume based statistical information. KPIs may also assist in identifying areas that require further investigation and/or investment.	Enhanced decision-making and service delivery
Operating Efficiency	Explore the development of a delegation of authority bylaw	To ensure that the Town's level of delegation of authority is appropriate given the size of the municipality and provides the opportunity for more effective and efficient decision making.	Enhanced decision-making and service delivery

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Explore the increased use of technology across the organization including but not exclusive to Finance Services, Public Works, and Human Resources	Based on analysis conducted as part of the workflow process mapping workshops, the Town's current software packages does not appear to support effective and efficient operations and/or service delivery. As noted in a subsequent chapter of the report, the Town's software packages do not appear to be fully integrated which leads to inefficiencies (duplication of efforts, potential increased risk of errors, manual processes vs automated, and workarounds). The Town may want to explore the acquisition of new software packages that provide for full integration and greater access across the organization.	Potential capacity gains within the organization
Service Level Adjustment	Explore the potential of financial service delivery to external agencies, boards and committees	Currently, the Town provides financial services to the Town's Business Improvement Area ('BIA') at no charge. The Town may want to explore the potential of either developing a fee for services provided or no longer providing service to the BIA. Municipalities may charge for the provision of these services to various agencies, boards and commissions.	Potential capacity gains within the organization
Operating Efficiency	Ensure the integration of corporate communications with respect to corporate activities	The integration of corporate communications across the organization is considered to be a municipal common practice. Based on information gathered during the review, corporate communications appear to be fragmented. To reduce the potential for inconsistent and/or a duplication in efforts in relation to communications to the public, the Town may want ensure practices that ensure corporate communications are integrated across departments.	Enhanced decision-making and service delivery

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	The Town's approach to economic development	One potential gap in municipal service delivery within the Town's current complement is economic development. Municipalities of similar size (including those within the comparator group) have developed capacity to deliver upon economic development activities (dedicated resources, municipal departments or economic development corporations). Based on a review of the Town's 2020 budget document, the Town has approved an economic development position. Prior to moving forward, the Town may want to determine what the economic development goals are of the organization and how to structure economic development within the organization to potentially provide for more effective and efficient use of the resource.	Enhanced decision-making and service delivery
Operating Efficiency	Operational approach to advertising/sponsorship programs	Many municipalities will seek out advertising revenues within municipal spaces as well as the potential for corporate naming rights of facilities.. The Town's approach in seeking out this type of revenue does not appear to be guided by a standard operating procedures ('SOP'). In the absence of SOPs, there exists the potential for ineffective and inefficient decision making. The Town may want to consider the development of SOP to sets out how and where the Town will seek out advertising and sponsorship opportunities.	Potential revenues cannot be reasonably determined

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Service Level Adjustment	Explore the potential of redeveloping the Town's approach to solid waste management	Currently, the Town provides for solid waste collection services in one area of the municipality where residents receive collection services twice a week which they pay for through area rating. Additionally, the Town does not have a bag limit across the municipality which allows for residents to place an unlimited amount of waste at the curb for collection. The Town may want to explore the potential of changing its approach to solid waste management to be more consistent with municipal common and best practices which would include weekly collection for the entire municipality and the establishment of a bag limit. Given the nature of service delivery through a third party contractor, any potential cost savings would be discussed at that level. The Town may also want to approach this on an incremental basis including identifying its intended goal (i.e. 1 bag per week) and associated timeframe (i.e. over three years).	Potential cost savings cannot be reasonably determined
Alternate Service Delivery	Explore the potential of developing wastewater collection capacity within Public Works	At the time of the report, the Town's third party service provider provides the Town with wastewater related services. Many municipalities of similar size will approach water and wastewater related services with a blended service delivery model where the third party provider maintains the water and wastewater treatment plants and the municipality oversees the distribution and collection network. The Town currently oversees the water distribution network. In advance of the Town tendering for water and wastewater services, the Town may want to explore the financial impact of shifting wastewater collection services from its current contracted service to an internal function. The shift may also provide for additional operational capacity and an enhanced level of service.	Potential cost savings cannot be reasonably determined

# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Use of third party service providers – Engineering Services	<p>Currently, the Town appears to heavily rely on third party engineering services. Based on information shared over the course of the review, the Town has on average \$1.9 million over the past three years in engineering related consultancy. While the Town will require external engineering expertise at various times, the town may wish to consider the following.</p> <p>Based on various aspects of the review (Town financial analysis and municipal benchmarking), the Town may want to reduce its use of third party engineering services providers and build internal capacity including the potential for an Engineering Technologist, Project Engineer and a Project Manager – all three positions are commonly found within organizations of similar size across Ontario and would provide for the ability of the Town to increase its focus on strategic asset management.</p>	<p>Potential capacity gains/ Potential cost savings in excess of \$250,000 annually</p>
Operating Efficiency	Conduct a Fire Services Review	<p>Over the past 10 years, the Fire Service has performed just under 2,200 fire inspections with over 5,700 deficiencies identified. While the number of fire inspections has remained relatively consistent over that time period, the Town continues to grow. In addition to inspections, the Town's overall complement of buildings and types of buildings has changed as well. In light of growth and the current service delivery model, the Town may want to conduct a full scale review of its fire services to ensure that the Town's approach is consistent to the current and future state of the Town.</p>	<p>Potential capacity gains within the organization; Risk mitigation</p>



# Service Based Opportunities for Consideration

Nature of the Opportunity	Opportunity	Rationale	Anticipated Benefit
Operating Efficiency	Facility rationalization	<p>As a by-product of its creation via amalgamation in 1999, the Town assumed a number of municipal facilities. Based on the Town's most recent asset management plan, the majority of its facilities (90%) have at least 10 years of useful life remaining. However, the remaining 10% were classified as poor (approximately 6%) to very poor (4%) with a valuation of over \$6 million as per the asset management plan. Going forward, the Town may wish to continue on an approach by which buildings are evaluated based on current service delivery and utilization along with a determination of multiple services being housed in one facility and therefore, eliminating a "one for one" replacement approach. An example of this approach was the former Belle River Arena and its repurposing as an operational facility for Engineering and Infrastructure Services.</p>	<p>Potential cost savings cannot be reasonably determined</p>

# Service Based Opportunities for Consideration

## Opportunities in Progress

Opportunities were identified by KPMG that over the course of the review were initiated by Town staff or scheduled to commence in the short-term. For the purposes of the Town, the opportunities are noted below:

Nature of the Opportunity	Opportunity	Rationale
Revenue Generation	Review of the Town's overall approach to user fees (Scheduled for 2021)	Based on information provided as part of the review as well as financial analysis, it would appear that the Town would benefit from undertaking a comprehensive user fee review with a focus on ensuring that services provided within Engineering and Infrastructure (including Municipal Drainage) and Community and Development Services and the associated user fees and service charges are reflective of the operating costs associated with growth.
Operating Efficiency	Centralize grant programs pursuits and applications (Currently underway)	The centralization of grant applications is considered to be a municipal common practice. Currently, the Town's approach to pursuing and applying for various grants appears to occur on a departmental basis with the involvement of Finance and Legal Services occurring on an inconsistent basis. Centralization would allow for the organization to ensure that the Town is minimizing risk when seeking grants.
Operating Efficiency	Operational approach to special events and festivals – coordination of resources and overall delivery (Currently underway)	Municipalities host and/or support a variety of special events and festivals in any given year. The Town's approach in how these events and festivals are organized internally do not appear to be guided by standard operating procedures ('SOPs'). In the absence of SOPs, there exists the potential for ineffective service delivery and decision making. The Town may want to consider the development of SOPs to potentially allow for more effective coordination and collaboration of resources for these events and festivals.
Operating Efficiency	Review and refresh the Town's procurement policy (Currently underway)	Based on analysis conducted as part of the workflow process mapping workshops, the Town may want to review its procurement policy to ensure that the limits established within remain relevant and do not place barriers on effective and efficient decision making at both the operational and strategic level.



Town of Lakeshore Service  
Delivery Review

# Process Based Opportunities for Consideration



# Process Based Opportunities for Consideration

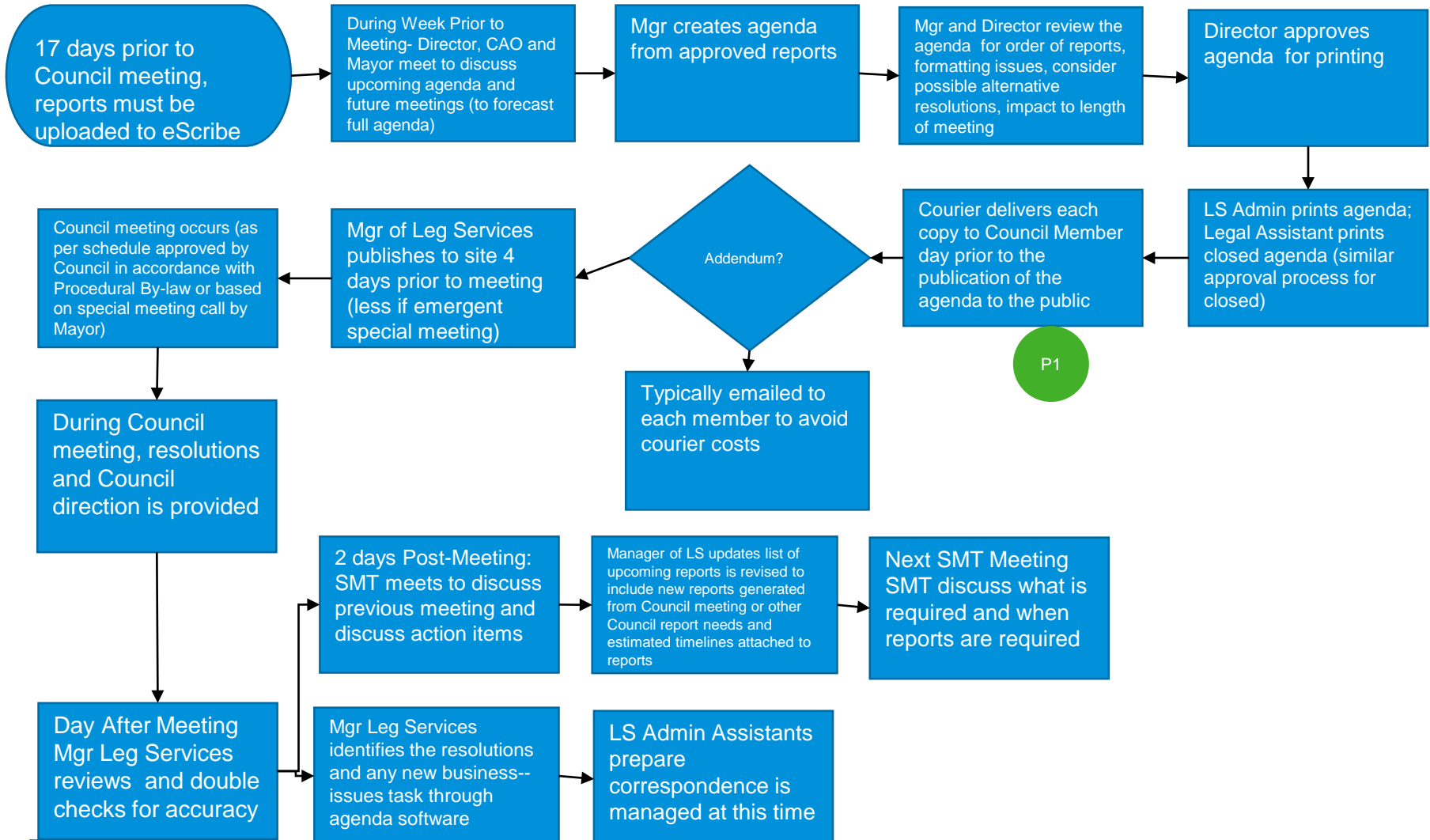
This chapter presents the current state of selected workflow processes identified during the course of the service review. Upon verification of the current state process maps, KPMG provided a series of potential process improvements to enhance the Town's effectiveness and efficiency in its service delivery. For the purposes of presenting our findings, we have structured the chapter as follows:

- provides the current state process maps for work processes associated with the delivery of municipal services; and
- potential courses of action for the Town's consideration.

During the process mapping exercises, the following department provided prepared process maps for the purposes of reviewing workflow process with KPMG. Those services and processes were as follows:

- Land use planning – Town staff provided physical and electronic copies of process maps for an Official Plan Amendments/Rezoning application, a subdivision process, a minor variance application, site plan control process and a consent application process;

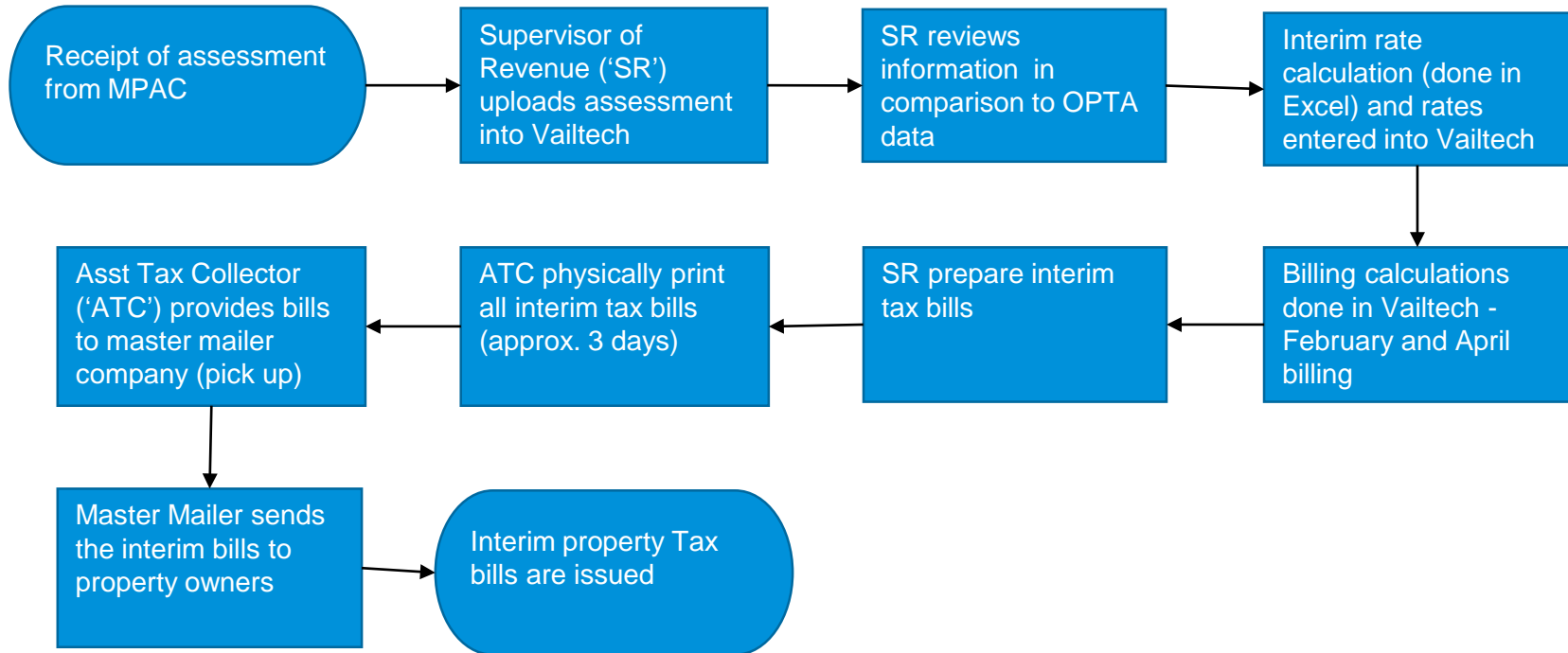
# Agenda Preparation



# Agenda Preparation

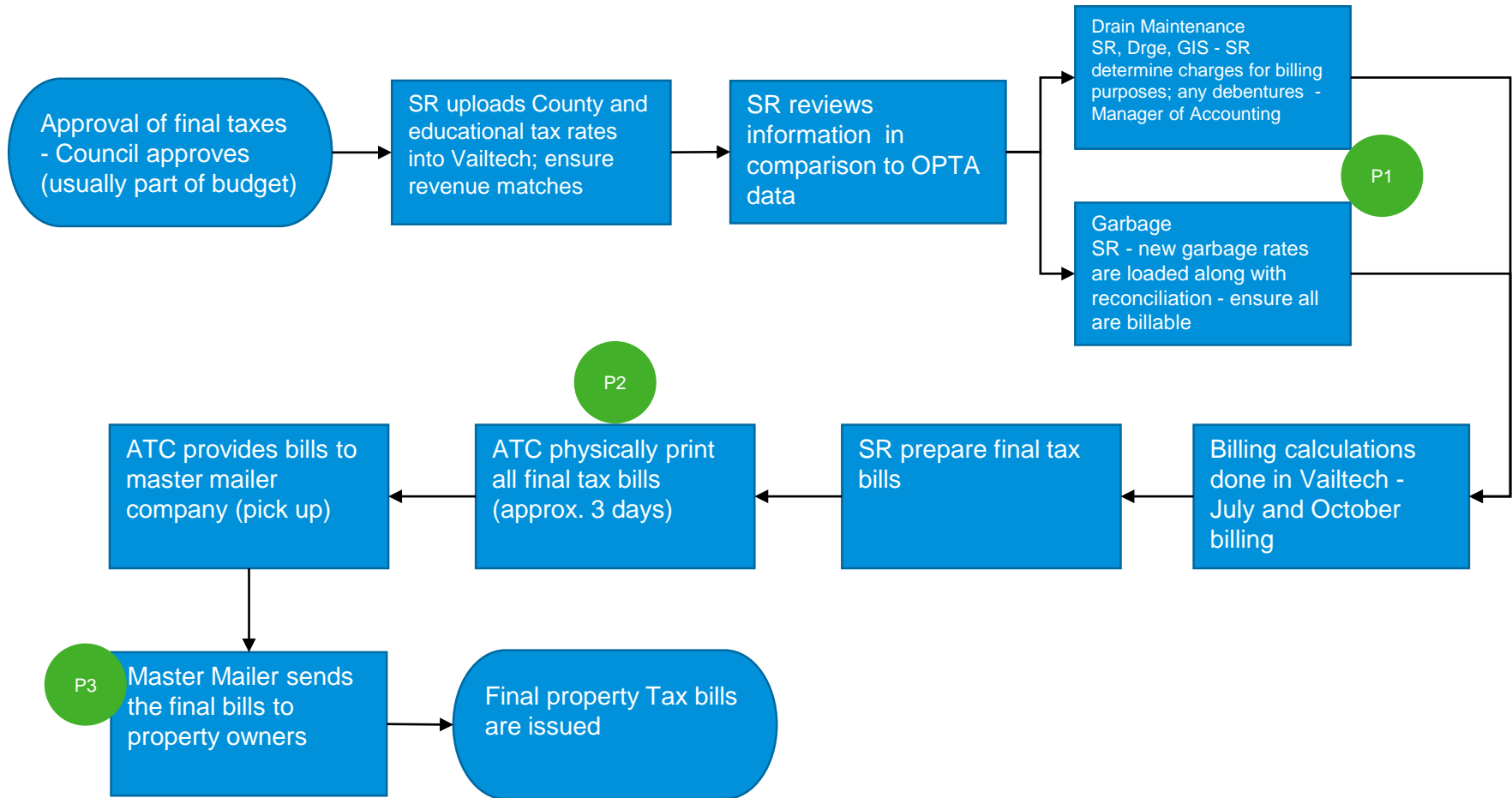
Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Agenda Preparation	<p><b>Risk and Inefficiency:</b> Currently, the Town prints and delivers a copy of the agenda to all members of Council. The Town has the capabilities of producing electronic agenda for Council's purposes and by doing so, reduces the costs associated with Council meetings (courier services) and potential risks associated with the potential loss of confidential materials</p>	<p>The Town may want to consider shifting to an electronic agenda for Council's purposes. This is considered to be a municipal best practice.</p>

