



BLACKLINE
CONSULTING

A Higher Standard

Service Delivery and Organizational Review

The Corporation of the City of Dryden

November 2020

Final Version

CONTENTS

/ CONTEXT — 3



/ EXECUTIVE SUMMARY — 9



/ RECOMMENDATIONS — 14



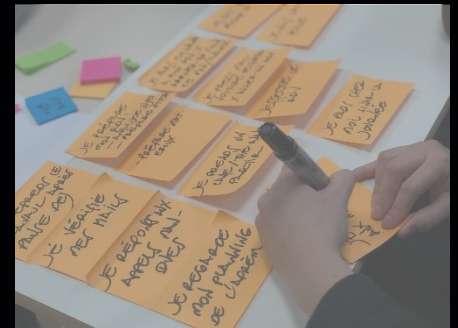
/ ASSET MANAGEMENT — 47



/ MANAGEMENT OPPORTUNITIES — 58



/ ADDITIONAL OPPORTUNITIES — 62



/ APPENDIX — 75



A photograph of a person hiking on a dirt trail through a dense forest. The person is wearing a blue jacket and is walking away from the camera. The trail is surrounded by tall evergreen trees and thick undergrowth. The lighting is soft, suggesting a cloudy day. The word "CONTEXT" is overlaid in white text on the left side of the image.

CONTEXT

Context

Situation

In The Corporation of the City of Dryden (“City” or “Dryden”), with a population of 7,749, it is Ontario’s smallest city. Centrally located on Highway 17 with east and west transportation links, it is a financial, real estate, healthcare, education and transportation hub for Northwestern Ontario. Dryden also services a catchment area of about 22,000 which includes providing certain municipal services to non-residents.

The City is also in the final year of completing repayment of a large amount of accumulated debt that had resulted from past capital projects as well as from the operation and sale of its telecommunications entity, DMTS / Dryden Mobility in 2012.

The City recognizes that its residents and local businesses are not well positioned to afford substantial tax increases so an ongoing strategy to find operational efficiencies and increase revenues to better position the City for financial sustainability has been implemented.

The City is continually striving to increase the diversity of its economy and be investment ready.

Objectives

- ▶ The desired outcome of this review is to:
 - Identify opportunities to change services and service levels
 - Obtain comparative data of the City’s services with comparable municipalities
- ▶ The ultimate goal for the City is to make changes that will help improve its financial sustainability in the long term, while still providing the services that make the City a desirable place to live and for businesses to thrive.

The purpose of this Report is to:

- ▶ Summarize the current environment, factors that have an impact on the City’s operations and service delivery.
- ▶ Provide recommendations to the City to help improve operational efficiencies and service delivery.
- ▶ Provide an implementation roadmap.
- ▶ Layout additional opportunities available to the City.

Note: During this review, the City began working on some of the opportunities within this report and has plans in its 2021 budget to take them forward.

Context

Changes in work driver demand can have a material impact on the efficiency and effectiveness of service delivery

Below is an overview of the degree of change for each service over a five year period (2014 to 2019, unless otherwise specified). Overall, there has been an increase in demand. On the supply side there has been a substantial increase in expense for contracted services even after adjusting for inflation.

Demand		
Work Driver	Degree of Change	
Population size	↑	Increase – 19%, similar to the population in 2009
Dwellings	↑	Increase – 19%, similar to the population Dryden had in 2009
Land Area (SqKM)	-	No change
Development Activity	-	Development (# of permits and value) has been fairly consistent since 2009
Roads	-	No increase in the number of KMs or bridges / culverts
Indoor Recreation Space	↑	Increase – 22% from 8,844 to 11,322 SqM
Outdoor Recreation Space	↑	Increase – 84% from 6,534 to 41,493 SqM
Number of Trails	-	No change
Legislation	↑	Increase – Asset Management, Fair Workplaces, Better Jobs Act

Supply		
Degree of Change		
Staffing*	-	No change with roughly the same composition of full-time and part-time staff
Total Operating Expense – Contracted Services	↑	Increase – 49% (before adjusting for inflation), major contributors are roads and wastewater treatment & disposal
Total Operating Expense – Salaries	-	No change (before adjusting for inflation)

