



Corporation of the Township of Brock

Staff Report to the Mayor and Members of Council

From: Lisa Chen

Position: Director of Finance and Treasurer

Title / Subject: 2023 Core Services Review and Performance Measurement Framework (KPIs)

Date of Report: November 29, 2022

Date of Meeting: December 5, 2022

Report No: 2022-GG-031

1.0 Issue / Origin

To request approval to award Performance Concepts Consulting a \$48,533 plus HST contract to perform a Core Services Review and to develop a Performance Measurement Framework.

2.0 Background

In 2020, Performance Concepts was retained by the Township of Brock to undertake an Organizational Review under the Province's Municipal Modernization Grant Program. The project was approximately \$50,000. The final report was presented at a Special Council meeting on November 9, 2020 (Appendix A), outlining Brock's "As Is" service delivery model organizational structure and a range of "As Should Be" performance improvement recommendations.

The review included a working session with Council to develop consensus around corporate priorities that informed recommendations around service delivery and organizational design. This resulted in a Brock Services Inventory outlining services and corporate support functions, along with potential Key Performance Indicators.

Performance Concepts team's recommendations included a roadmap with Do Now, Do Soon, and Do Later timing priorities. This report requests funding to proceed to the next stage by building upon the information acquired through the Organizational Review and undertake a Core Services Review and establish a Performance Measurement Framework.

3.0 Analysis

A Core Services Review and Performance Measurement Framework sets the stage for providing new Council with information to establish corporate priorities for the next four years. In tandem, the

process will set Asset Management Plan goals and assist in meeting the requirements under O. Reg. 588/17, *Asset Management Planning for Municipal Infrastructure*. The proposed work informs future discussions on the Recreation Master Plan, Corporate Strategic Plan and service delivery targets, which will then guide budget deliberations.

The final report will be ready in advance of the 2024 Budget process and will be an important document for CAO recruitment process and talent retention.

4.0 Related Policies / Procedures

Asset Management Plan, Recreation Master Plan, Corporate Strategic Plan, Procurement By-Law

5.0 Financial / Budget Assessment

The proposal (Appendix B) is \$48,533.00 + HST or \$49,387 net of the municipal HST rebate. Staff recommend a project be established for \$50,000 to be funded from the Tax Rate Stabilization Reserve.

Staff recommend sole sourcing the Core Services Review and Performance Measurement Framework to Performance Concepts Consulting. This provides efficiency having the same consultant and ensures continuity with the Organization Review recommendations.

Under the new Procurement By-Law, the \$50,000 threshold is within staff's authority for non-competitive bids, however, staff wish to provide full transparency to Council on this important initiative.

6.0 Climate Change Impacts

n/a

7.0 Communications

n/a

8.0 Conclusion

As a result of the 2020 Organization Review, the Performance Concepts team accumulated insights on the Township's service delivery, organization design, and governance model. Executing a 2023 Core Services Review and designing Performance Measurement Framework of Key Performance Indicators provides continuity and momentum to move forward.

9.0 Recommendation

BE IT RESOLVED that a Core Services Review and Performance Measurement Framework in the amount of \$50,000 be pre-approved for the 2023 Budget;

AND THAT the project be funded from the Tax Rate Stabilization Reserve;

AND THAT the contract be awarded to Performance Concepts Consulting in the amount of \$48,533 plus HST (\$54,842.29).