# Property Taxation - Assessment and Mailing (Interim Bills)





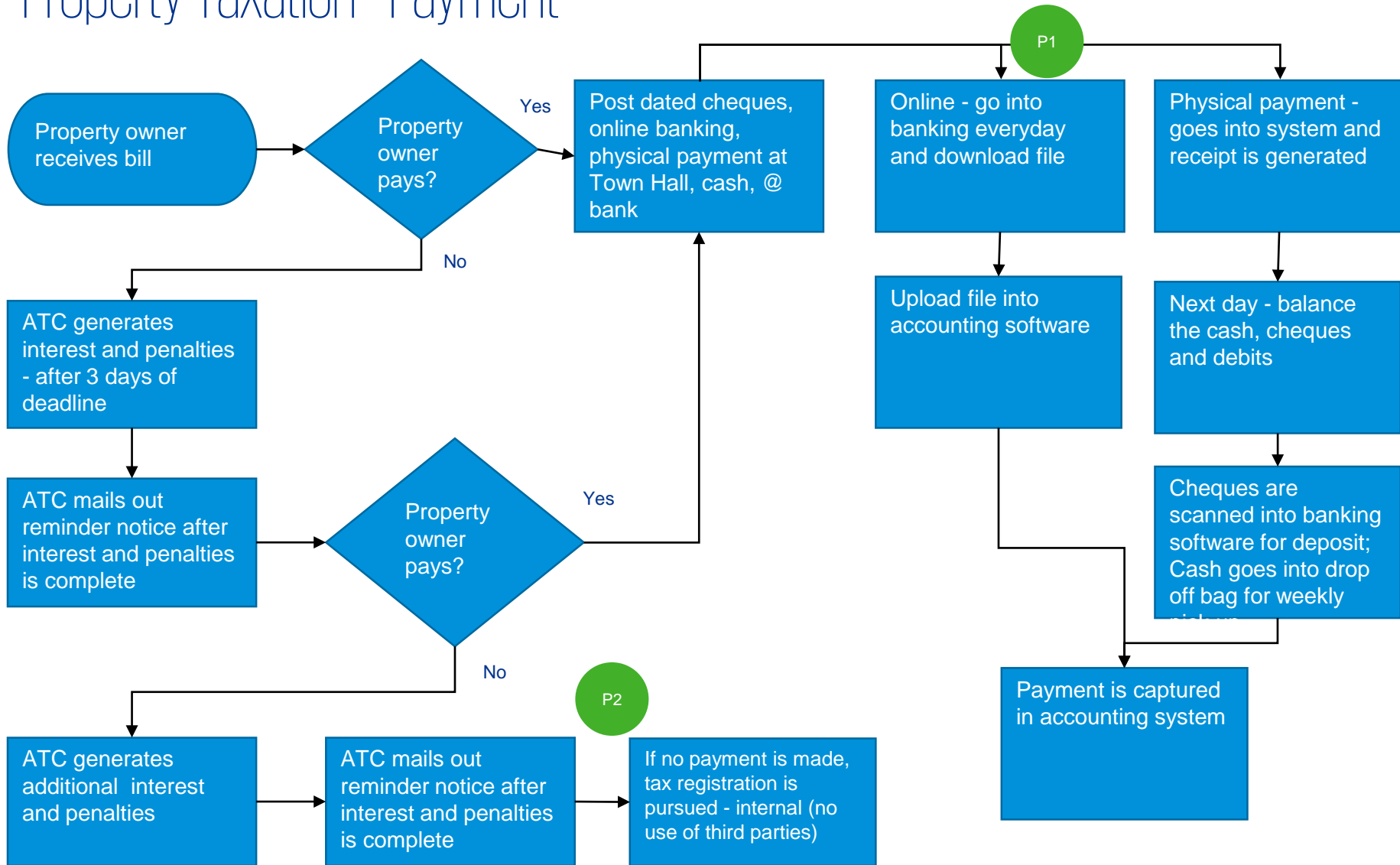
# Property Taxation - Assessment and Mailing (Final Bills)



# Property Taxation – Assessment and Mailing (Final Bills)

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Property Taxation – Assessment and Mailing (Final)	<b>Inefficiency:</b> Currently, the software being utilized by the Town does not appear to be user friendly; the system provides for only single access at one given time and locating information is not easily done. The system also does not integrate with the Town’s accounting software.	The Town may want to consider exploring other software solutions which would allow expanded access, easier access to information and to provide for streamlining, the ability to integrate with the Town’s accounting software to reduce duplication in efforts/inefficient use of resources.
P2	Property Taxation – Assessment and Mailing (Final)	<b>Inefficiency:</b> Currently, the Town’s Assistant Tax Collector physically prints all tax bills on behalf of the Town which may take up to three days.	Potentially outsourcing the production of tax bills would create additional capacity within the department
P3	Property Taxation – Assessment and Mailing (Final)	<b>Inefficiency:</b> The Town prepares all bills and mails out a hard copy to each property. Recently, changes to provincial legislation allows for municipalities to make use of other methods to send tax bills out (email).	In light of the recent legislative changes, the Town may want to implement a program by which property owners can opt in to have their tax bills sent electronically versus physically.

# Property Taxation - Payment

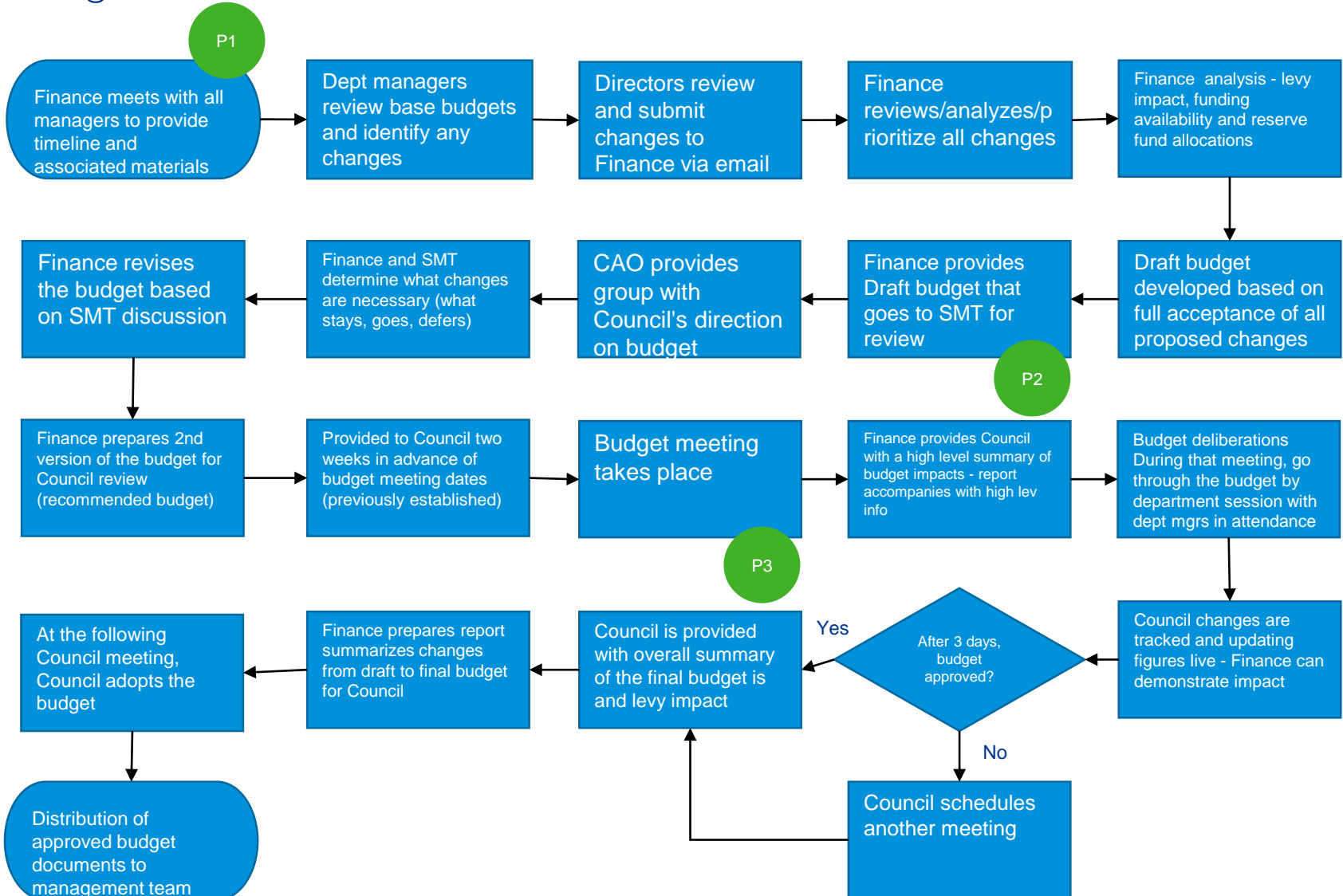


# Property Taxation - Payment

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Property Taxation – Payment	<b>Inefficiency:</b> Currently, the software being utilized by the Town does not appear to be user friendly; the system provides for only single access at one given time and locating information is not easily done. The system also does not integrate with the Town’s accounting software.	The Town may want to consider exploring other software solutions which would allow expanded access, easier access to information and to provide for streamlining, the ability to integrate with the Town’s accounting software to reduce duplication in efforts/inefficient use of resources.
P2	Property Taxation – Payment	<b>Inefficiency:</b> The Town begins tax sale registration process after three years of tax arrears. Recently, changes to provincial legislation allows for municipalities to proceed after two years.	In light of the recent legislative changes, the Town may want to shift from three to two years to proceed with the tax sale process. The Town may want to examine the impact the shift may have on interest revenues as well as the efforts required.

# Town of Lakeshore Service Delivery Review

## Budget

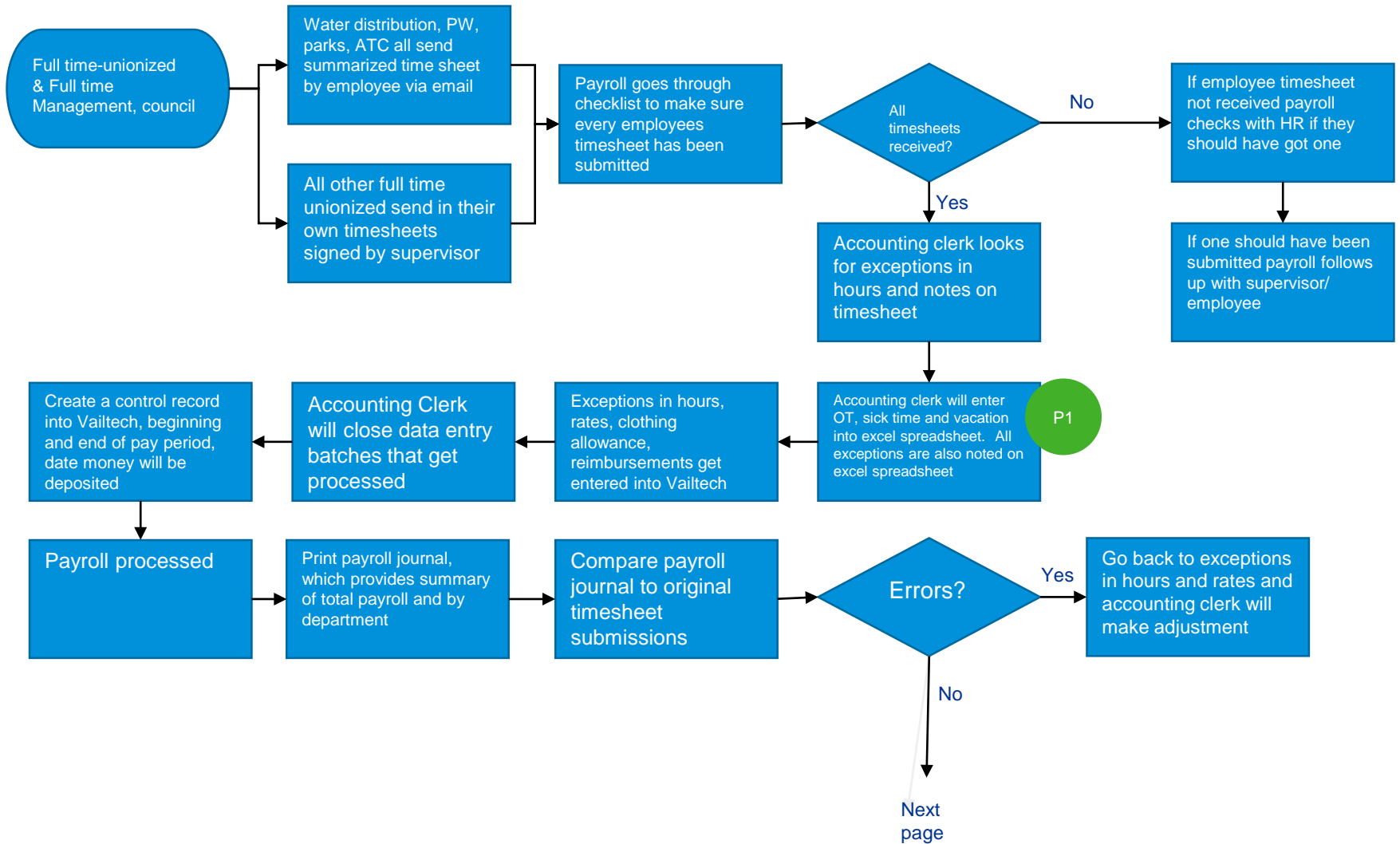


# Budget

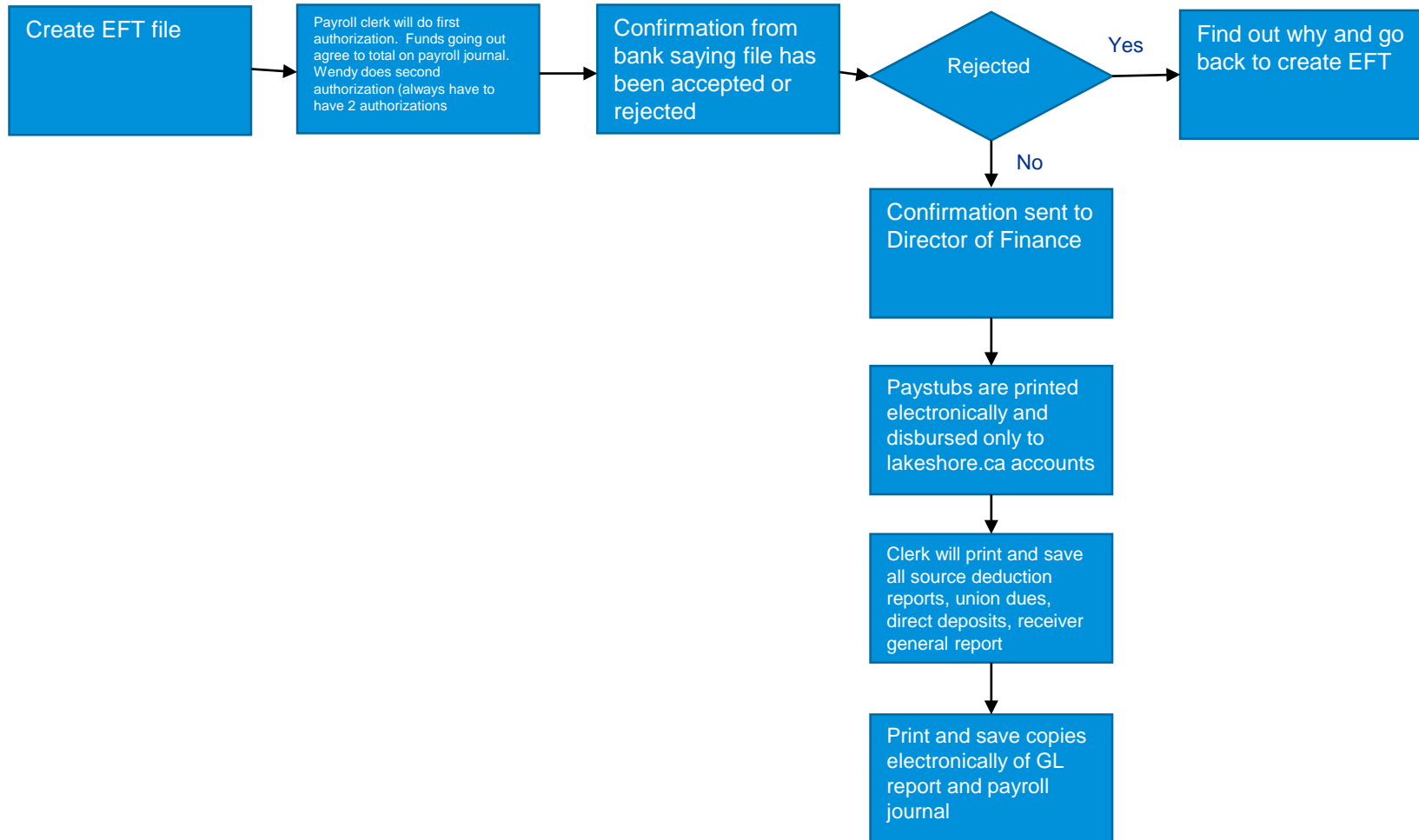
Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Budget	<b>Inefficiency:</b> The Town has a budget policy which oversees the budget process and while Council establishes the direction, it does not appear to consistently take place at the beginning of the budget process.	The budget sets out the priorities of the Town for the year. The Town may want to review the process and implement a step at the beginning that seeks official direction from Council as to what their priorities are for the upcoming year.
P2	Budget	<b>Inefficiency:</b> The Town's Finance Department develops and presents a draft budget to the Senior Management Team. Changes to the previous version are not consistently communicated to the Town's management team.	The Town may want to implement a mechanism by which Town management are advised of subsequent changes to the budget to ensure that all are on the same page.
P3	Budget	<b>Inefficiency:</b> While the budget process is conducted in open meetings, there is not a formal mechanism by which the public can become engaged in the process.	Similar to Council's involvement, the Town may want to implement a workstep by which the public can participate in the budget process.

# Town of Lakeshore Service Delivery Review

## Payroll



## Payroll

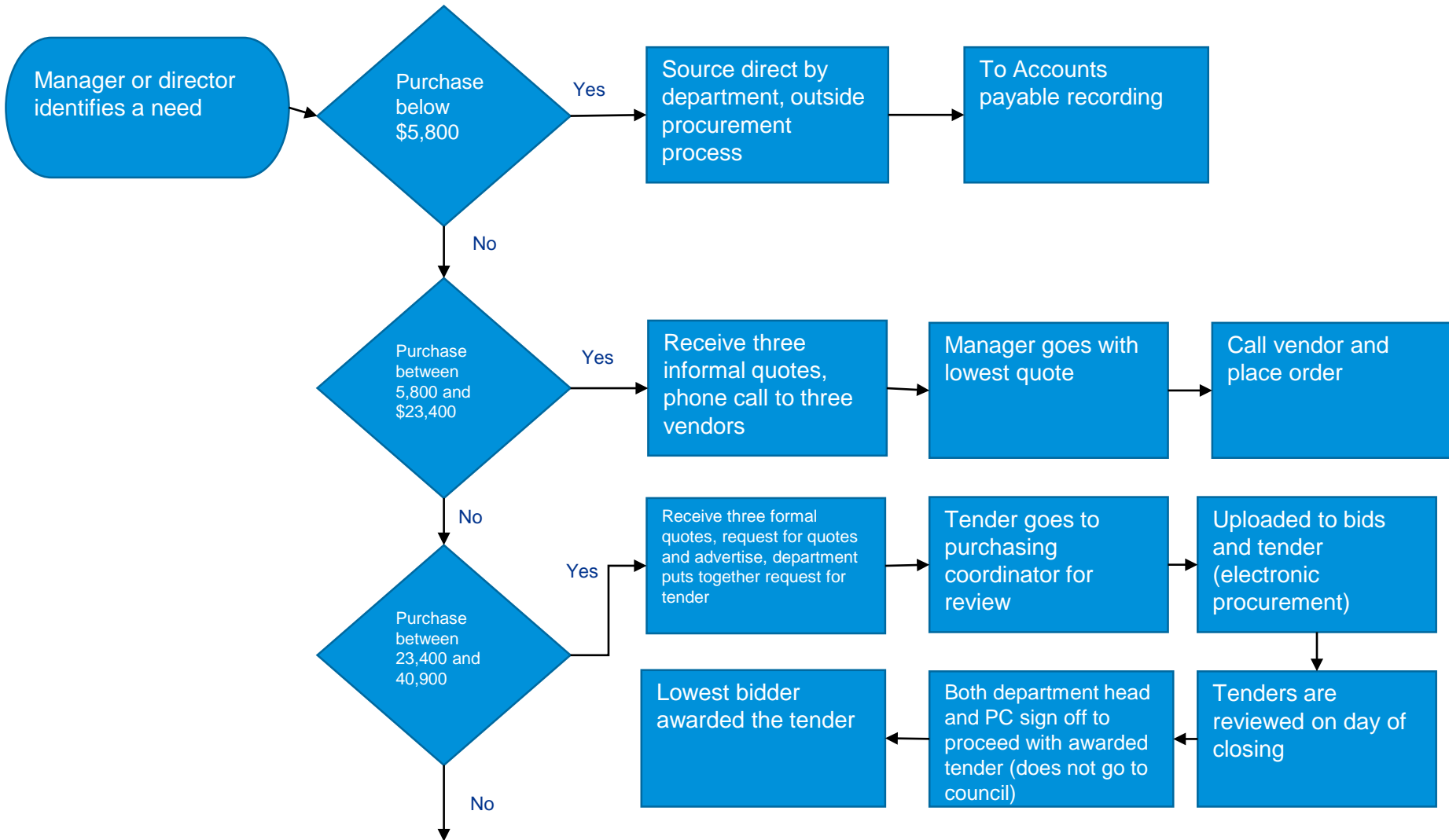




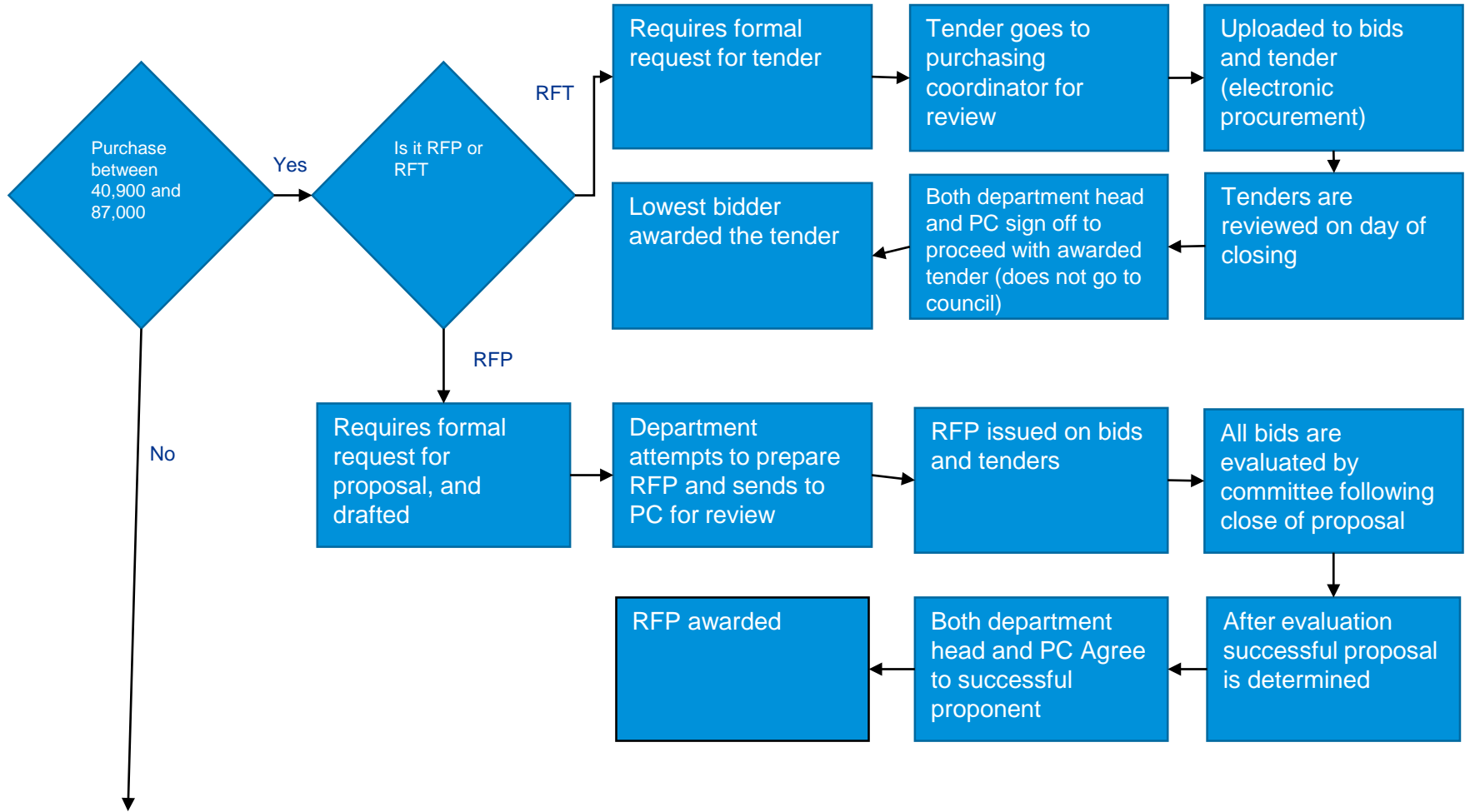
# Payroll

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Payroll	<b>Inefficiency:</b> The Town’s current approach has several manual processes.	The Town may want to explore the acquisition of software which allows for more automation of the process including no longer requiring the manual submission of timesheets and manual entry of information throughout.