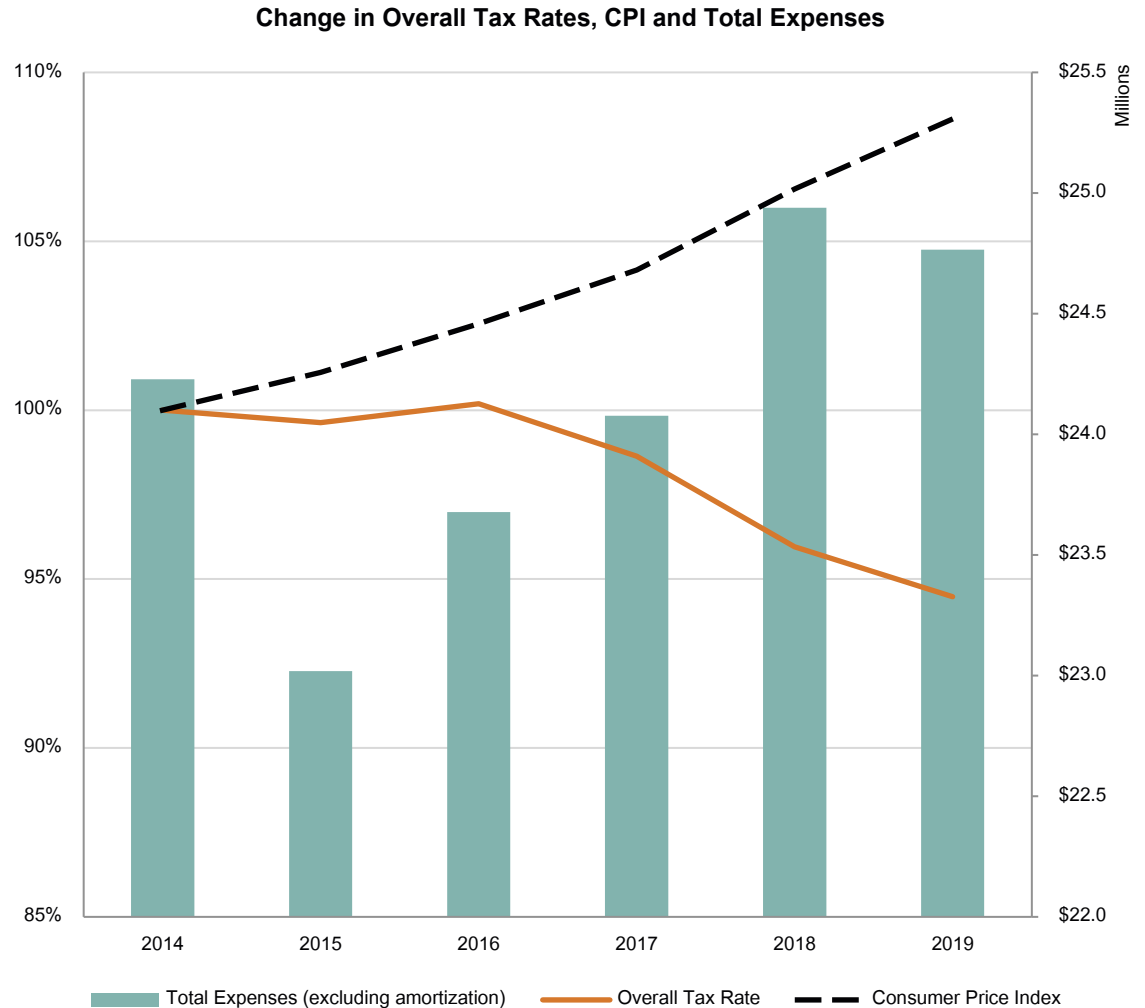
Source: This information is from FIR and StatsCan

*This is prior to Dryden transferring Municipal Childcare services to KDSB and contracting Airport management services.

Context

Since 2014, Dryden's overall property tax rate has decreased while both inflation and total municipal expenses have increased

- ▶ Variables are normalized to a base year of 2014 and shown as corresponding percentage increases or decreases.
- ▶ The overall tax rate is the ratio between the overall phase-in taxable assessment and the total tax levied. Dryden's overall tax rate has decreased by 5% from the baseline year of 2014.
- ▶ While displaying variation, total expenses have slightly increased since the baseline year.
- ▶ Consumer Price Index (CPI) measures the change in cost of a basket of goods over time and has steadily increased over time.