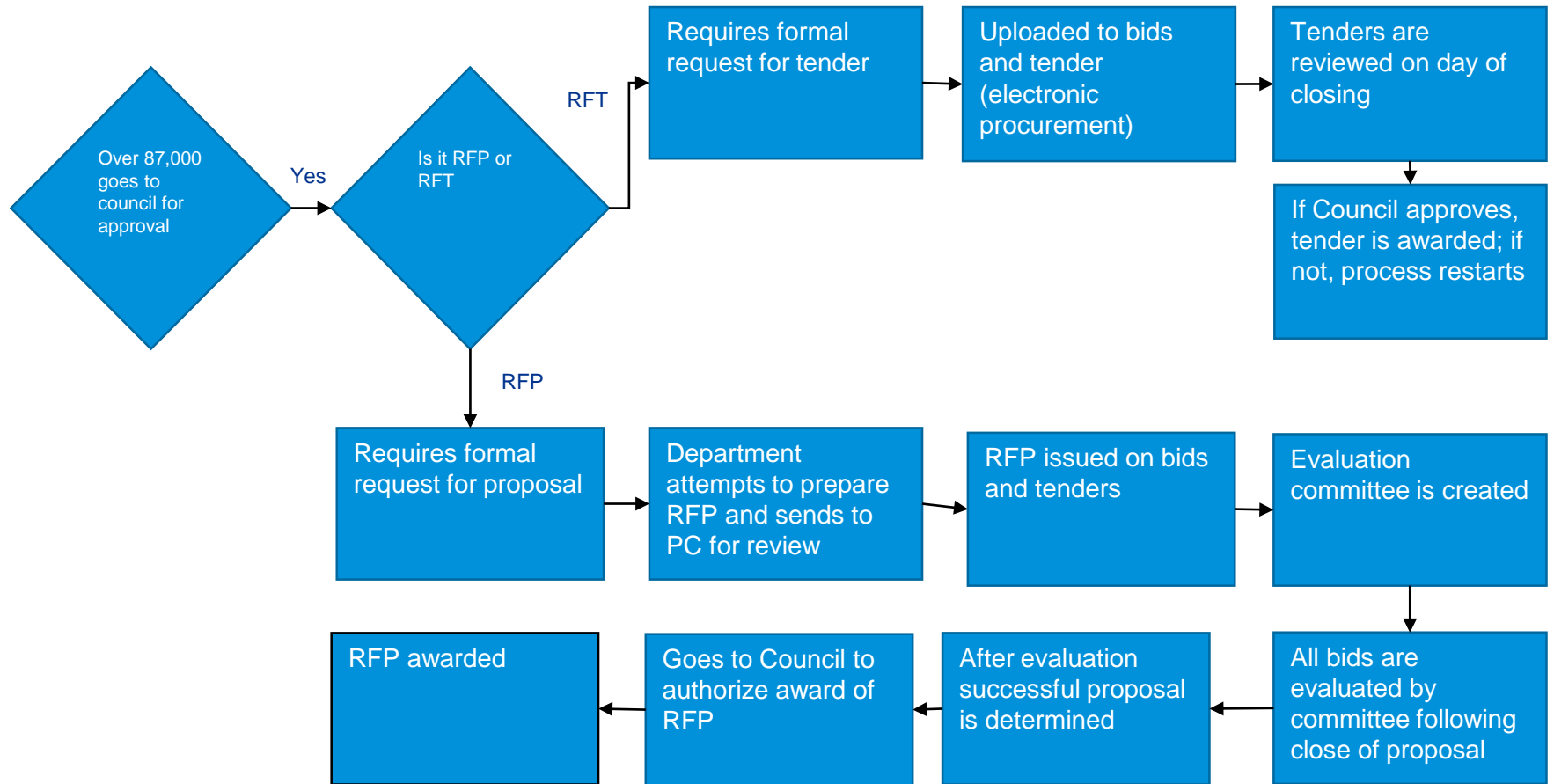
# Accounts Payable - Purchasing



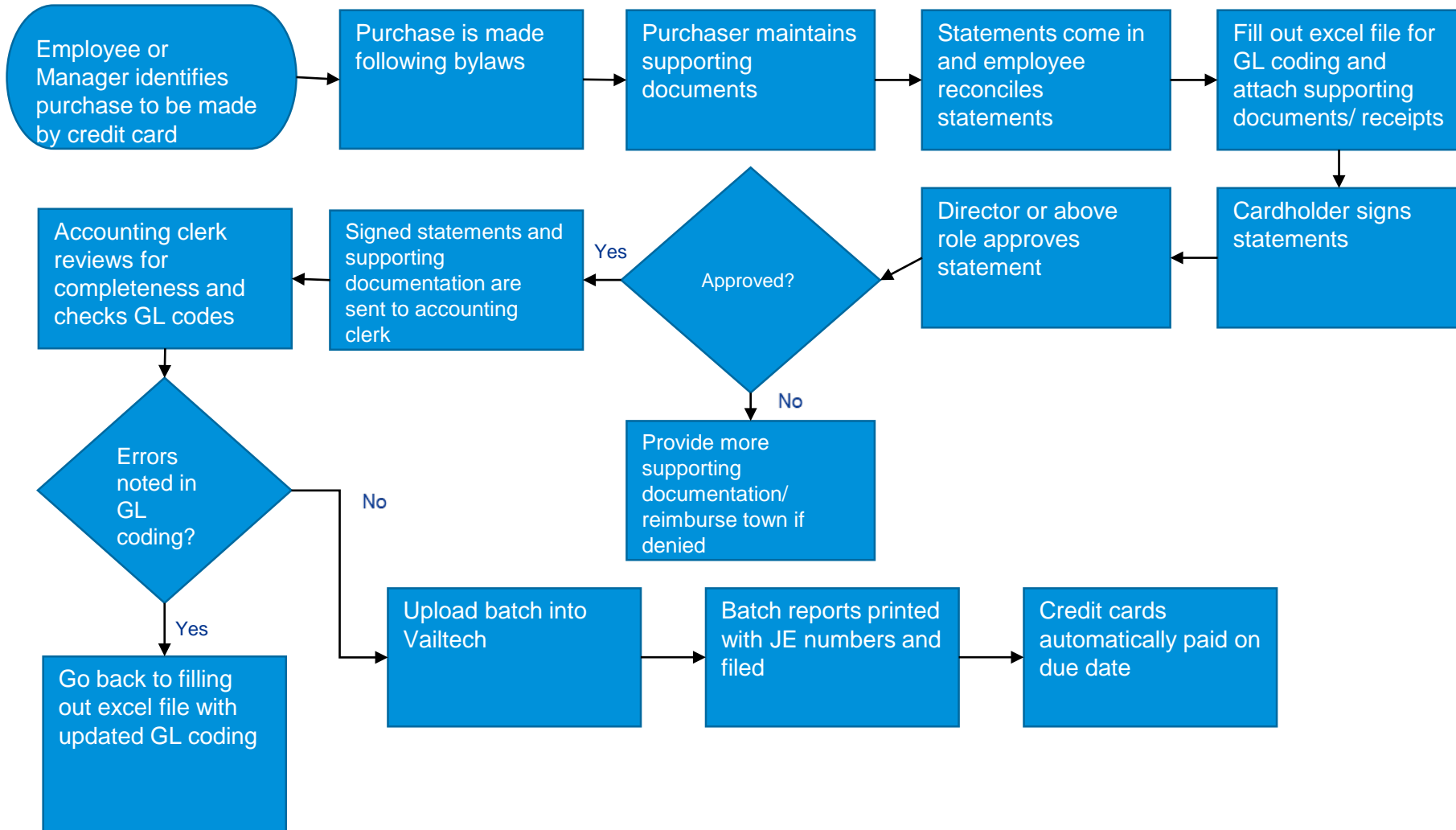
# Accounts Payable - Purchasing (Continued)



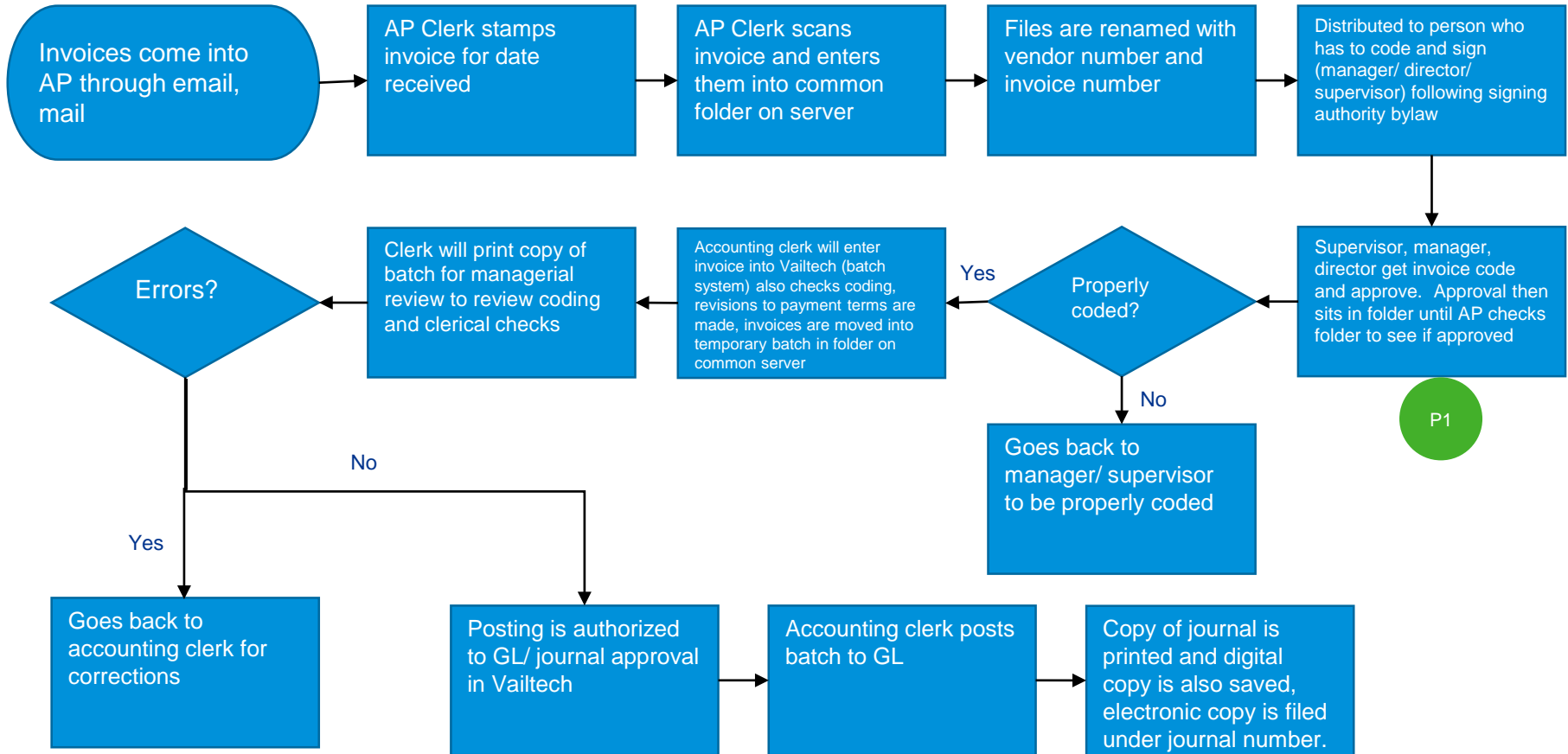
# Accounts Payable - Purchasing (Continued)



# Accounts Payable - Use of Credit Cards



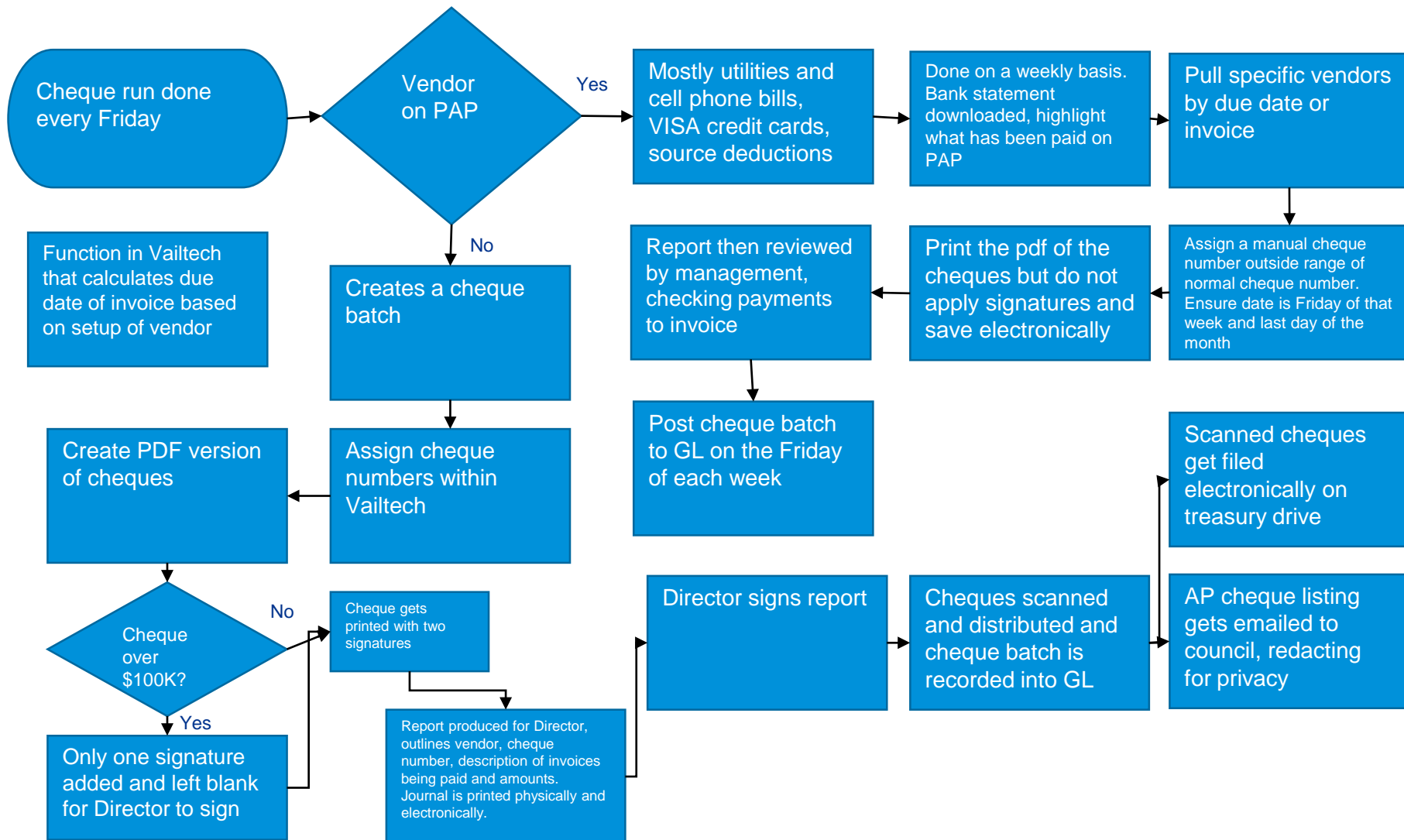
# Accounts Payable - Recording



# Accounts Payable – Recording

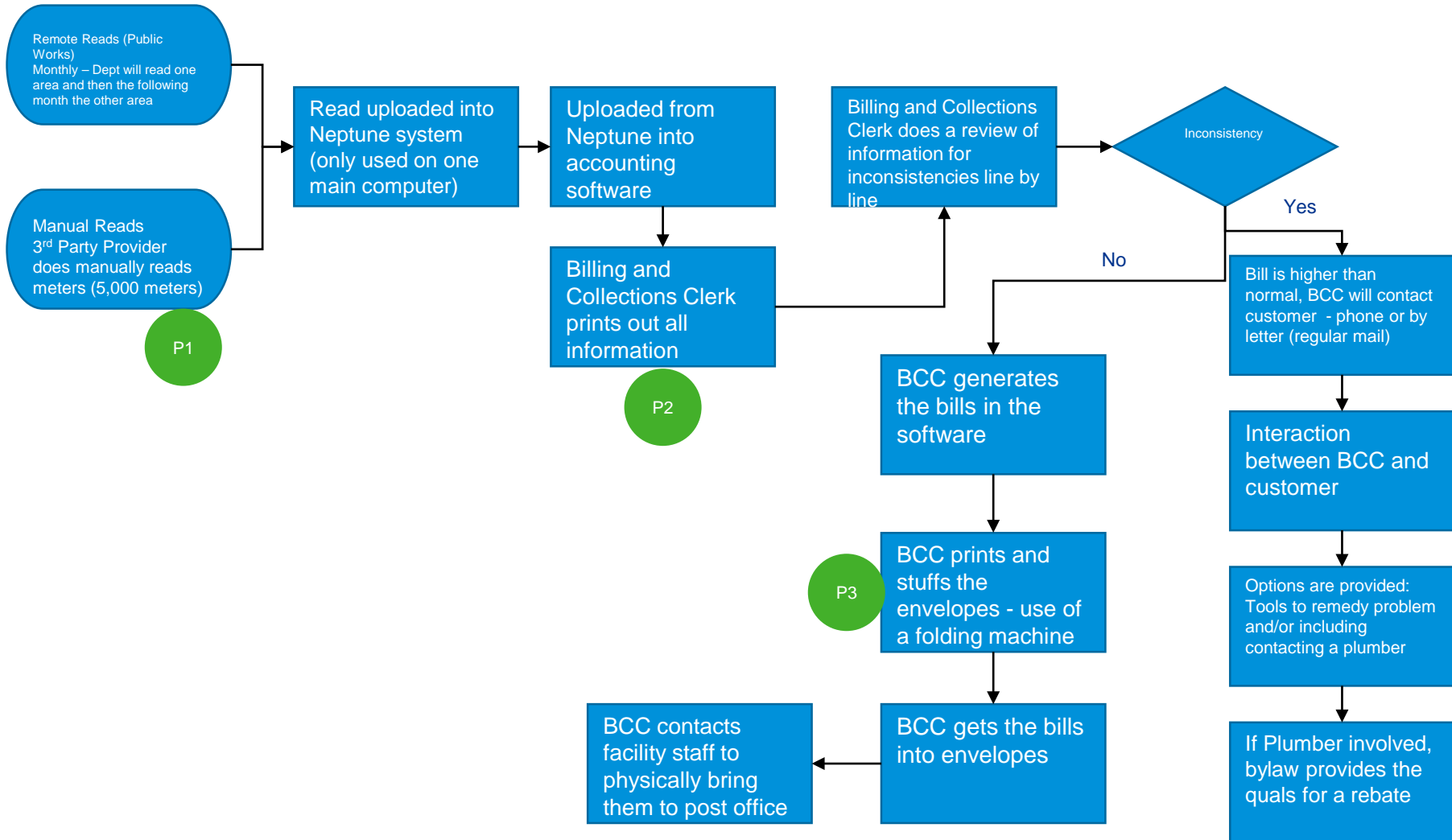
Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Accounts Payable – Recording	<p><b>Inefficiency:</b> Approval process is time consuming, not always approved in timely manner; Weekly emails are sent out reminding of invoices to approve; Coding done right on PDF of invoice and approval stamp, errors on coding and inconsistent coding</p>	<p>The Town may want to ensure that all managers understand the importance of proper coding invoices. Additionally, the Town may want to explore software which has the potential of removing the manual worksteps within.</p>