Context – Resident Survey

Dryden respondents are generally satisfied with the City and the services they receive, but express concerns about the road network services and infrastructure

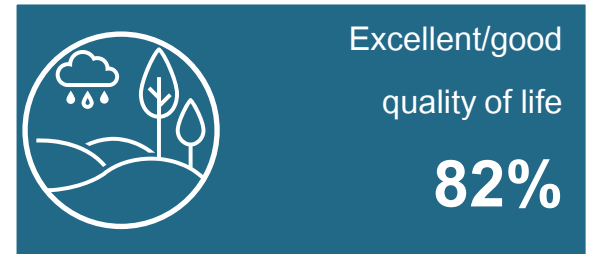
- ▶ Respondents are largely satisfied with their quality of life living in the City and with the overall quality of services they received from the City. However, most say that the City's infrastructure is not in good condition.
- ▶ Satisfaction is high with garbage pick-up and landfill, sewers and wastewater, and the Recreation Centre. These services drive positive perceptions of the overall quality of services.
- ▶ Opportunities for service improvement include road maintenance and winter road and sidewalk clearing. These services drive negative perceptions of the overall quality of services.
- ▶ A majority have used the Recreation Centre in the past year and are generally satisfied with their experience. Perceptions of the condition of the Recreation Centre building and the variety of programs offered drive users' overall satisfaction with the service.

Most agree that the City should increase taxes with inflation, but have mixed feelings on value received for municipal taxes

- ▶ A majority of respondents agree the City should increase taxes at the rate of inflation to maintain the quality of services and infrastructure, which would provide the City with additional necessary funding. Fewer agree with either increasing taxes at higher or lower levels than inflation.
- ▶ Fewer than half of respondents agree they receive good value for the taxes they pay, indicating an opportunity for the City to manage service perceptions.

Most respondents are satisfied with customer service received from the City

- ▶ Few residents say they are contacted too often by the City. Most prefer being contacted through social media, website, email. Similarly, most prefer to pay the City through their bank's website, pre-authorized payments and ETFs. As an online survey, residents who prefer to communicate and pay in non-online methods may not be fully represented.



Context – Peer Group Analysis

From a peer group analysis of select services we are able to draw some observations – generally, Dryden is below its peers* from a staffing ratio perspective (with some exceptions e.g. POA)

Services	Observation
IT	<ul style="list-style-type: none"> ▶ Dryden spends the most on IT however, it also supports the Police and the IT expenses are centralized.
HR	<ul style="list-style-type: none"> ▶ From an expense perspective, the median is \$240k with Dryden and Sioux Lookout above.
Road Services	<ul style="list-style-type: none"> ▶ Dryden has the most paved lanes to manage in comparison to the other municipalities. In addition, 13% of the total lanes maintained are unpaved as compared to the peer group (3%-35%). Dryden FTEs cover more KM than its peer group. ▶ From an expense / paved lane perspective, Fort Frances has the lowest cost at \$8,382. It is lower than the median \$11,572.
Water / Wastewater	<ul style="list-style-type: none"> ▶ All peer municipalities, most notably Sioux Lookout, use third parties, most often to OCWA.
Park Management	<ul style="list-style-type: none"> ▶ Smiths Falls and Sioux Lookout both have 2.0 FTEs for Management (Managers and or Supervisors) for park management. However both have the least amount of outdoor space. ▶ From an expense perspective Dryden is the lowest, while Kirkland Lake has the least amount of FTEs / outdoor space.
Recreation Services	<ul style="list-style-type: none"> ▶ On a per household basis, Sioux Lookout and Dryden spend the most.
Building and Bylaw Enforcement	<ul style="list-style-type: none"> ▶ Dryden operates with the fewest FTEs, while Sioux Lookout has the most with 4.0 FTEs.
Airport Services	<ul style="list-style-type: none"> ▶ With the exception of one, all are in a negative net position. Sioux Lookout is a major commercial hub for its region and therefore has a much higher revenue.
POA	<ul style="list-style-type: none"> ▶ From a processing perspective, Dryden has a higher volume of cases, however on a per FTE basis, Fort Frances is more productive. This is largely due to its staff model and is also reflective in a slightly lower expense / charge file.

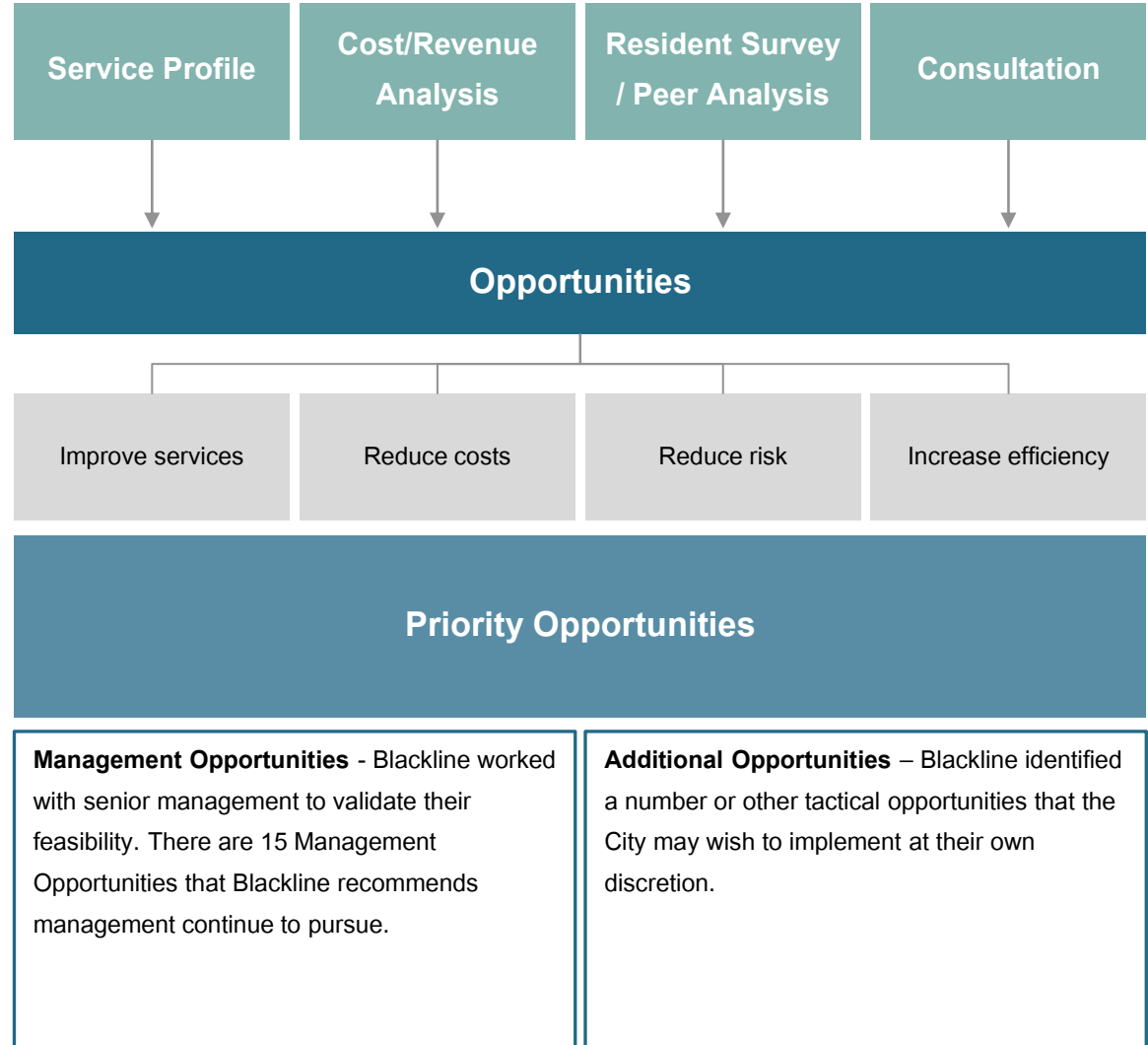
EXECUTIVE SUMMARY

Executive Summary – Overview

The opportunities in this Report are from several sources

- ▶ **Service Profiles** – we conducted an analysis of service profiles and identified opportunities.
- ▶ **Interviews** – through our consultation with management and staff.
- ▶ **Surveys** – both resident and peer surveys informed opportunities.
- ▶ **Our Analysis** – we conducted an analysis of various data and information provided by the City. In addition, we have drawn in from our previous experiences and knowledge conducting service reviews where applicable.

There is a total of 79 opportunities, and 10 of those opportunities are high priority. The Recommendation section includes more details of the 10 high priority opportunities.