# Accounts Payable - Payment





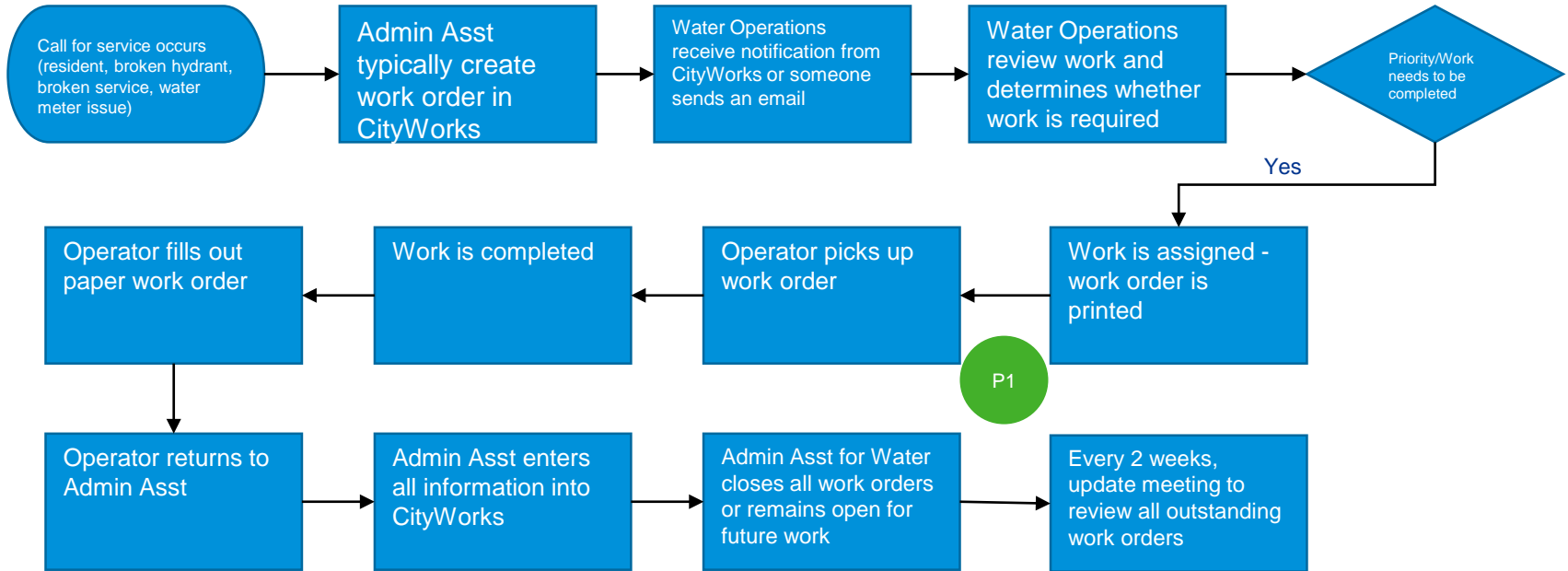
# Water Meter Reads and Billings



# Water Meter Reads and Billings

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Water Meter Reads and Billings	<b>Inefficiency:</b> The Town uses a third party for manual reads.	The Town may want to fully convert all remaining meters to allow all water meters to be read remotely and no longer requiring the need of third party resources.
P2	Water Meter Reads and Billings	<b>Inefficiency:</b> Billing and Collections Clerk prints out all the information in regards to water meter reads.	The Town may want to explore the acquisition of software that removes the need for this manual process.
P3	Water Meter Reads and Billings	<b>Inefficiency:</b> Billings and Collections Clerk prints out and manually prepares all water bills.	The Town may want to shift away from paper billings and make use of electronic transmission of bills.

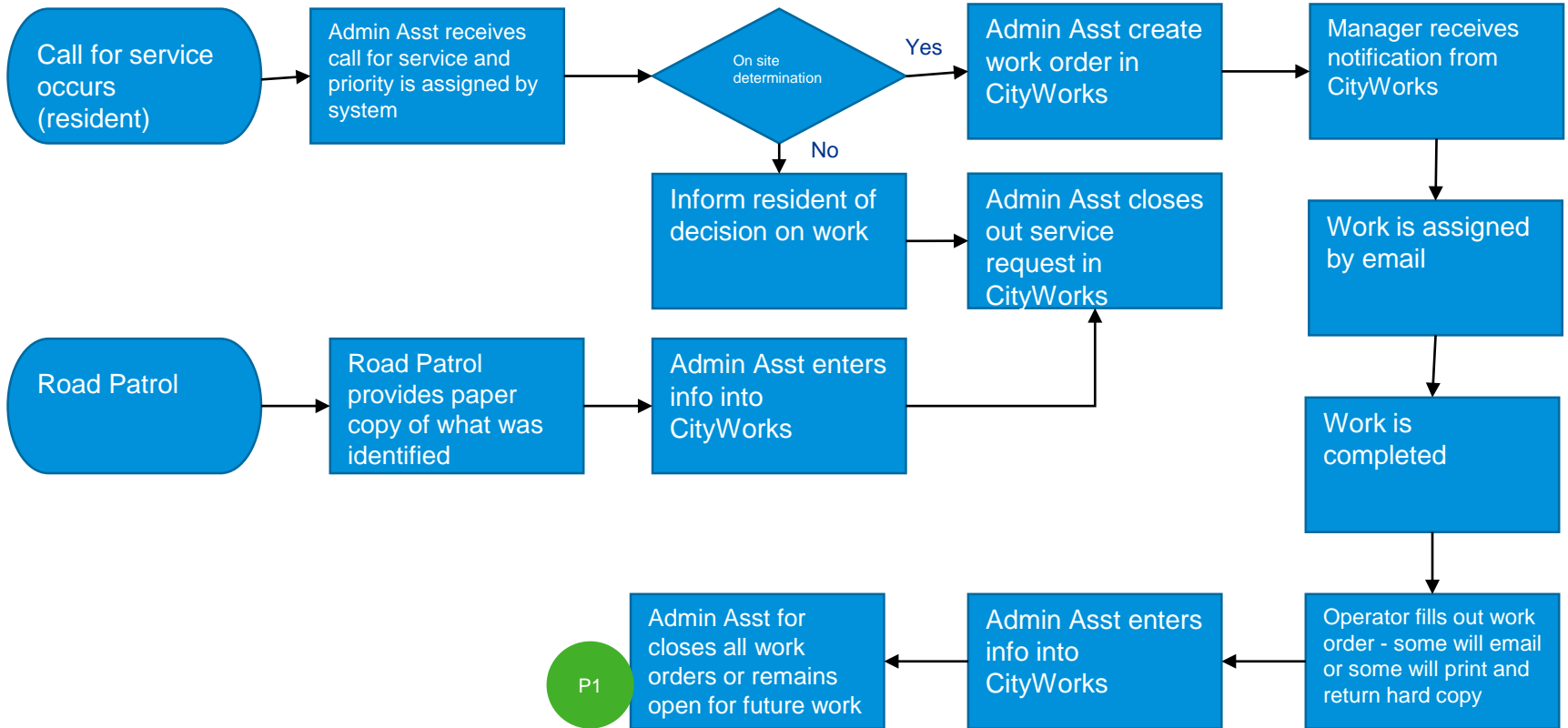
# Work Order Management (Water)



# Work Order Management (Water)

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Work Order Management (Water)	<b>Inefficiency:</b> Operators work from physical work orders which are then required to be printed, picked up and completed manually.	The Town may want to expand its use of tablets to allow for operators to receive work orders electronically and complete them electronically as well. This would also reduce time lost in completing work orders and allow them to be uploaded to CityWorks. Based on information shared, the Town may also need to expand on the number of licenses to allow for this.

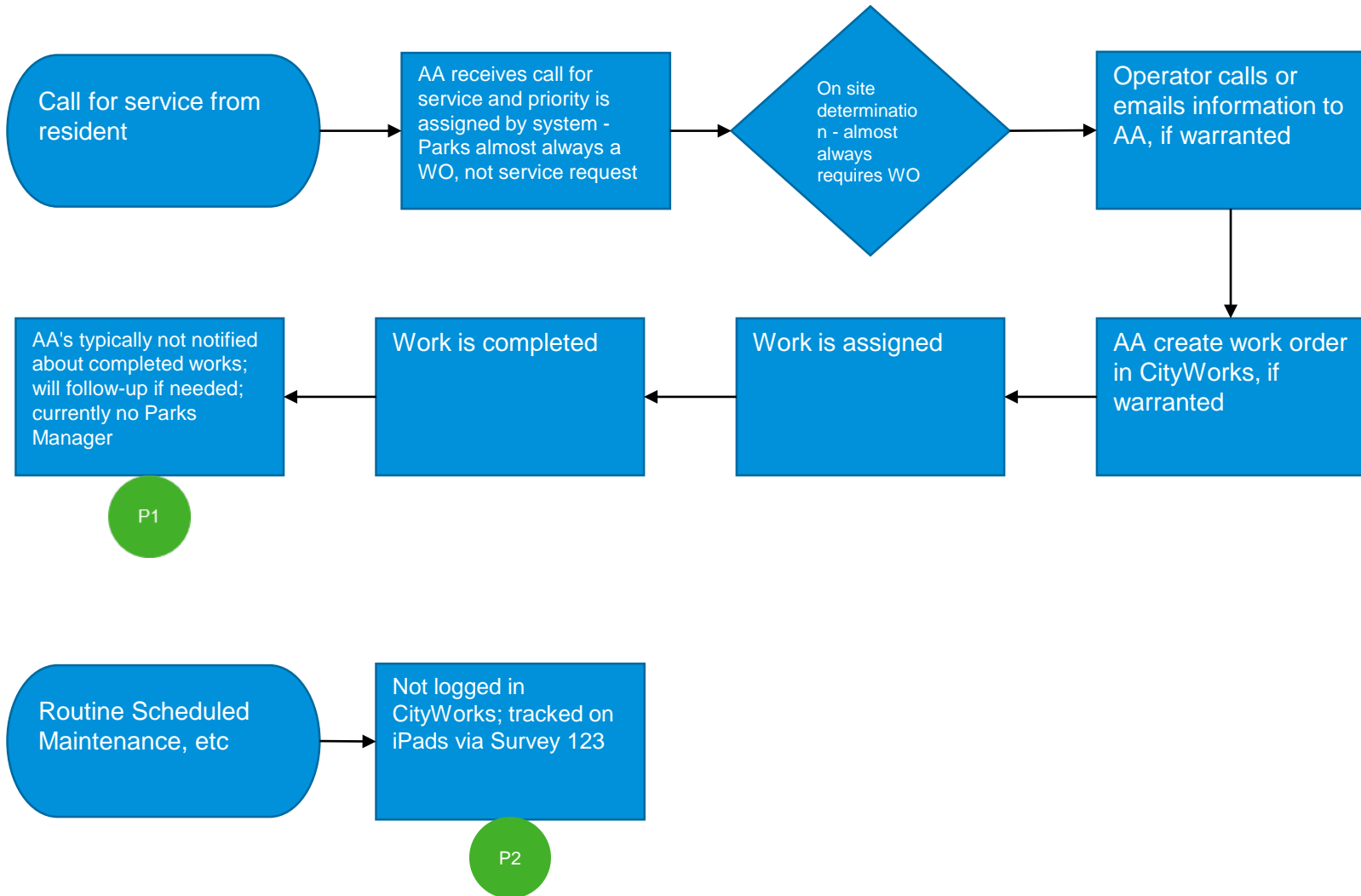
# Work Order Management (Roads)



# Work Order Management (Roads)

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Work Order Management (Roads)	<b>Inefficiency:</b> There does not appear to be a workstep by which the department reviews open work orders	The Town's Water department has a workstep that every two weeks the team will review all open work orders. This practice could be replicated within the Roads department to ensure that all open work orders are reviewed.

# Work Order Management (Parks)

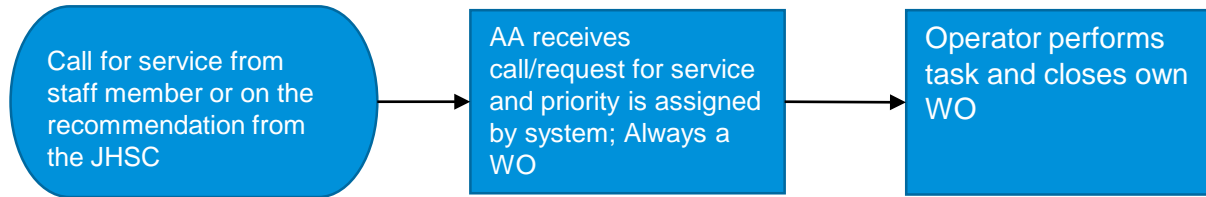


# Work Order Management (Parks)

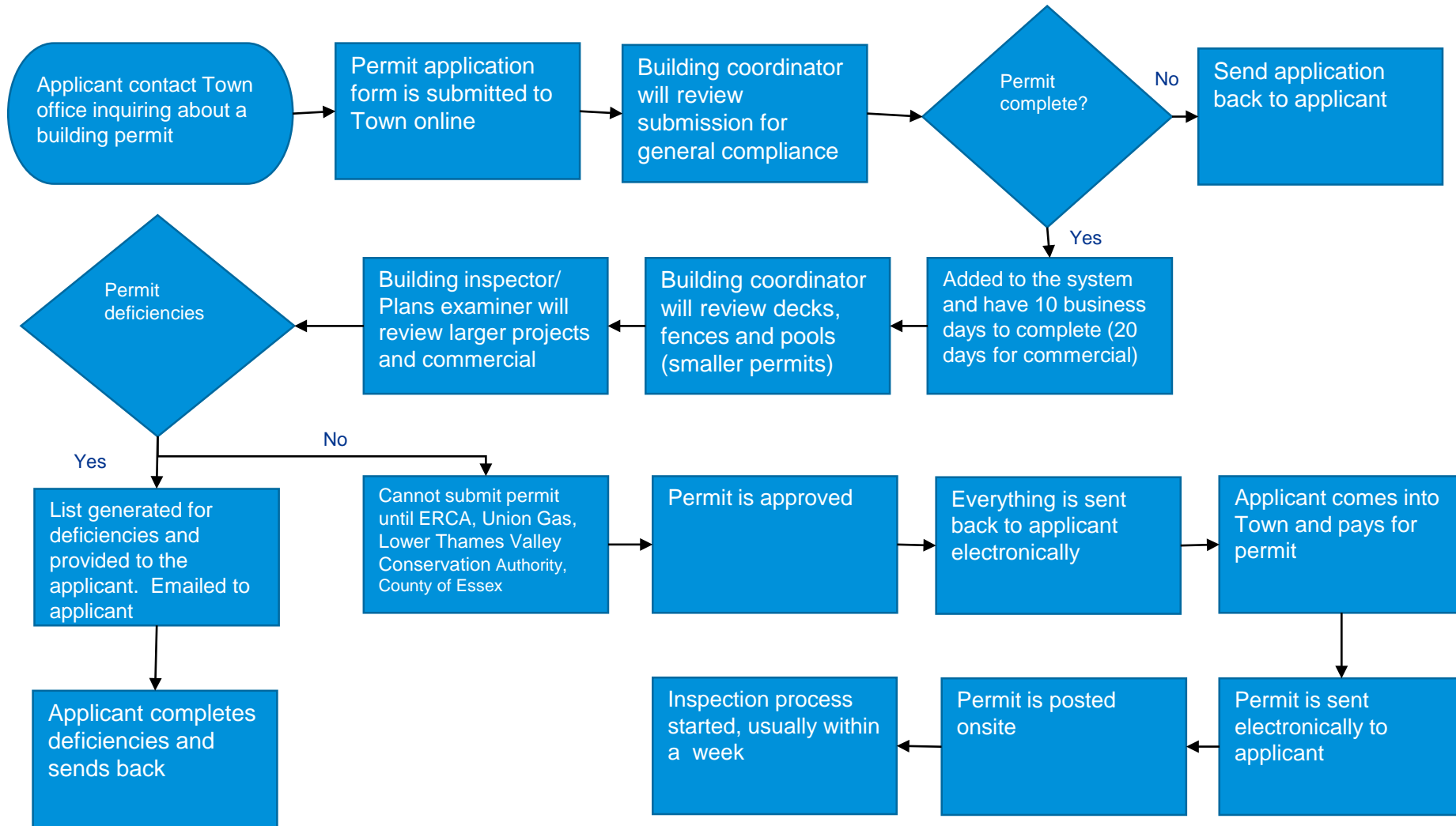
Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Work Order Management (Parks)	<b>Inefficiency:</b> There does not appear to be a workstep by which the department reviews open work orders	The Town's Water department has a workstep that every two weeks the team will review all open work orders. This practice could be replicated within the Parks department to ensure that all open work orders are reviewed.
P2	Work Order Management (Parks)	<b>Inefficiency:</b> Engineering and Infrastructure Services make use of one system while Community and Development Services use another. The two systems are not integrated which creates inefficiencies in service delivery.	The Town may wish to explore software solutions which would allow for the two departments to integrate systems to potentially increase operating efficiencies and prevent fragmented service delivery.



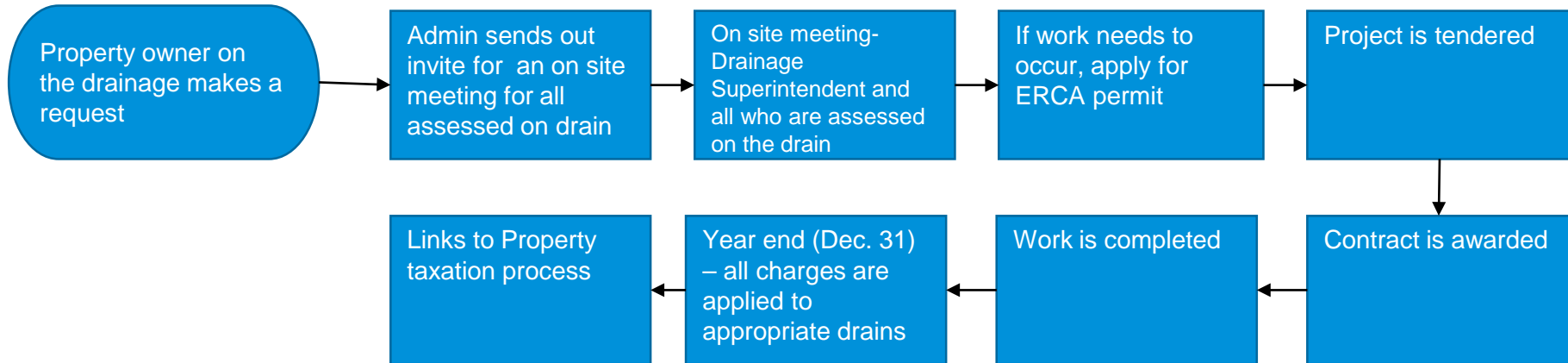
# Work Order Management (Facilities)