Executive Summary – Recommendations (1/2)











With alignment to the City's strategic plan and continuous improvement program, the following are recommendations the City should consider implementing over the next three years

Recommendation	Page Ref.	Timing	Impacted Area	Opportunity Type
1. Create a Municipal Price Index (MPI) – Create an MPI that Dryden can use to forecast expenses and set funding requirements. Use the MPI as a tool for modeling upcoming budgets and cost recovery targets.	16-18	2021-H2	All City Services	Service Improvement
2. Create a City-wide Reserve Strategy – Build a reserve strategy for the City that defines a target and approach to fund the reserve.	19-22	2021-H1	All City Services	Reduce Risks
3 Define a Governance Framework – Define a governance framework that sets out authority levels across the organization. Leverage the City's service catalogue to identify decision-points and level of authority (and delegation). Where possible reference existing policies that outline levels of authority. Rollout the governance framework with training and awareness. On an annual basis make it mandatory for Supervisors and above to undergo training on the governance framework to ensure their understanding.	23-25	2022-H2	All City Services	Increase Efficiency
4. Implement Enterprise Risk Management (ERM) Practices – Implement an ERM framework and supporting tool for tracking risks. Conduct targeted annual audits to ensure that risks have been properly mitigated. Provide risk training for all management to help ensure adoption and is part of decision-making.	26-28	2022-H2	All City Services	Reduce Risks

Executive Summary – Recommendations (2/2)

Recommendation	Page Ref.	Timing	Impacted Area	Opportunity Type
5. Implement a Corporate Initiatives Prioritization Framework – To create a standard approach and supporting tools for management to prioritize corporate initiatives.	29-31	2022-H2	All City Services	Service Improvement
6. Improve Internal Communications – Create a Communications Working Group to focus on improving the City’s internal communications.	32-34	2021-H1	All City Services	Service Improvement
7. Simplify the City’s Performance Review Process – Simplify the City’s non-unionized performance management practices to reduce staff workload. Assign accountability to HR to lead the change.	35-37	2021-H1	All City Services	Increase Efficiency
8. Consolidate Customer Service Counters – Consolidate service counters at City Hall and move the PW counter responsibilities to City Hall creating a single point of contact.	38-40	2021-H1	All City Services	Service Improvement
9. Centralize Finance Functions – Centralize AP/AR and utility billing to leverage capacity in Treasury and streamline the processes.	41-43	2021-H1	Finance / Public Works	Reduce Costs
10. Track and Monitor Workload Data – As the City strives to improve its ability to track and report on KPIs it should consider implementing a consistent approach to track workload to help forecast work volume and develop resource plans to manage the demand.	44-46	2023-H1	All City Services	Increase Efficiency

Executive Summary – Implementation Roadmap

Recommendation	2021		2022		2023	
	H1	H2	H1	H2	H1	H2
1. Create a Municipal Price Index (MPI)						
2. Create a City-wide Reserve Strategy						
3. Define a Governance Framework						
4. Implement Enterprise Risk Management Practices						
5. Implement a Corporate Initiatives Prioritization Framework						
6. Improve Internal Communications						
7. Simplify the City's Performance Review Process						
8. Consolidate Customer Service Counters						
9. Centralize Finance Functions						
10. Track and Monitor Workload Data						

 = Duration of implementation

 = Ongoing activity

This proposed implementation plan takes into consideration urgency, dependencies and estimated effort. 2021 will inevitably be another unpredictable year given COVID-19 and the Canadian economy. As such, we recommend that following acceptance of this report, the City considers the above as more of a sequence of projects rather than a definitive implementation plan. We also recommend that Management further validates the supporting assumptions, develops more work plans and budgets for the recommendations that deem appropriate.



RECOMMENDATIONS

Recommendations – Introduction

There are 10 priority opportunities the City should consider implementing

The table to the right lists the priority opportunities. This is a subset of the total opportunities Blackline has identified – see Management Opportunities section.