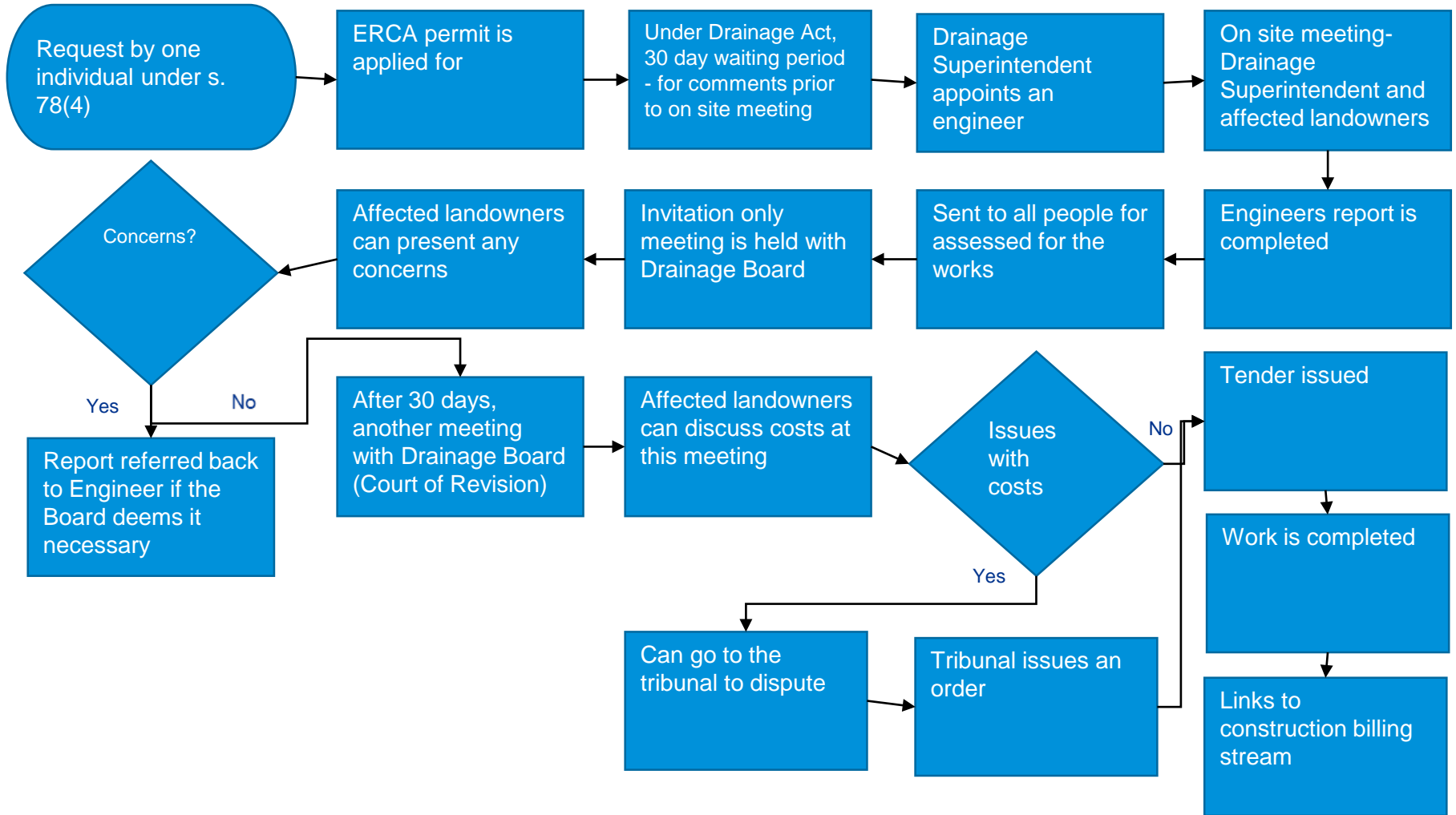
# Building Permits



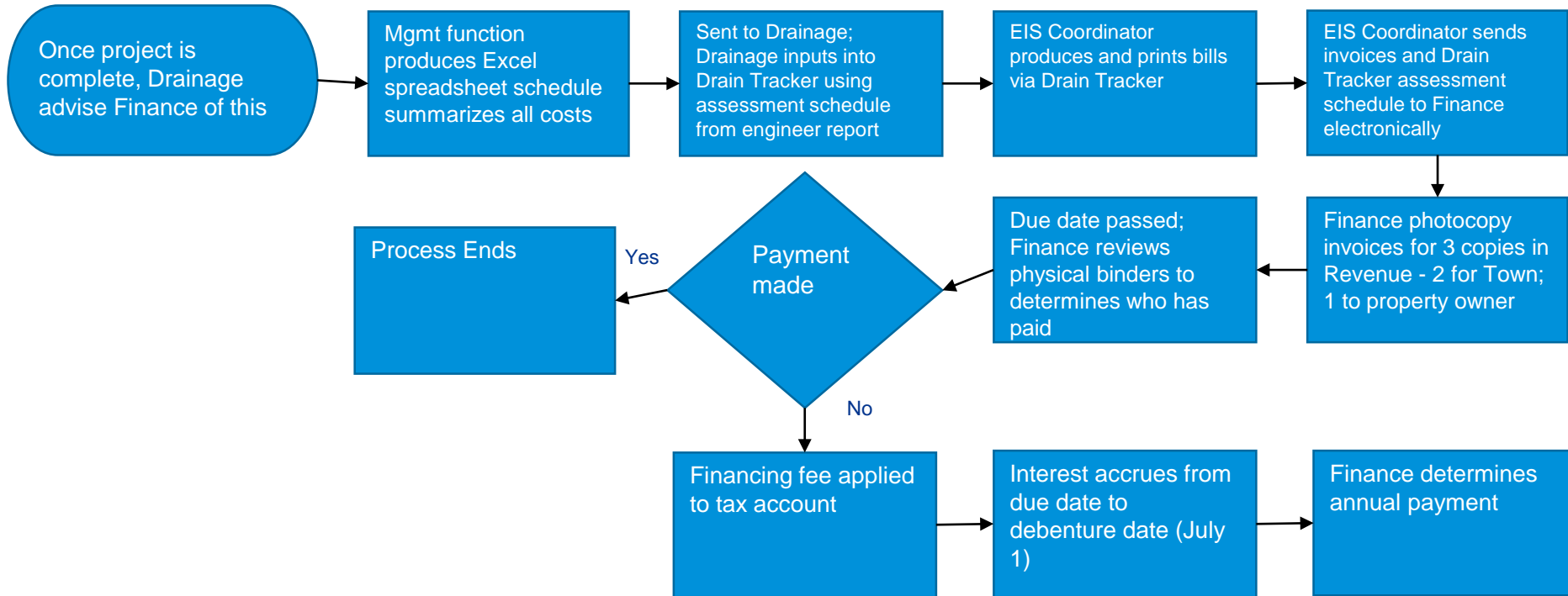
# Drainage - Maintenance



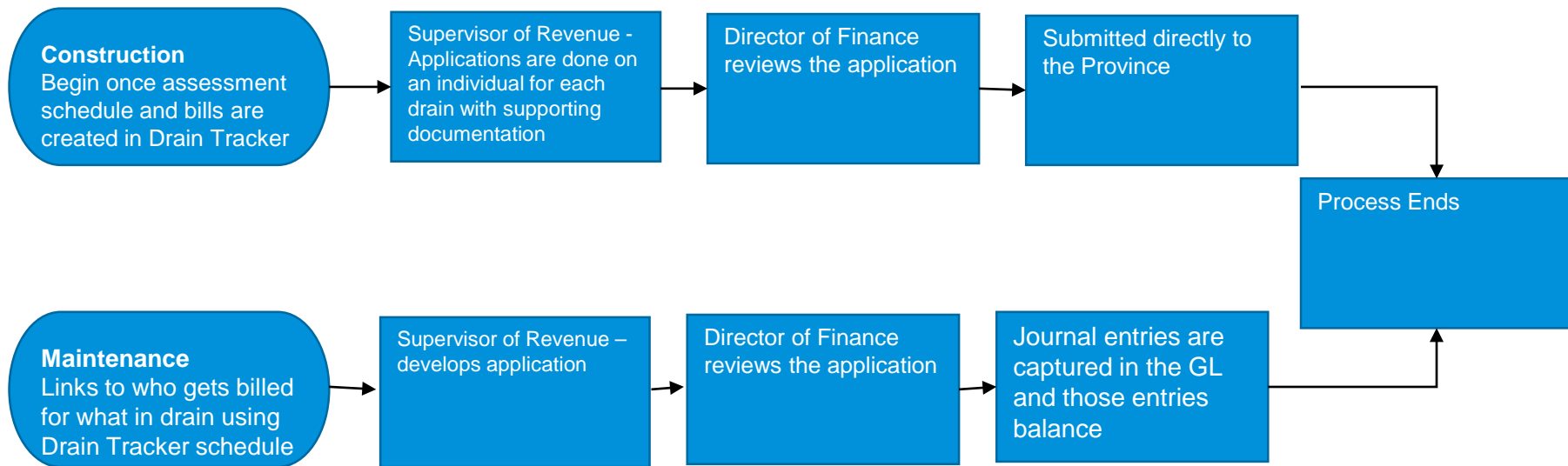
# Drainage - Construction



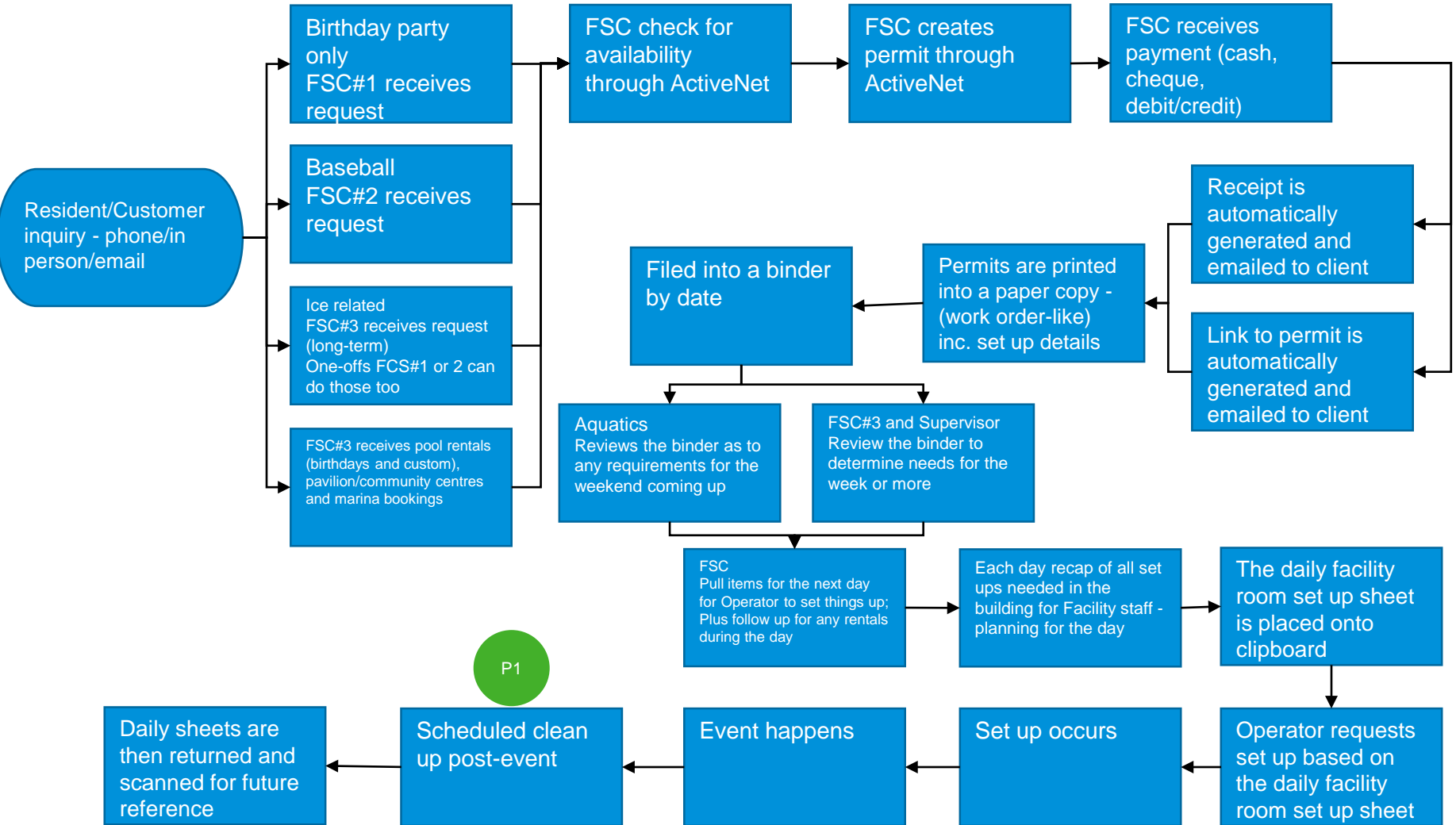
# Drainage - Construction (Billings)



# Drainage - Grants



# Facility Bookings



# Work Order Management (Water)

Risk	Process	Description of Risk and/or Inefficiency	Potential Course of Action
P1	Facility Bookings	<b>Inefficiency:</b> The daily sheet that is created for every booking does not include instructions for post event activities including clean up and future set up instructions.	The Town may want to review and redevelop the daily sheets to ensure that they provide direction as to end of event clean up as well as provide the potential of future set up requirements in any given room.





Town of Lakeshore Service  
Delivery Review

# Next Steps



# Next Steps

Upon the acceptance of the final report and as the Town moves forward with the implementation of opportunities identified through the review, the Town may wish to consider the following:

### **1. The Municipal Service Review Becomes a Standing Item on Council's Agenda Going Forward**

As Council moves into its new role of implementation, the Town has an opportunity to ensure that the results of the municipal service review become part of Council's agenda on a go-forward basis and to accomplish this, the Town may wish to considering having the service review as a standing item on Council's meeting agenda for the foreseeable future. This practice assists in maintaining momentum but also provides an opportunity for Council and the community at large to be kept up to date as to the progress of the opportunities identified within the review. Ultimately, it has the potential keep everyone who invested resources into the process to remain engaged.

### **2. Establishment of Project Sponsorship**

In our experience, a number of transformational projects do not achieve their expected results due to the absence of support from those tasked with governance, which in the case of the Town means Council. In order to ensure that the Town maintains direction with respect to the implementation of the review findings, it may wish to consider the establishment of project sponsorship. There is a variety of approaches to accomplishing this and can range from one person inside the Corporation serving as the Project Sponsor (the CAO may be a logical choice but consideration to current workload may need to be taken into account to ensure there is sufficient capacity) to the establishment of a Committee of Council. Regardless of the approach, the mandate of which should include:

- Receiving reports from staff as to the progress of implementation activities, which we suggest occur on a monthly basis – these would logically flow into the first item identified;
- Providing approval for specific implementation plans
- Reporting to Council on the progress of transition activities
- Providing guidance and advice (as requested) to staff in support of transition activities.

We suggest that the Town first establish terms of reference that outline the responsibilities of the Project Sponsor, including a delineation of responsibilities between Council and staff (recognizing that staff have an operational responsibility for the implementation activities).

# Next Steps

### 3. Prioritization of Opportunities

With regard to anything that may bring upon change, there is the potential for “decision paralysis” whereas Council may find it difficult to prioritize one opportunity over another and as a result, opportunities may not be implemented. To assist in the potential implementation of opportunities and to assist Council in its decision making process, the Town may wish to consider the development of opportunity ranking criteria. This criteria allows for Council to assess opportunities through a number of lens including but not exclusive to:

- *Financial Impact* – What would the impact of this opportunity be to the Town’s in terms of cost savings, revenue gains and capacity increases?
- *Customer Service* – Does this opportunity allow the Town to better respond to the needs of its residents/customers?
- *Impact on the Public* – How would the public be impacted by this opportunity? Would this opportunity enhance or reduce public health and safety and quality of life? Does this opportunity benefit or adversely impact vulnerable segments of the community?
- *Implementation Timeline* – In what approximate time frame could this idea be feasibly implemented?
- *Consistent with Municipal Best/Common Practices* – Is the opportunity consistent with best/common practices for similar-sized municipalities?
- *Effort and Cost to Implement* – How much effort, primarily in terms of cost, will be required to implement this opportunity? What are the ongoing costs to maintain this opportunity?
- *Regulatory Compliance* – Will the opportunity result in the Town being non-compliant with respect to Provincial or Federal legislation or regulation?

A sample prioritization scorecard can be found in Appendix B of the report.

### 4. Develop Implementation Plans

Once the Town has prioritized the opportunities, the next step is the development of implementation plans. The requirement for implementation planning and the associated level of detail will vary depending on the nature of the opportunity and its inherent complexity. Notwithstanding differences in detail, we suggest that a standardized template for implementation activities be developed so as to ensure that all important factors are considered as well as to facilitate communication with the Council committee and the community at large.

Upon completion of the implementation plans, the plans would be presented to the Council for their review and approval. Upon approval, staff would then execute the plans, revising the approach as circumstances warrant.

# Next Steps

### 5. Monitor and report on outcomes

The final component of the implementation process should be the monitoring and reporting on implementation outcomes, the purpose of which is to communicate the overall impact and/or benefits of the implementation process and any 'lessons learned' that may be relevant to other transition activities.

In reporting on implementation outcomes, we suggest that the following areas be addressed:

- Actual implementation activities vs. planned activities
- Actual implementation timeframes vs. planned timeframes
- Actual financial benefits (cost reductions) vs. planned benefits
- Actual one-time costs vs. planned one-time costs
- Outcomes of public meetings (if any)
- Major challenges experienced during the implementation process
- Implications for future/other transition initiatives (i.e. lessons learned)

Ongoing monitoring and reporting activities link back to the first point in this section – the establishment of the service delivery review as a standing item on Council's agenda.





Town of Lakeshore Service  
Delivery Review

# Appendix A – Municipal Service Profiles



# Introduction to the Service Profiles

Initially developed in the early 1990's to support information technology strategic planning and e-projects, the MRM has evolved into a framework for describing and analyzing municipal operations and providing the understanding necessary for service reviews and other change-management initiatives. It applies a set of concepts and tools that can help municipalities define and describe their business in terms of the programs and services that they provide in a way that is most meaningful to municipal clients, residents, taxpayers and stakeholders.

- A **Program** is a group of Services that addresses one of the primary purposes of local government. To achieve its vision/mission, a municipality will offer a number of programs, each with its own goal. For example, a municipality might offer a public safety program with a goal of making the community a safe place to live, work, play and visit. The services associated with a program provide the outputs to help to achieve this goal. In this case, the municipality might have a fire rescue service where firefighters reduce the loss of lives and property due to fires and other life threatening incidents.
- A **Service** delivers an output (product) that meets the needs of a client or target group. Municipal services are broken down into external and internal services. External services deliver value to named customers, such as issuing business licenses or providing registration for municipal recreation classes. Internal services deliver value to employees who deliver public services. For example, a fleet management service maintains Town vehicles and equipment, while a payroll service compensates municipal employees.
- A **Sub-service** exists where a Service can be categorized as having different outputs, clients or both.

The purpose of the service profiles is to present information on each of the Town's services, allowing the reader to understand:

- What does the service entail?
- What is the value provided by the service?
- What is the rationale for the Town's delivery of the service?
- How does the Town compare to other municipalities?
- Who are the direct and indirect customers for the service?
- What are the outputs of the service?

An overview of the service profile format is provided on the following pages.

# Town of Lakeshore Service Delivery Review

## Introduction to the Service Profiles

### Town of Lakeshore

#### Municipal Service Profile OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

<p><b>Program</b> Administration</p> <p>1</p>	<p><b>Service Overview</b></p> <p>The Office of the Chief Administrative Officer (‘CAO’) provides operational leadership and direction to the organization. The CAO is the most senior position within the Town and is the connection between the Council as a governance body and municipal staff responsible for operational functions. The Office of the CAO is also responsible for the administrative support of Council in its decision making and representation functions.</p> <p>2</p>	<p><b>Basis of Delivery</b></p> <table border="1"> <tr><td>Mandatory</td><td rowspan="4">3</td></tr> <tr><td>Essential</td></tr> <tr><td>Traditional</td></tr> <tr><td>Discretionary</td></tr> </table>	Mandatory	3	Essential	Traditional	Discretionary							
Mandatory	3													
Essential														
Traditional														
Discretionary														
<p><b>Organizational Unit</b> Office of the CAO</p>	<p><b>Service Value</b></p> <p>The Office of the CAO focuses and aligns all activities to the vision, mission and focus areas of the Town Council’s strategic plan. The Office of the CAO serves residents by ensuring the delivery of a well-managed municipal government and ensuring the provision of municipal services to its residents.</p>	<p><b>Performance and Benchmarking</b></p> <p>For the purposes of potential key performance indicators, we suggest that the Town monitor outcomes in relation to the Town’s strategic plan and a measurement of the CAO’s annual work plan items that have been completed.</p> <p>5</p> <p>In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town’s Office of the CAO has the second lowest operating cost per household (\$28.83 vs. an average of \$47.40 for the comparator municipalities)</p>												
<p><b>Type of Service</b> Internal and External</p> <p><b>Budget (in thousands)</b></p> <table border="1"> <tr><td>Operating Costs</td><td>\$</td><td>370</td></tr> <tr><td>Revenues</td><td>\$</td><td>-</td></tr> <tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>370</b></td></tr> <tr><td>FTE’s</td><td></td><td>2.0</td></tr> </table>	Operating Costs	\$	370	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>370</b>	FTE’s		2.0	<p><b>Options for Delivery</b></p> <p>Essential – Pursuant to Section 229 of the Municipal Act, municipalities may (but are not required) to appoint a CAO. However, the senior leadership requirements associated with large municipalities requires the appointment of a CAO</p> <p>4</p>	<p><b>Potential Single Service Delivery Model (County or Lower Tier)</b></p> <p>The Office of the CAO is typically specific to the municipality with a number of examples across Ontario where a CAO is shared amongst municipalities.</p>
Operating Costs	\$	370												
Revenues	\$	-												
<b>Net Levy</b>	<b>\$</b>	<b>370</b>												
FTE’s		2.0												

- Information concerning the organizational hierarchy, service type (external vs. internal), 2020 budget information and full-time equivalent employees (“FTE’s”).
- Information concerning the nature of the service provided, including the type of programming offered by the Town.
- Information concerning the way in which the service addresses the client’s needs, including the public policy issues addressed by the service.
- The rationale for the Town’s involvement in the service, based on the following categories:
  - Mandatory** – Services that are required to be delivered by regulation or legislation
  - Essential** – Services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Town as a corporate body
  - Traditional** – Non-mandatory, non-essential services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided
  - Other Discretionary** – Services that are delivered at the direction of the Town without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity

- A comparison of performance indicators for the service for the Town against selected municipal comparators.

# Town of Lakeshore

## Municipal Service Profile


### OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Program	
Administration	
Organizational Unit	
Office of the CAO	
Type of Service	
Internal and External	
Budget (in thousands)	
Operating Costs	\$ 370
Revenues	\$ -
<b>Net Levy</b>	<b>\$ 370</b>
FTE's	2.0

Service Overview
The Office of the Chief Administrative Officer ('CAO') provides operational leadership and direction to the organization. The CAO is the most senior employee within the Town and is the connection between Council as a governance body and municipal staff responsible for operational functions. The Office of the CAO is also responsible for the administrative support of Council in its decision making and representation functions.

Service Value
The Office of the CAO focuses and aligns all activities to the vision, mission and focus areas of the Town Council's strategic plan. The Office of the CAO serves residents by ensuring the delivery of a well-managed municipal government and ensuring the provision of municipal services to its residents.

Basis for Delivery
<b>Essential</b> – Pursuant to Section 229 of the Municipal Act, municipalities may (but are not required) to appoint a CAO. However, the senior leadership requirements associated with large municipalities requires the appointment of a CAO

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
For the purposes of potential key performance indicators, we suggest that the Town monitor outcomes in relation to the Town's strategic plan and a measurement of the CAO's annual work plan items that have been completed.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's Office of the CAO has the second lowest operating cost per household (\$26.63 vs. an average of \$47.40 for the comparator municipalities)

Potential Single Service Delivery Model (County or Lower Tier)
The Office of the CAO is typically specific to the municipality with a number of examples across Ontario where a CAO is shared amongst municipalities.



# Town of Lakeshore

## Municipal Service Profile OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town management</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town employees, who may not necessarily interact with the CAO but are impacted by corporate decisions</li> <li>• Residents of the Town who benefit from the services provided</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Strategic and operational decision making and problem resolution</li> <li>(2) Linkages between Council's strategic plan and the Town's operations</li> <li>(3) Intergovernmental relations</li> <li>(4) Council support</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Work plan items identified Number of meetings attended Number of memberships with various organizations</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resoures</b> - The Office of the CAO is provided with internal resources.

# Town of Lakeshore

## Municipal Service Profile OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Office of the CAO	Essential	Own Resources	\$ 370,196	\$ -	\$ 370,196	2.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 370,196	\$ -	\$ 370,196	2.0

# Town of Lakeshore

## Municipal Service Profile


### ENGINEERING AND INFRASTRUCTURE SERVICES

Program	
Engineering and Infrastructure Services	
Organizational Unit	
Engineering and Infrastructure Services	
Type of Service	
Internal and external	
Budget (in thousands)	
Operating Costs	\$ 889
Revenues	\$ (36)
<b>Net Levy</b>	<b>\$ 853</b>
<b>FTE's</b>	<b>7.5</b>

Service Overview
This division is responsible for the review and inspection of all development proposals and site plans and all other planning applications to ensure compliance with the Town's Development Standards. Staff provide engineering technical support, review and coordinate comments from the various EIS divisions on all planning applications and respond to external agencies and utilities on various special projects to be completed by those agencies and utilities. This division also assists with the updating of the Town's infrastructure asset inventory by coordinating and storing the record drawing information and ensuring that the material is available for use by all Town Staff. Engineering and technical support is provided to the EIS divisions on all municipal capital works projects.

Service Value
Effective planning contributes towards the effectiveness, efficiency and sustainability of the Town's infrastructure-dependent services by ensuring that the Town's infrastructure has the necessary capacity to support the delivery of municipal services. In doing so, Engineering and Infrastructure Services contributes towards the health and well-being of the Town's residents by ensuring compliance with established regulations, the Town's economic competitiveness by providing required servicing and the overall quality of life for Town residents.

Basis for Delivery
<b>Essential</b> - Infrastructure planning capabilities are seen as necessary to the long-term management of municipal infrastructure, which in turn support the delivery of a range of services to residents and other customers.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
The potential performance indicators for this profile would be monitoring the number of capital projects that are completed on an annual basis.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's engineering services is the lowest operating cost per household (\$63.95 vs. an average of \$128 for the comparator municipalities).

Potential Single Service Delivery Model (County or Lower Tier)
There may be opportunities for aspects of engineering and infrastructure related services to be delivered more collaboratively but each municipality is responsible for their own infrastructure.

# Town of Lakeshore

## Municipal Service Profile ENGINEERING AND INFRASTRUCTURE SERVICES

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town departments that utilize municipal infrastructure for the delivery of services</li> <li>• Development Services, which receive input on development applications</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents and other parties that receive infrastructure-supported services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ul style="list-style-type: none"> <li>(1) Policy development</li> <li>(2) Short and long-term planning</li> <li>(3) Development application review</li> <li>(4) Project management</li> <li>(5) Asset management</li> <li>(6) Technical support</li> <li>(7) Transportation planning</li> <li>(8) Utility permits</li> </ul>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Number of capital projects average 25 projects annually for Public Works &amp; WaterWastewater plus the additional average annual support activities as follows:</p> <ul style="list-style-type: none"> <li>1) 10 - Policy &amp; Standards Updates/Development</li> <li>2) 12 - Short and long-term planning task activity i.e. secondary plans, studies, master plans, etc.</li> <li>3) 28 - Development Applications ( avg 7 subdivisions and 21 site plans)</li> <li>4) 6 - Transportation planning task activity i.e. traffic studies, TMP, etc.</li> <li>5) 76 - Utility Consent permits/reviews (include quarterly Utility Coordination Meetings)</li> <li>6) 1,000 - Technical Support task requests activity to other internal Divisions/Depart's</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Engineering and Infrastructure Services are predominantly provided with the use of the Town's own resources.</p>




# Town of Lakeshore

**Municipal Service Profile  
ENGINEERING AND INFRASTRUCTURE SERVICES**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Engineering and Infrastructure Services	Essential	Own Resources	\$ 888,856	\$ (36,000)	\$ 852,856	7.5
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 888,856	\$ (36,000)	\$ 852,856	7.5

# Town of Lakeshore

## Municipal Service Profile DRAINAGE

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Engineering and Infrastructure Services</td> </tr> </table>	Program		Engineering and Infrastructure Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Management of the creation, improvement and upkeep of all Municipal Drains under the Drainage Act of Ontario. Primary responsibilities include receiving and researching drainage requests, correspondence with consultants, conducting site meetings, obtaining permits, initiating drainage board processes under the act, project tendering, and site inspection.</p> </td> </tr> </table>	Service Overview		<p>Management of the creation, improvement and upkeep of all Municipal Drains under the Drainage Act of Ontario. Primary responsibilities include receiving and researching drainage requests, correspondence with consultants, conducting site meetings, obtaining permits, initiating drainage board processes under the act, project tendering, and site inspection.</p>		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
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Budget (in thousands)																	
Operating Costs	\$	692															
Revenues	\$	(376)															
<b>Net Levy</b>	<b>\$</b>	<b>316</b>															
FTE's		2.5															

# Town of Lakeshore

## Municipal Service Profile DRAINAGE

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Properties that have municipal drains</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Town residents and visitors to the Town who benefit from effective water management</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Maintenance of municipal drains</li> <li>Inspection of municipal drains</li> <li>Liase with various agencies (DFO, MNR, ERCA)</li> <li>Drainage Board management and oversight</li> <li>Oversee Pump Commissioners</li> <li>Oversee the Tile Loan Program</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Annual average number of municipal drain activitied related to inspections and maintenance is as follows:</p> <ol style="list-style-type: none"> <li>Total Inventory of 650 of Municipal Drains &amp; 60 Pumping stations representing 1040 km of drains</li> <li>85 Municipal Drain Maintenance work activities (clean outs, pump repairs, phragmites, end wall/bank repairs, culverts, catch basins, and flushing cleaning)</li> <li>40 Drains inspections (i.e. Call outs to assess / investigate, either flooding, pumping issues, blockages in grates/outlets)</li> <li>Avg 25 Capital Drain Projects</li> <li>Avg. 55 Drainage Reports for Maintenance projects about 55</li> <li>Avg. 72 Drainage Meetings including 12 Drainage Board meetings and other drain On-site project meetings</li> <li>12 Tile Loan applications</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Drainage services are predominantly provided with the use of the Town's own resources.</p>

# Town of Lakeshore

**Municipal Service Profile  
DRAINAGE**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Drainage	Mandatory	Own Resources	\$ 691,952	\$ (376,280)	\$ 315,672	2.5
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 691,952	\$ (376,280)	\$ 315,672	2.5



# Town of Lakeshore


## Municipal Service Profile FACILITIES

Program	
Engineering and Infrastructure Services	
Organizational Unit	
Facilities	
Type of Service	
Internal	
Budget (in thousands)	
Operating Costs	\$ 1,707
Revenues	\$ (24)
<b>Net Levy</b>	<b>\$ 1,683</b>
FTE's	1.3

Service Overview
Facilities is responsible for the preventative maintenance, repair and safety of all municipal facilities except for the ATC.

Service Value
Facilities management contributes towards the Town's delivery of services in a cost efficient and effective manner by maintaining Town facilities.

Basis for Delivery
<b>Essential</b> - Facilities management is essential for ensuring that the Town can deliver municipal services as planned.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
The potential performance indicators for this profile would be monitoring compliance with respect to provincial legislation and regulations (health and safety) and the time required to complete and clear work order requests.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's facility maintenance is the second highest operating cost per household (\$46.52 vs. an average of \$30.26 for the comparator municipalities).

Potential Single Service Delivery Model (County or Lower Tier)
The maintenance of municipal facilities is typically delivered by the municipality where the service exists.

# Town of Lakeshore

## Municipal Service Profile FACILITIES

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Town employees and departments housed in municipal facilities</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Town residents and visitors to the Town who benefit from the municipal services delivered out of municipal facilities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Routine maintenance</li> <li>Preventative maintenance</li> <li>Overall management of municipal facilities</li> <li>Overall management of capital projects for municipal facilities</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Total Number of facilities is 34 Avg. 45 Annual Number of work orders on facility maintenance requests Avg. 12 Annual Number of capital projects for municipal building facilities</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resoures</b> - Facility maintenance services are predominantly provided with the use of the Town's own resources.</p>



# Town of Lakeshore


## Municipal Service Profile SOLID WASTE

Program	
Engineering and Infrastructure Services	
Organizational Unit	
Solid Waste	
Type of Service	
External	
Budget (in thousands)	
Operating Costs	\$ 2,596
Revenues	\$ (1,319)
<b>Net Levy</b>	<b>\$ 1,277</b>
FTE's	<b>0.1</b>

Service Overview
The Town oversees the management of the third party contract of garbage collection and disposal services to households and commercial customers that can be serviced curbside. Curbside collection of residential is performed on a weekly basis with the exception of one area of the Town which receives collection services twice a week from April to September. Residents also receive yard waste collection services on a bi-weekly basis.

Service Value
Garbage Collection and Disposal contributes to the health of the environment and the citizens of the community through the appropriate collection and management of household waste.

Basis for Delivery
<b>Essential</b> – The provision of household waste collection and disposal is essential for public health of residents.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
For the purposes of potential key performance indicators, the Town could use the key performance indicators and activity measures as required by the Resource Productivity and Recovery Authority ("RPRA") datacall, which collects data on solid waste management and diversion for Ontario municipalities.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's solid waste management is the median net operating cost per household (\$91.89 vs. an average of \$104.33 for the comparator municipalities) with the Town also being the median for cost recovery (50.8% vs an average of 41.1%)

Potential Single Service Delivery Model (County or Lower Tier)
Solid waste management could potentially be explored as a single service delivery model.

# Town of Lakeshore




## Municipal Service Profile SOLID WASTE

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Households that receive garbage collection</li> <li>• Non-residential customers disposing of waste</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents and organizations who benefit from effective garbage collection and management</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Contract administration - garbage collection and disposal</li> <li>(2) Public education</li> <li>(3) Customer service</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Volume of waste collected</p> <ol style="list-style-type: none"> <li>1) Regular solid waste curb side collection is picked weekly for entire municipality</li> <li>2) Special area rated service is provided to communities of Comber, Stoney Point &amp; Lighthouse Cove for 2 pickups of curbside solid waste collections for the months of July and August</li> <li>3) Organic waste collections of leaf &amp; yard waste is collected bi-weekly on Saturday for the months of April to October for entire municipality.</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Contracted out</b> - Solid waste management services are predominantly provided with third party providers with the Town overseeing the contract.</p>



# Town of Lakeshore

## Municipal Service Profile WATER

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Engineering and Infrastructure Services</td> </tr> </table>	Program		Engineering and Infrastructure Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The overall responsibility of the Water Division is to ensure the treatment, storage and distribution of safe, reliable drinking water which meets or exceeds Provincial quality standards. The division oversees responsibility of the Town's Drinking Water Quality Management System (DWQMS) in addition to the operation and maintenance of two water treatment plants, four water distribution systems, two water towers and two reservoir and pumping stations.</td> </tr> </table>	Service Overview		The overall responsibility of the Water Division is to ensure the treatment, storage and distribution of safe, reliable drinking water which meets or exceeds Provincial quality standards. The division oversees responsibility of the Town's Drinking Water Quality Management System (DWQMS) in addition to the operation and maintenance of two water treatment plants, four water distribution systems, two water towers and two reservoir and pumping stations.		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
Program																	
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Budget (in thousands)																	
Operating Costs	\$	9,574															
Revenues	\$	(9,574)															
<b>Net Levy</b>	<b>\$</b>	<b>-</b>															
<b>FTE's</b>		<b>24.1</b>															

# Town of Lakeshore

## Municipal Service Profile WATER




Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Residential and ICI customers</li> <li>• Ministry of the Environment (recipient of drinking water quality reporting)</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents and organizations who benefit from access to potable water</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Distribution of potable water</li> <li>(2) Water system maintenance</li> <li>(3) Water servicing connections</li> <li>(4) Distribution network repairs</li> <li>(5) Emergency response to network needs</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Volume of water treated and distributed is 3,972,640 m3 serving an estimated population 35,585 with 14,290 water customer accounts. Operation of 2 Water Treatment Plants plus a total distribution length of 605.5 km's of watermains.</p> <p>There are approximately the following annual maintenance activities:</p> <ol style="list-style-type: none"> <li>1) 20 annual watermain break repairs</li> <li>2) Avg. 760 water meter repairs/replacements</li> <li>3) Avg. 3,740 Utility Locate Tickets (140 were Emergency Locates) locating 19,150 infrastructure features</li> <li>4) 17 Valve Repairs, 60 Curb Box Repairs, 50 Hydrants Repairs</li> <li>5) 8 Hydrant Flow Tests</li> <li>6) 10 Frozen Meters</li> <li>7) 14 Leaking water meter</li> <li>8) 32 Low Water pressure/no water</li> <li>9) 41 water service connection repairs</li> <li>10) 140 water service connection shut offs/turn on</li> <li>11) 60 Miscellaneous water leak call out investigations</li> <li>12) 6 water fill station repairs</li> <li>13) 22 water service connection tap ins to main</li> <li>14) 10 watermain construction related issues</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Water services are predominantly provided with the Town's own resources.</p>





# Town of Lakeshore

## Municipal Service Profile WASTEWATER

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# Town of Lakeshore




## Municipal Service Profile WASTEWATER

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residential and ICI customers</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Town residents and organizations who benefit from the Town's wastewater management activities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Contract administration - wastewater treatment and pumping and sewer collection systems</li> <li>Support from Public Works on sanitary service connection service requests</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Volume of wastewater treated 5,049,105 m3 at 5 Facilities consisting of 1 tertiary treatment plant, 2 Package Plants and 2 Sewage Lagoons. The sanitary collection system consists of 163.2 Km's of sewer piping. There are a number of sewage bypass events at the main tertiary treatment plant with a total of 37,737 m3 of flows that bypass.</p> <p>Additional maintenance activity include the following:</p> <ol style="list-style-type: none"> <li>10 - New sanitary connection installation requests</li> <li>33 - Sanitary private connection backups/blockage call outs</li> <li>21 - Sanitary service connection repairs</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Contracted Out</b> - Wastewater services are predominantly provided through the use of a third party provider.</p>



# Town of Lakeshore

## Municipal Service Profile PUBLIC WORKS

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FTE's		14.5															

# Town of Lakeshore




## Municipal Service Profile PUBLIC WORKS

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town departments</li> <li>• County of Essex - Connecting Link Agreements</li> <li>• Users of the Town's road network</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents and other parties that benefit from effective transportation</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Overall management and administration of public works activities</li> <li>(2) Overall management and administration of parks division activities</li> <li>(3) Overall management and administration of municipal building facilities division activities</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Number of lane kms maintained: 405 Km paved road centre line &amp; 142 Km gravel road centre line</p> <p>Additional Infrastructure maintained are as follows:</p> <ol style="list-style-type: none"> <li>1) 116 Bridge &amp; Culverts greater than 3m span width</li> <li>2) 6.5 km of Regional Road under Connecting Link Agreement with Essex County</li> <li>3) 105,387.26 m2 of concrete sidewalks</li> <li>4) 131,590.58 m2 of Recreational pathways and trails</li> <li>5) 6 Traffic Signals</li> <li>6) 104 km of storm sewers</li> <li>7) 36 storm pump stations</li> <li>8) 3,450 street light units</li> <li>9) 3,781 Roadway signage units</li> <li>10) 35 pieces of Light, medium and heavy fleet vehicle units maintained (All except Fire Depart.)</li> <li>11) 22 pieces of public works machinery and equipment units maintained</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Public Works services are predominantly provided with the use of the Town's own resources.</p>



# TOWN OF LAKESHORE

## Municipal Service Profile PUBLIC WORKS - OPERATIONS

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# Town of Lakeshore


## Municipal Service Profile PARKS

Program	
Engineering and Infrastructure Services	
Organizational Unit	
Parks	
Type of Service	
External	
Budget (in thousands)	
Operating Costs	\$ 1,634
Revenues	\$ (27)
<b>Net Levy</b>	<b>\$ 1,607</b>
FTE's	3.0

Service Overview
The Parks budget centre includes the maintenance of municipally owned parks and sports fields to the highest quality standards within budget guidelines, to keep them playable and safe for all users and to make our signature parks inviting to all residents, neighbouring communities, and other visitors.

Service Value
Parks contributes to a beautiful, vibrant community for residents, visitors, businesses and potential new business to the community. The provision of safe, clean parks and open space systems through proactive and effective property management strengthens the livability and vibrancy of the community while contributing towards a healthy lifestyle for residents.

Basis for Delivery
<b>Traditional</b> - The maintenance of parks and open spaces is a typical municipal function.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
The potential performance indicators for this profile would be monitoring compliance with provincial legislation and regulations associated with park maintenance and playground inspection and maintenance, respectively.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's parks service is the lowest operating cost per household (\$94.30 vs. an average of \$162.27 for the comparator municipalities).

Potential Single Service Delivery Model (County or Lower Tier)
The maintenance of parks is typically delivered by the municipality where the service exists.

# Town of Lakeshore

## Municipal Service Profile PARKS

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents using the Town's parks and other related facilities</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Town residents and visitors to the Town</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Maintenance of parks and playgrounds</li> <li>Grounds management for the Town</li> <li>Maintenance of sports fields and other recreational outdoor facilities</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<ol style="list-style-type: none"> <li>38 Total Parks Varying in heirarchal structure from Regional, Community, Neighbourhood and sports fields, small parkette's</li> <li>260 Acres in total recreational park land (green space) maintained</li> <li>16 pieces of parks division machinery and equipment units maintained</li> <li>11 Public washroom buildings located in parks</li> <li>22 Playground Equipment</li> <li>17 Baseball sports fields; 38 Soccer sports fields; 2 Football sports fields; 5 track and field</li> <li>17 Green space trails approx. 30 km in length</li> <li>6 basketball courts; 7 tennis courts; 5 sand volleyball courts</li> <li>2 splashpad site features</li> <li>2 skateboard site equipment; 12 bicycle racks</li> <li>91 park benches; 141 park picnic tables; 16 park open burning BBQ units</li> <li>16 bleacher stands</li> <li>182 total waste and recycling containers</li> </ol> <p>The following is some additional parks activities resulting in work orders from public and user calls on annual basis:</p> <ol style="list-style-type: none"> <li>18 - Issues related to Parks/Ball Diamonds/Beach</li> <li>7 - Issues related to Park Trails and Pathways</li> </ol>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Parks services are predominantly provided with the use of the Town's own resources.</p>



# Town of Lakeshore


## Municipal Service Profile DEVELOPMENT SERVICES

Program	
Community and Development Services	
Organizational Unit	
Development Services	
Type of Service	
Internal and External	
Budget (in thousands)	
Operating Costs	\$ 727
Revenues	\$ (80)
<b>Net Levy</b>	<b>\$ 647</b>
<b>FTE's</b>	<b>5.0</b>

Service Overview
Development Services provides professional planning advice to Council, the public and Council endorsed committees on a wide variety of development applications and policy related issues. The division is accountable for protecting provincial policy interest as set out in the 2014 Provincial Policy Statement (PPS) and for ensuring conformity with the Town and the County's Official Plans. Development Services carries out plan review and approval responsibilities and provides for the delivery of the following municipal services as mandated under the Ontario Planning Act and subsection 15.1(3) 15.6(1) of the Ontario Building Code Act (Property Standard Appeals): Committee of Adjustment, land use planning and long range planning.

Service Value
The Town's Development Services promotes strategic growth and policy through land use planning, community and strategic planning, and incentive programs.

Basis for Delivery
<b>Mandatory</b> – The Planning Act establishes the responsibility for municipalities to make local planning decisions that will determine the future of their community. The Planning Act also requires municipalities to ensure planning decisions and planning documents are consistent with the Provincial Policy Statement and are in conformity with the municipal official plan.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
Potential performance indicators could be: monitor the time from receipt of completed application to approval, with a service level standard that indicates the percentage of applications to be approved within the established time frame (e.g. 90% of Official Plan Amendment applications to be completed within xx days) and the level of cost recovery through planning fees.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's Development Services is the median operating cost per household (\$52.33 vs. an average of \$57.33 for the comparator municipalities) and the Town has the second lowest operating cost recovery (11% vs an average of 22% for the comparators).

Potential Single Service Delivery Model (County or Lower Tier)
Given the nature and relationship between the County and the local area municipalities, there exists the potential of greater collaboration in its service delivery.

# Town of Lakeshore

## Municipal Service Profile DEVELOPMENT SERVICES




Profile Component	Definition																																													
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Members of the development community</li> <li>Town departments involved in or affected by planning and growth issues</li> </ul>																																												
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Town who benefit from a comprehensive and planned approach to growth in the community</li> </ul>																																												
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Approvals of applications under the Planning Act</li> <li>Coordination and support of other Town departments re: planning and growth</li> <li>Current and long range planning</li> </ol>																																												
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Number of applications</p> <table border="1"> <thead> <tr> <th></th> <th><u>2019</u></th> <th><u>2018</u></th> <th><u>2017</u></th> </tr> </thead> <tbody> <tr> <td>Consent</td> <td>38</td> <td>53</td> <td>65</td> </tr> <tr> <td>Minor Variance</td> <td>44</td> <td>33</td> <td>53</td> </tr> <tr> <td>Site Plan</td> <td>12</td> <td>18</td> <td>20</td> </tr> <tr> <td>OPA</td> <td>1</td> <td>2</td> <td>2</td> </tr> <tr> <td>ZBA</td> <td>25</td> <td>26</td> <td>20</td> </tr> <tr> <td>Subd./Condo</td> <td>5</td> <td>2</td> <td>1</td> </tr> <tr> <td>Part Lot</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Telecommunication</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Sub/Development/Agreement</td> <td>0</td> <td>2</td> <td>2</td> </tr> <tr> <td>CIP Application/Heritage Des.</td> <td>4</td> <td>4</td> <td>1</td> </tr> </tbody> </table> <p>Number of appeals - average of 2 - 4 per year</p>		<u>2019</u>	<u>2018</u>	<u>2017</u>	Consent	38	53	65	Minor Variance	44	33	53	Site Plan	12	18	20	OPA	1	2	2	ZBA	25	26	20	Subd./Condo	5	2	1	Part Lot	1	0	2	Telecommunication	1	0	2	Sub/Development/Agreement	0	2	2	CIP Application/Heritage Des.	4	4	1
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# Town of Lakeshore

## Municipal Service Profile BUILDING

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# Town of Lakeshore

## Municipal Service Profile BUILDING

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals or companies undertaking construction, renovation or other building related projects that require permits</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Individuals purchasing homes directly from developers/contractors</li> <li>Individuals purchasing homes on the resale market</li> <li>Title insurers who rely on building approvals</li> <li>Final occupancy inspections</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Permit reviews</li> <li>Inspections - 3,655</li> <li>Zoning Letters - 94</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Number of applications            2019 - 782 issued with 175 for dwelling units            2018 - 940 issued with 222 for dwelling units            2017 - 1,134 issued with 306 for dwelling units</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Building services are provided by predominantly with the Town's own resources.</p>




# Town of Lakeshore

**Municipal Service Profile  
BUILDING**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Building	Mandatory	Own Resources	\$ 1,085,790	\$ (818,300)	\$ 267,490	10.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 1,085,790	\$ (818,300)	\$ 267,490	10.0

# Town of Lakeshore

## Municipal Service Profile BYLAW

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FTE's	-																

# Town of Lakeshore

## Municipal Service Profile BYLAW

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents lodging complaints with respect to by-law non compliance</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and visitors who benefit from by-law compliance</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Bylaw enforcement
Service Output Level	The quantum of service outputs provided to direct clients.	To be populated based on activity based information provided by the Town Information could include:  Number of complaints 2019 Complaints in Que: 67 Complaints in Progress: 24 Complaints Closed: 340 2018 Complaints - 348 2017 Complaints - 321
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resoures</b> - Bylaw services are provided by predominantly with the Town's own resources.

# Town of Lakeshore




## Municipal Service Profile BYLAW

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ -	\$ -	\$ -	-

# Town of Lakeshore

## Municipal Service Profile

### COMMUNITY AND DEVELOPMENT SERVICES - ADMINISTRATION

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# Town of Lakeshore

## Municipal Service Profile

### COMMUNITY AND DEVELOPMENT SERVICES - ADMINISTRATION




Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Town employees involved in the delivery of community and development services</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and visitors to the Town who utilize community and development services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Overall management of the department</li> <li>Communications and strategic initiatives</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Number of community engagements: 6 Engagements in 2019:</p> <ol style="list-style-type: none"> <li>Lighthouse Cove Secondary Plan - 2 meetings</li> <li>Shoreline Plan</li> <li>Employment Lands Strategy</li> <li>Cannabis</li> <li>Official Plan Review</li> </ol> <p>Number of ongoing strategic projects: 11</p> <ul style="list-style-type: none"> <li>- Lighthouse Cove Secondary Plan</li> <li>- Wallace Woods Secondary Plan</li> <li>- West Beach / Marina / Lakeview Park</li> <li>- ATC Master Plan</li> <li>- 2 Community Improvement Plans</li> <li>- 2020 Roads Program</li> <li>- 5 Year Roads Plan</li> <li>- Shoreline Management Plan</li> <li>- DC &amp; Reserves</li> <li>- Service Delivery Review</li> <li>- Community Survey</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The administration of the Community and Development Services is provided with internal resources.</p>





# Town of Lakeshore

## Municipal Service Profile ATLAS TUBE CENTRE (ATC)

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Community and Development Services</td> </tr> </table>	Program		Community and Development Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Atlas Tube Centre ('ATC') is a multi-purpose recreation facility including 3 ice pads, Aquatic centre, dance studio, gymnasium, tennis courts, multi-use courts, soccer fields and outdoor splashpad.. The ATC also houses the Essex-Toldo Library.</td> </tr> </table>	Service Overview		The Atlas Tube Centre ('ATC') is a multi-purpose recreation facility including 3 ice pads, Aquatic centre, dance studio, gymnasium, tennis courts, multi-use courts, soccer fields and outdoor splashpad.. The ATC also houses the Essex-Toldo Library.		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
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# Town of Lakeshore




## Municipal Service Profile ATLAS TUBE CENTRE (ATC)

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Individuals utilizing the facility</li> <li>• Community groups utilizing the facility</li> <li>• Other parties who may offer programming at the facility</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and visitors who attend events and programs offered at the Town's facility</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Access to the facility for leisure and recreational purposes</li> <li>(2) Building maintenance</li> <li>(3) Facility scheduling and bookings</li> <li>(4) Customer service</li> <li>(5) Canteen operations</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Number of hours of use by facility: Recreation Programs - 3,721; Day Camps - 620; Aquatic Programs - 6,928 = 11,269 hours</p> <p>Number of scheduled events: 4 Special events organized 7 Special Events hosted 4 Special Programs</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The operation of the ATC is provided with the Town's own resources.</p>



# Town of Lakeshore

## Municipal Service Profile AQUATICS

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Community and Development Services</td> </tr> </table>	Program		Community and Development Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Aquatics delivers programming utilizing the Town's three indoor pools. Aquatics programming is used by residents (infants to seniors), school boards, swim clubs and athletes.</td> </tr> </table>	Service Overview		Aquatics delivers programming utilizing the Town's three indoor pools. Aquatics programming is used by residents (infants to seniors), school boards, swim clubs and athletes.		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
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Budget (in thousands)																	
Operating Costs	\$ -																
Revenues	\$ -																
<b>Net Levy</b>	<b>\$ -</b>																
<b>FTE's</b>	<b>-</b>																

# Town of Lakeshore

## Municipal Service Profile AQUATICS

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Residents enrolled in aquatics programming</li> <li>• Residents using aquatic facilities independently</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and visitors who use the Town's aquatic facilities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Aquatic programming</li> <li>(2) Access to aquatics without programming</li> <li>(3) Scheduling and bookings</li> <li>(4) Customer services</li> <li>(5) Community awards</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Number of programs offered: 1,123 Number of users: 3,452</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resoures</b> - Recreational services are provided by with the Town's own resources.</p>



# Town of Lakeshore


## Municipal Service Profile RECREATION SERVICES

Program	
Community and Development Services	
Organizational Unit	
Recreation Services	
Type of Service	
External	
Budget (in thousands)	
Operating Costs	\$ 1,044
Revenues	\$ (486)
<b>Net Levy</b>	<b>\$ 558</b>
FTE's	3.5

Service Overview
The Recreation Services division plans, organizes and leads leisure activities for the enjoyment of Lakeshore's residents and community groups. The division also oversees two community centres which provides access opportunities for community groups/individuals. The division is also responsible for a number of committees including the Arts Advisory Committee, Mayor's Arts Committee, Youth Advisory Committee and Community Service Advisory Committee.

Service Value
Community centres provide accessible, inclusive, welcoming, quality spaces for community recreational programming, activities, rentals/events and neighbourhood gatherings.

Basis for Delivery
<b>Traditional</b> – The operation of recreational programming is a typical service offered by municipalities.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
Potential performance and benchmarking indicators for this profile may be the level of cost recovery achieved by programming as a whole and by specific function and level of utilization of recreational programming as a whole and by specific function.
In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's recreation programs are the highest net operating cost per household (\$40.12 vs. an average of \$19.79 for the comparator municipalities) and the Town has the second lowest operating cost recovery (46.6% vs an average of 49.7% for the comparators).

Potential Single Service Delivery Model (County or Lower Tier)
The provision of access to recreational services can be explored as a shared service/single service opportunity but it is dependent on the complement of services offered within the area.



# Town of Lakeshore

## Municipal Service Profile RECREATION SERVICES

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Individuals utilizing the recreational programming</li> <li>• Community groups utilizing recreational programming</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and visitors who attend programs offered at the Town's facility</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Recreational programming</li> <li>(2) Day camp operations</li> <li>(3) Scheduling and bookings</li> <li>(4) Customer services</li> <li>(5) Special events</li> <li>(6) Cultural and community committees</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information provided by the Town Information could include:</p> <p>Number of programs offered: 429 Number of users: 4,310 Number of special events: 4</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resoures</b> - Recreational services are provided by with the Town's own resources.</p>



# Town of Lakeshore


## Municipal Service Profile MARINA

Program	
Community and Development Services	
Organizational Unit	
Marina	
Type of Service	
External	
Budget (in thousands)	
Operating Costs	\$ 713
Revenues	\$ (620)
<b>Net Levy</b>	<b>\$ 93</b>
<b>FTE's</b>	<b>0.5</b>

Service Overview
The Belle River Marina, in the Town of Lakeshore is a deep water marina with over 250 seasonal and transient docks. Facilities include a restaurant, gas (including diesel), pump-out facilities, 24 hour security, gated docks, pavilion, double access boat ramp, and washrooms with private showers.

Service Value
Marina services provide accessible and quality services to the community and visitors for the enjoyment of local waterways.

Basis for Delivery
<b>Traditional</b> – The operation of a municipal marina is a typical service offered by municipalities.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
Potential performance and benchmarking indicators for this profile may be the level of cost recovery and utilization achieved at the marina.  Based on the nature of the municipalities' operations, there is not sufficient information available to effectively benchmark marina operations.

Potential Single Service Delivery Model (County or Lower Tier)
The provision of access to the marina can be explored as a shared service/single service opportunity but it is dependent on the complement of services offered within the area.

# Town of Lakeshore

## Municipal Service Profile MARINA

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals utilizing the marina</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and visitors who attend activities at the marina</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Marina operations</li> <li>Customer service</li> <li>Scheduling and bookings</li> <li>Security</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Number of annual users: Seasonal Registrants - 252; Transient Registrants - 92 = 344</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resoures</b> - Marina operations are provided by with the Town's own resources.</p>

# Town of Lakeshore


**Municipal Service Profile  
MARINA**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Marina	Traditional	Own Resources	\$ 712,735	\$ (619,865)	\$ 92,870	0.5
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			<b>\$ 712,735</b>	<b>\$ (619,865)</b>	<b>\$ 92,870</b>	<b>0.5</b>

# Town of Lakeshore

## Municipal Service Profile

### CORPORATE COMMUNICATIONS AND STRATEGIC INITIATIVES

<p><b>Program</b></p> <p>Community and Development Services</p>	<p><b>Service Overview</b></p> <p>Corporate Communications develops communications strategies to inform and engage the community about key initiatives, and creates the tactics to execute those strategies. This can include websites, social media, media releases, public events and announcements, and media relations. The Town's communications function is also responsible for issues management through daily media scans, policy development pertaining to social media, media relations and visual identification (branding)</p>	<p><b>Basis of Delivery</b></p>													
<p><b>Organizational Unit</b></p> <p>Corporate Communications and Strategic Initiatives</p>	<p><b>Service Value</b></p> <p>Corporate Communications informs and engages residents on civic and Council projects and initiatives and acts as a sounding board for community responses and feedback. In doing so, Corporate Communications helps to promote transparency, openness and community engagement</p>	<p>Mandatory</p> <p>Essential</p> <p>Traditional</p> <p>Discretionary</p>													
<p><b>Type of Service</b></p> <p>Internal and external</p>	<p><b>Basis for Delivery</b></p> <p><b>Traditional</b> – Similarly sized municipalities typically maintain a corporate/strategic communications function.</p>	<p><b>Performance and Benchmarking</b></p> <p>One potential performance indicator could be the Town monitors any results from citizen satisfaction surveys.</p> <p>Based on the nature of the municipalities' operations, there is not sufficient information available to effectively benchmark communications..</p>													
<p><b>Budget (in thousands)</b></p> <table border="1"> <tr> <td>Operating Costs</td> <td>\$</td> <td>-</td> </tr> <tr> <td>Revenues</td> <td>\$</td> <td>-</td> </tr> <tr> <td><b>Net Levy</b></td> <td>\$</td> <td>-</td> </tr> <tr> <td><b>FTE's</b></td> <td></td> <td></td> </tr> </table>	Operating Costs	\$	-	Revenues	\$	-	<b>Net Levy</b>	\$	-	<b>FTE's</b>			<p><b>Potential Single Service Delivery Model (County or Lower Tier)</b></p> <p>The administration of corporate communications is typically specific to each municipality and therefore, it is not commonly delivered by one municipality in a shared service delivery model.</p>		
Operating Costs	\$	-													
Revenues	\$	-													
<b>Net Levy</b>	\$	-													
<b>FTE's</b>															

# Town of Lakeshore

## Municipal Service Profile

### CORPORATE COMMUNICATIONS AND STRATEGIC INITIATIVES

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town staff and elected officials (internal communications)</li> <li>• Town residents (external communications)</li> <li>• Media</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Communications and information dissemination with respect to City services, initiatives and other matters (traditional and non traditional)</li> <li>(2) Internal policy development</li> <li>(3) Community engagement</li> <li>(4) Brand compliance</li> <li>(5) Issues management</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	Number of social media views: Facebook: April 7, 2020 - 5,166 likes; Dec. 31, 2019 - 4,905 likes; Jan., 2019 3,838 likes Twitter followers: April, 2020 - 1,314; July, 2019 - 980 Number of website hits: Page visits April 6, 2020 - 513; week of March 30 - 1,197; last 30 days - 28,695
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Corporate communications and strategic initiatives are provided primarily with internal resources but the Town may purchase specialized communication services when needed (i.e. graphic design)

# Town of Lakeshore




## Municipal Service Profile CORPORATE COMMUNICATIONS AND STRATEGIC INITIATIVES

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ -	\$ -	\$ -	-



# Town of Lakeshore

## Municipal Service Profile ACCESSIBILITY

<p><b>Program</b></p> <p>Community Development and Enterprise Services</p>	<p><b>Service Overview</b></p> <p>The Accessibility Advisory Committee ('AAC') is responsible for the review of municipal policies, programs and services pertaining to accessibility as well as with the identification, removal and prevention of barriers faced by persons with disabilities.</p>	<p><b>Basis of Delivery</b></p> <table border="1"> <tr> <td data-bbox="1115 375 1360 464">Mandatory</td> <td data-bbox="1367 375 1940 737" rowspan="4">  </td> </tr> <tr> <td data-bbox="1115 469 1360 558">Essential</td> </tr> <tr> <td data-bbox="1115 563 1360 652">Traditional</td> </tr> <tr> <td data-bbox="1115 657 1360 737">Discretionary</td> </tr> </table>		Mandatory		Essential	Traditional	Discretionary							
Mandatory															
Essential															
Traditional															
Discretionary															
<p><b>Organizational Unit</b></p> <p>Accessibility</p>	<p><b>Service Value</b></p> <p>Town of Lakeshore Council recognizes that improving accessibility is important to all residents. Approximately 15.5% or 1.85 million people in Ontario have a disability – that's one in seven. That number is expected to grow significantly in the next 20 years as the population ages. The Corporation of the Town of Lakeshore is committed to meeting the accessibility needs of persons with disabilities in a respectful, equitable and timely manner and will do so by preventing and removing barriers to accessibility and meeting accessibility requirements under the AODA.</p>	<p><b>Performance and Benchmarking</b></p> <p>One potential performance indicator is to monitor compliance with provincial legislation and the requirements of AODA.</p> <p>Based on the nature of the municipalities' operations, there is not sufficient information available to effectively benchmark accessibility</p>													
<p><b>Type of Service</b></p> <p>Internal and external</p>	<p><b>Basis for Delivery</b></p> <p><b>Mandatory</b> – The City's responsibilities with respect to accessibility are mandated by the Accessibility for Ontarians with Disabilities Act.</p>	<p><b>Potential Single Service Delivery Model (County or Lower Tier)</b></p> <p>Accessibility is typically specific to each municipality and therefore, it is not commonly delivered by one municipality in a shared service delivery model.</p>													
<p><b>Budget (in thousands)</b></p> <table border="1"> <tr> <td>Operating Costs</td> <td>\$</td> <td>-</td> </tr> <tr> <td>Revenues</td> <td>\$</td> <td>-</td> </tr> <tr> <td><b>Net Levy</b></td> <td>\$</td> <td>-</td> </tr> <tr> <td><b>FTE's</b></td> <td></td> <td>-</td> </tr> </table>	Operating Costs	\$	-	Revenues	\$	-	<b>Net Levy</b>	\$	-	<b>FTE's</b>		-			
Operating Costs	\$	-													
Revenues	\$	-													
<b>Net Levy</b>	\$	-													
<b>FTE's</b>		-													

# Town of Lakeshore

## Municipal Service Profile ACCESSIBILITY

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Anyone accessing Town services</li> <li>• Town employees</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Anyone accessing Town services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Policy and procedure development</li> <li>(2) Assessment of compliance with legislative requirements</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Upgrades of park facilities for accessible purposes - addition of accessible swings            2020: New playground equipment and accessible surfacing for River Ridge Park            2019: Node on Earth Walk Trail including benches and trees            New accessible playground equipment (Optimist Park)            Accessible swing - Comber Community Park            New accessible website            Community Living Youth in Action Summer Work Experience Program            Veteran Parking signs</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources-</b> Accessibility-related matters are delivered by the Accessibility Advisory Committee, an internal resource for the Town.</p>



# Town of Lakeshore


## Municipal Service Profile FINANCE

Program	
Finance Services	
Organizational Unit	
Finance	
Type of Service	
Internal and External	
Budget (in thousands)	
Operating Costs	\$ 1,436
Revenues	\$ (1,446)
<b>Net Levy</b>	<b>\$ (10)</b>
<b>FTE's</b>	<b>13.0</b>

Service Overview
Finance Services is responsible for customer service related to the billing and collection of all property tax, accounts receivable, water and wastewater accounts including meter reads and scheduling meter replacements. Other services include accounts payable, payroll, cash management, investments, grant claims, general ledger account reconciliations and balancing, financial statement preparation, statutory reporting and budgeting. This service area is also responsible for budget monitoring as well as asset inventory and management coordination and financial analysis support. This area is also responsible for procurement practices for the Town. This function is currently delegated to the Director of Finance.

Service Value
Finance contributes to financial sustainability and flexibility by undertaking financial planning and analysis in connection with municipal decisions and strategies. Finance contributes to the safeguarding of the Town's financial assets by ensuring policies, procedures, and internal controls are effective. Through its purchasing function, Finance contributes towards the delivery of municipal services through the acquisition of goods and services on a timely and effective basis while at the same time maximizing value for ratepayers.

Basis for Delivery
<b>Mandatory</b> – Pursuant to Section 286(1) of the Municipal Act, 2001, all Ontario municipalities are required to appoint a treasurer “who is responsible for the handling of all financial affairs of the municipality on behalf of and in a manner directed by the council of the municipality”. Section 270 (1) of the Municipal Act, 2001, requires Ontario municipalities to adopt a policy for the procurement of goods and services.

Basis of Delivery	
Mandatory	
Essential	
Traditional	
Discretionary	

Performance and Benchmarking
The potential performance indicators for this profile would be: Invoice processing time (percentage of invoices processed within xx days of receipt) Financial statement reporting timeframes (internal and external reporting) Percentage of purchases subject to formal procurement mechanisms (e.g. PO's, RFP's, tenders) In comparison to the selected comparator municipalities (Innisfil, Leamington, St. Thomas, Stratford, Tecumseh, and Woodstock), the Town's Finance Services has the second lowest operating cost per household (\$103.27 vs. an average of \$107.57 for the comparator municipalities)

Potential Single Service Delivery Model (County or Lower Tier)
There may be opportunities for aspects of financial related services to be delivered more collaboratively but each municipality is responsible for their own financial service needs.

# Town of Lakeshore




## Municipal Service Profile FINANCE

Profile Component	Definition													
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town departments and employees</li> <li>• Essex County</li> <li>• Third parties involved in financial transactions with the Town</li> <li>• Third parties receiving financial reporting from the Town</li> </ul>												
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents who benefit from the financial decision making undertaken by the Town</li> <li>• Other levels of government</li> </ul>												
Service Output	The output of a service that fulfills a recognized client's need.	<table border="0"> <tr> <td>(1) Financial policy, planning and analysis</td> <td>(7) Water meter replacement scheduling</td> </tr> <tr> <td>(2) Financial transaction processing</td> <td>(8) Third party benefits administration</td> </tr> <tr> <td>(3) Financial reporting</td> <td>(9) Water Meter reads</td> </tr> <tr> <td>(4) Procurement management</td> <td>(10) Drainage billings</td> </tr> <tr> <td>(5) Advice to other departments</td> <td></td> </tr> <tr> <td>(5) Asset management</td> <td></td> </tr> </table>	(1) Financial policy, planning and analysis	(7) Water meter replacement scheduling	(2) Financial transaction processing	(8) Third party benefits administration	(3) Financial reporting	(9) Water Meter reads	(4) Procurement management	(10) Drainage billings	(5) Advice to other departments		(5) Asset management	
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(4) Procurement management	(10) Drainage billings													
(5) Advice to other departments														
(5) Asset management														
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Number of cheques processed Number of T4s issued Number of purchase orders issued (the town does not operate a PO system yet) Number of RFP/Tenders issued - the town does not issue many RFP's. it's mostly tenders for now</p>												
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resoures</b> - Financial Services are predominantly provided with the use of the Town's own resources.</p>												



# Town of Lakeshore

## Municipal Service Profile INFORMATION TECHNOLOGY

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Financial Services</td> </tr> </table>	Program		Financial Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Information Technology Services is responsible for the planning, management and support of the Town's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, GIS, service desk, data services, mobility, messaging and information security.</td> </tr> </table>	Service Overview		Information Technology Services is responsible for the planning, management and support of the Town's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, GIS, service desk, data services, mobility, messaging and information security.		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
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Type of Service																	
Internal																	
Basis for Delivery																	
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<table border="1"> <tr> <th colspan="3">Budget (in thousands)</th> </tr> <tr> <td>Operating Costs</td> <td>\$</td> <td>844</td> </tr> <tr> <td>Revenues</td> <td>\$</td> <td>-</td> </tr> <tr> <td><b>Net Levy</b></td> <td><b>\$</b></td> <td><b>844</b></td> </tr> <tr> <td><b>FTE's</b></td> <td></td> <td><b>5.0</b></td> </tr> </table>	Budget (in thousands)			Operating Costs	\$	844	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>844</b>	<b>FTE's</b>		<b>5.0</b>		
Budget (in thousands)																	
Operating Costs	\$	844															
Revenues	\$	-															
<b>Net Levy</b>	<b>\$</b>	<b>844</b>															
<b>FTE's</b>		<b>5.0</b>															

# Town of Lakeshore

## Municipal Service Profile INFORMATION TECHNOLOGY

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town departments and employees</li> <li>• Residents</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Town residents who benefit from the services delivered by the Town</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Planning (7) GIS (2) IT systems management and support (3) IT security (4) Advice and assistance to other departments (5) Information data management (6) IT infrastructure and technologies
Service Output Level	The quantum of service outputs provided to direct clients.	To be populated based on activity based information information provided by the Town Information could include:  Number of physical infrastructure (work stations, laptops, printers, etc) Number of tickets
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resoures</b> - Information Technology Services are predominantly provided with the use of the Town's own resources.



# Town of Lakeshore




## Municipal Service Profile INFORMATION TECHNOLOGY

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Information Technology	Essential	Own Resources	\$ 844,254	\$ -	\$ 844,254	5.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 844,254	\$ -	\$ 844,254	5.0

# Town of Lakeshore

## Municipal Service Profile

### Fire - Incident Response and Operations

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Legislative and Legal Services</td> </tr> </table>	Program		Legislative and Legal Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Fire Services Division provides fire suppression and emergency response services to the municipality. The department also provides medical support to the Land Ambulance Service through a tiered response agreement. With 40 kilometres of 401 highway dividing Lakeshore, the department also provides emergency services to that portion of the 400 series highway. Incident response and operations is focused on the delivery of emergency fire protection, emergency medical care, motor vehicle extraction and related emergencies to the residents of the Town. These efforts are led by 1 Chief, 1 Deputy Chief and 2 Assistant Deputy Chiefs along with approximately 96 volunteer firefighters and supported by 1 Administrative Assistant.</p> </td> </tr> </table>	Service Overview		<p>The Fire Services Division provides fire suppression and emergency response services to the municipality. The department also provides medical support to the Land Ambulance Service through a tiered response agreement. With 40 kilometres of 401 highway dividing Lakeshore, the department also provides emergency services to that portion of the 400 series highway. Incident response and operations is focused on the delivery of emergency fire protection, emergency medical care, motor vehicle extraction and related emergencies to the residents of the Town. These efforts are led by 1 Chief, 1 Deputy Chief and 2 Assistant Deputy Chiefs along with approximately 96 volunteer firefighters and supported by 1 Administrative Assistant.</p>		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
Program																	
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# Town of Lakeshore

## Municipal Service Profile Fire - Incident Response and Operations

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Property and car owners, including owners of properties adjacent to the site of a structural fire or car owners travelling the same city street or highway</li> <li>• Incident victims (property fire or motor vehicle collision)</li> <li>• Recipients of mutual aid</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Families of individuals involved in fires, motor vehicles accidents or other incidents</li> <li>• Insurance companies that insure properties and vehicles</li> <li>• Property and car owners in general, due to better valuation of properties or lower insurance rates, based on overall benchmarking for the City</li> <li>• Recipients of mutual aid</li> <li>• Occupants of properties where fire/emergency affects operations</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Fire and rescue incidents mitigated
Service Output Level	The quantum of service outputs provided to direct clients.	Total calls received and estimated loss 2017 - 578 and \$2.31 million = 79 fire response calls and 499 non-fire response calls 2018 - 551 and \$1.33 million = 79 fire response calls and 472 non-fire response calls 2019 - 550 and \$3.25 million = 50 fire response calls and 500 non-fire response calls
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Internal</b> - The administration of the Town's incident response and operations are predominately delivered through internal resources (volunteer firefighters)

# Town of Lakeshore




## Municipal Service Profile

### Fire - Incident Response and Operations

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Fire	Mandatory	Own Resources	\$ 2,011,571	\$ (36,000)		6.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 2,011,571	\$ (36,000)	\$ -	6.0

# Town of Lakeshore

## Municipal Service Profile FIRE - Prevention and Education

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# Town of Lakeshore




## Municipal Service Profile FIRE - Prevention and Education

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Property owners that are subject to fire inspections</li> <li>Fire Prevention Division provides service to the Community at large</li> <li>Neighbouring property owners to properties where there is a fire risk due to open burns</li> <li>Property owners conducting renovations/building new buildings receiving plans reviews</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Occupants of properties that are subject to fire inspections</li> <li>Insurance companies that insure properties subject to fire inspections</li> <li>Employees of companies in fire safety and code compliance</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Fire inspections (Fire code compliance)</li> <li>Fire investigations</li> <li>Fire Code prosecutions</li> <li>Public education sessions</li> <li>Site plan reviews for Fire Code implications</li> <li>Burn permit inspections</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p><b>Fire inspections</b> - 2016 - 245; 2017 - 249; 2018 - 242</p> <p><b>Deficiencies reported</b> - 2016 - 837; 2017 - 908; 2018 - 808</p> <p><b>Public education sessions</b> - 2016 - 588; 2017- 613.5; 2018 - 413.25</p> <p><b>Burn permit issued</b> - 2017 - 487; 2018 - 461; 2019 - 459</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Internal</b> - The administration of the Town's fire prevention and education services are predominately delivered through internal resources</p>



# Town of Lakeshore

## Municipal Service Profile EMERGENCY MANAGEMENT

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Operating Costs	\$	-															
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<b>Net Levy</b>	<b>\$</b>	<b>-</b>															
FTE's		-															



# Town of Lakeshore

## Municipal Service Profile EMERGENCY MANAGEMENT

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town employees</li> <li>• Residents of the Town</li> <li>• Emergency response partners</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Town</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Emergency response planning</li> <li>(2) Incident management system</li> <li>(3) Training for Town personnel and response partners</li> <li>(4) Public education and awareness for residents</li> <li>(5) Emergency operations centre</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>To be populated based on activity based information information provided by the Town Information could include:</p> <p>Number of exercises</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The administration of the Town's emergency management is provided through the use of the Town's own resources.</p>




**Town of Lakeshore**

**Municipal Service Profile  
EMERGENCY MANAGEMENT**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
				\$ -	\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ -	\$ -	\$ -	-

# Town of Lakeshore

## Municipal Service Profile Secretariat Support

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Revenues	\$	-															
<b>Net Levy</b>	<b>\$</b>	<b>-</b>															
FTE's		-															

# Town of Lakeshore




## Municipal Service Profile Secretariat Support

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town Management</li> <li>• Residents of the Town</li> <li>• Members of the Police Services Board</li> <li>• Persons filing access to information requests</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents, property owners and business owners and employees of the Town</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Clerical and administrative support for Council meetings and committees</li> <li>(2) Records of all meetings of Council and other governance bodies</li> <li>(3) Communication of governance matters to the general public and civic administration via agendas, minutes, and correspondence</li> <li>(4) Compliance to public accountability and transparency matters</li> <li>(5) Records management</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p><b>Open Meetings:</b>            2017 – 28 agendas for 22 meetings (includes multi-day budget meeting)            2018 – 28 agendas for 22 meetings (includes multi-day budget meeting)            2019 – 39 agendas for 35 meetings (includes one Joint Council meeting with Tecumseh, as well as Budget meeting – one meeting/agenda over three days and 3 days of CAO Hiring Committee meetings)            2020 – 12 agendas for 9 meetings</p> <p><b>Closed Meetings:</b> 2017 – 19; 2018 – 17; 2019 – 27; 2020 – 7</p> <p><b>By-laws Produced:</b> 2017 – 97; 2018 – 149; 2019 – 137; 2020 – 39</p> <p><b>Resolutions emanating from Open meeting:</b> 2017 – 552; 2018 – 984; 2019 – 588; 2020 – 109</p> <p><b>Resolutions emanating from Closed meeting:</b> 2017 – 60; 2018 – 65; 2019 – 124; 2020 – 19</p> <p><b>FOI requests:</b> 2017 – 24; 2018-25; 2019-39; 2020 (thus far) - 6</p> <p><b>PSB Agendas/Meetings Hosted:</b> 2018-4; 2019-5; 2020-3</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Secretariat support is provided with the Town's own resources.



# Town of Lakeshore

## Municipal Service Profile Corporate Risk and Legal

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# Town of Lakeshore

## Municipal Service Profile Corporate Risk and Legal




Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Administration</li> <li>• Residents of the Town</li> <li>• Users of Town facilities</li> <li>• Schoolchildren</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Taxpayers</li> <li>• Users of Town facilities</li> <li>•</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Legal services</li> <li>(2) Insurance</li> <li>(3) Real estate</li> <li>(4) Oversight of accountability and transparency</li> <li>(5) Corporate reception and shipping services</li> <li>(6) Crossing guards</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Insurance Claims 2017 – 9 2018 – 7 2019 – 11 2020 - 1</p> <p>Ombudsman (not closed meeting) early resolution inquiries: 2018-1, 2019-2, 2020 (thus far)-0</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Cominbed</b> - These services are predominantly provided by the Town with internal resources. External legal resources are utilized for specific matters where services cannot be provided internally, for example LPAT hearings, prosecutions and particular development matters.</p>





# Town of Lakeshore

## Municipal Service Profile Vital Statistics and Licensing

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<b>FTE's</b>		<b>-</b>															

# Town of Lakeshore

## Municipal Service Profile Vital Statistics and Licensing

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Funeral homes and families of deceased persons</li> <li>• Charitable organizations</li> <li>• Residents and visitors</li> <li>• Licence Recipients</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Beneficiaries of charitable organizations</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Death registration</li> <li>(2) Issuance of licenses (marriage, burial, taxi, lottery)</li> <li>(3) Marriage solemnization</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p><b>Marriage Licences Issued:</b> 2017 – 119; 2018 – 78 (Tecumseh started to issue Marriage licenses); 2019 – 64; 2020 (thus far) – 11</p> <p><b>Death Registrations:</b> 2017 – 66; 2018 – 64; 2019 – 76; 2020 (thus far) – 29</p> <p><b>Lottery Licencing:</b> 2017 - 101; 2018 - 103; 2019 - 93; 2020 (thus far) - 22</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - Licencing services are delivered by internal resources.</p>




# Town of Lakeshore

## Municipal Service Profile Vital Statistics and Licensing

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ -	\$ -	\$ -	-

# Town of Lakeshore

## Municipal Service Profile Animal Control

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FTE's		-															

# Town of Lakeshore

## Municipal Service Profile

### Animal Control

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Town management</li> <li>• Residents of the Town</li> <li>• Animal owners resident in the Town or nearby</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Neighbours to dog owners</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ul style="list-style-type: none"> <li>(1) Dog licencing</li> <li>(2) Dogs sheltered</li> </ul>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Dog Tags:</p> <p>Dog Days:</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The Dog Pound is managed and operated by the internal resources.</p> <p><b>External Resources</b> - Animal control services are performed by an independent contractor retained by the Town and managed by Legislative Services.</p>




**Town of Lakeshore**

**Municipal Service Profile  
Animal Control**

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Animal control	Traditional	Shared service	\$ 81,050	\$ (51,400)	\$ 29,650	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
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					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
Total			\$ 81,050	\$ (51,400)	\$ 29,650	-

# Town of Lakeshore

## Municipal Service Profile HUMAN RESOURCES

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">Legislative and Legal Services</td> </tr> </table>	Program		Legislative and Legal Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Human Resources is responsible for the strategic provision of human resource services to the Corporation. This includes labour relations, occupational health &amp; safety, wellness program development, monitoring staffing, disability management, performance management, wellness programming, organizational design, pension &amp; benefits, compensation management &amp; recognition, succession planning, and maintenance of employee files and corporate learning. Human Resources provides support in relation to recruitment, attendance management, internal divisional training and discipline.</td> </tr> </table>	Service Overview		Human Resources is responsible for the strategic provision of human resource services to the Corporation. This includes labour relations, occupational health & safety, wellness program development, monitoring staffing, disability management, performance management, wellness programming, organizational design, pension & benefits, compensation management & recognition, succession planning, and maintenance of employee files and corporate learning. Human Resources provides support in relation to recruitment, attendance management, internal divisional training and discipline.		<table border="1"> <tr> <th colspan="2">Basis of Delivery</th> </tr> <tr> <td>Mandatory</td> <td rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <td>Essential</td> </tr> <tr> <td>Traditional</td> </tr> <tr> <td>Discretionary</td> </tr> </table>	Basis of Delivery		Mandatory		Essential	Traditional	Discretionary
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Budget (in thousands)																	
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# Town of Lakeshore

## Municipal Service Profile HUMAN RESOURCES

Profile Component	Definition																	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Town employees (for personal employee matters)</li> <li>• Town management (for corporate human resource support)</li> <li>• Collective bargaining units</li> <li>• Other agencies and boards that receive HR support</li> </ul>																
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Town, who benefit from the work undertaken by Town employees</li> </ul>																
Service Output	The output of a service that fulfills a recognized client's need.	<table border="0"> <tr> <td>(1) Recruitment and retention</td> <td>Employee engagement</td> </tr> <tr> <td>(2) Labour relations</td> <td>Learning and development</td> </tr> <tr> <td>(3) Occupational health and safety</td> <td>Pension and Compensation Mgmt</td> </tr> <tr> <td>(4) Employee and client relations</td> <td>Policy development and enforcement</td> </tr> <tr> <td>(5) Benefits administration</td> <td>Performance management</td> </tr> <tr> <td>(6) Wellness programming</td> <td>Succession planning</td> </tr> <tr> <td>(7) Attendance management</td> <td>Org development and planning</td> </tr> <tr> <td>(8) Return to work</td> <td></td> </tr> </table>	(1) Recruitment and retention	Employee engagement	(2) Labour relations	Learning and development	(3) Occupational health and safety	Pension and Compensation Mgmt	(4) Employee and client relations	Policy development and enforcement	(5) Benefits administration	Performance management	(6) Wellness programming	Succession planning	(7) Attendance management	Org development and planning	(8) Return to work	
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Service Output Level	The quantum of service outputs provided to direct clients.	Number of collective bargaining units/agreements - 3 Number of recruitments 2017 - 79; 2018 - 92; 2019 - 89; 2020 (to date) - 26 Number of grievances 2017 - 6; 2018 - 3; 2019 - 0; 2020 (to date) - 0 Number of WSIB/STD/LTD related claims 2017 - 6; 2018 - 6; 2019 - 5; 2020 (to date) - 4																
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - Human resources related services are mainly provided by the Town with their own resources. Group benefits are procured as part of a shared service and the department will rely on external legal for specific matters.																



# Town of Lakeshore

## Municipal Service Profile HUMAN RESOURCES

Sub-Service/Process	Basis for Delivery	Delivery Model	Financial Information (2020 Budget)			
			Operating Costs	Non-Taxation Revenue	Net Levy Requirement	FTEs
Human Resources	Essential	Own Resources	\$ 358,008	\$ -	\$ 358,008	2.0
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
					\$ -	
<b>Total</b>			\$ 358,008	\$ -	\$ 358,008	2.0



Town of Lakeshore Service  
Delivery Review

# Appendix B – Implementation Tools



# Implementation Tools

## Potential Prioritization Scorecard

Criteria	Description	Scoring Range	
		Low	High
Financial Benefits	<p>What would the impact of this opportunity be to the Town's in terms of cost savings, revenue gains and capacity increases?</p> <ul style="list-style-type: none"> <li>Minimal impact 0</li> <li>Incremental impact of less than \$25,000 +5</li> <li>Incremental impact of \$25,000 to \$49,999 +15</li> <li>Incremental impact of \$50,000 to \$99,999 +35</li> <li>Incremental impact of more than \$100,000 +70</li> </ul>	0	+70
Public Impact	<p>How would the public be impacted by this opportunity? Would this opportunity enhance or reduce public health and safety and quality of life? Does this opportunity benefit or adversely impact vulnerable segments of the community?</p> <ul style="list-style-type: none"> <li>Significant positive public impact could be expected for multiple and/or vulnerable constituent groups +40</li> <li>Positive public impact could be expected for some constituent groups +20</li> <li>Minimal public impact 0</li> <li>Adverse public impact expected for some constituent groups -20</li> <li>Significant adverse public response expected for multiple and/or vulnerable constituent groups -40</li> </ul>	-40	+40
Customer Service	<p>Does this opportunity allow the Town to better respond to the needs of its customers?</p> <ul style="list-style-type: none"> <li>Significant enhancement in customer service, addresses major customer need(s) +10</li> <li>Some contribution to enhanced customer service, addresses secondary customer need(s) +5</li> <li>No impact on customer service (positive or negative) 0</li> <li>Opportunity will result in some deterioration in customer service -5</li> <li>Opportunity will have a major negative impact on customer service (timeliness, access) -10</li> </ul>	-10	+10

# Implementation Tools

## Potential Prioritization Scorecard

Criteria	Description	Scoring Range	
		Low	High
Time to Implement	<p>In what approximate time frame could this idea be feasibly implemented?</p> <ul style="list-style-type: none"> <li>Before end of 2020 +5</li> <li>Before end of 2021 +3</li> <li>Before end of 2022 0</li> <li>2023 and subsequent years -5</li> </ul>	-5	+5
Consistency With Best/Common Practices	<p>Is the opportunity consistent with best/common practices for similar-sized municipalities?</p> <ul style="list-style-type: none"> <li>Consistent with best/common practices +5</li> <li>Unknown 0</li> <li>Inconsistent with best/common practices -5</li> </ul>	-5	+5
Effort and Cost to Implement	<p>How much effort, primarily in terms of cost, will be required to implement this opportunity? What are the ongoing costs to maintain this opportunity?</p> <ul style="list-style-type: none"> <li>Minimal implementation costs 0</li> <li>Implementation costs less than 50% of expected levy impact -4</li> <li>Implementation costs of 50% to 100% of expected levy impact -7</li> <li>Implementation costs in excess of 100% of expected levy impact -10</li> </ul>	-10	0
Regulatory Compliance	<p>Will the opportunity result in the Town being non-compliant with respect to Provincial or Federal legislation or regulation?</p> <ul style="list-style-type: none"> <li>No potential challenges with respect to non-compliance with legislation or regulation 0</li> <li>Potential challenges with respect to immaterial non-compliance with legislation or regulation -5</li> </ul>	-5	0



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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