The following pages provide a description of each of the top priorities describing:

- ▶ **Situation** – describes the current state
- ▶ **Recommendation** – the recommendation statement
- ▶ **Case Study / Research** – additional research of industry practices by other municipalities and relevant trends to support the opportunity
- ▶ **Actions** – the steps the City should follow to implement the opportunity
- ▶ **Benefits** – the potential advantages of implementing the opportunity
- ▶ **Risks** – potential risks relating to the opportunity

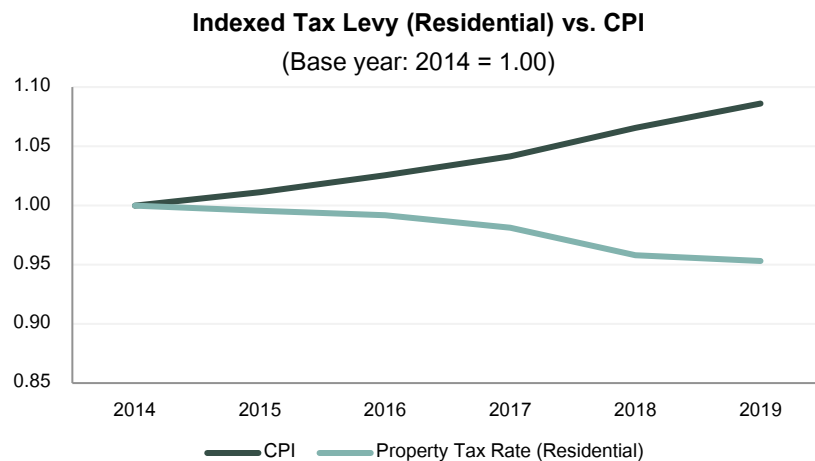
	1. Create a Municipal Price Index (MPI)
	2. Create a City-wide Reserve Strategy
	3. Define a Governance Framework
	4. Implement Enterprise Risk Management Practices
	5. Implement a Corporate Initiatives Prioritization Framework
	6. Improve Internal Communications
	7. Simplify the City's Performance Review Process
	8. Consolidate Customer Service Counters
	9. Centralize Finance Functions
	10. Track and Monitor Workload Data

#1 – Create a Municipal Price Index (1/3)

Current Situation

Like most municipalities in Ontario, Dryden's primary funding source is from property taxes. For at least the last five years the City has chosen to maintain or reduce property tax rates.

- ▶ As per the graph below, Consumer Price Index (CPI) over that same period is 8.3% (the average annual rate of Inflation (%) / decline in the Value of Money is 1.71%).
- ▶ Expenses over this same period have marginally increased. In 2014, the City's total expenses were \$28.6m, in 2019 they were \$29.5m. However, the City has made trade-offs to operate at a lower cost, such as foregoing asset refresh and contribution to reserves.



Note: Change in values calculated as percentage increase/decrease from the normalized base year (2014).

Source: This information is from FIR and StatsCan

However, using CPI to compare all municipal expenses is not the most accurate as the “basket of goods” CPI includes is different from the expenses a municipality incurs.

- ▶ A more suitable indicator is a Municipal Price Index (MPI), also known as a Municipal Cost Index (MCI). It is an objective measure of municipal inflationary trends as it relies mainly on price movement using a different basket of goods.

Benefits of a Municipal Price Index

- ▶ Measure the increase in municipal expenditure attributed to inflation
 - ▶ Allow managers to monitor the increase in spending by category
 - ▶ Provide an indication of the direction of prices relative to municipal expenditure
 - ▶ Explain increased expenditures attributed to inflation in the budget
-
- ▶ Many municipalities use an MPI to help forecast expenses and property tax rate changes. Some examples include: Elliot Lake, Calgary, Ottawa, Halifax, Waterloo, Edmonton, Strathcona County and St. Albert.

Recommendations

Create an MPI that Dryden can use to forecast expenses and set funding requirements. Use the MPI as a tool for modeling upcoming budgets and cost recovery targets.

#1 – Create a Municipal Price Index (2/3)

Step 1: Establish design principles for Dryden's MPI

- ▶ An MPI has several key components:
 - Establishing a “base year”
 - A basket of expenses (or goods)
 - Identifying appropriate data sources to use
 - Establishing an approach to calculating price changes
- ▶ Ideally the MPI includes data on prices and quantities so that the index can compare the price change while the quantity stays fixed. However, this is usually not feasible given the City's basket of expenses. Therefore, we recommend a “method of weighted relatives”. This uses the total expense of the City's basket along with pricing indices that are relative to the expense. Examples of some potential pricing indices are available via StatsCan:
 - Consumer Price Index (applies to compensation / purchased services)
 - Capital Expenditure Price Statistics (applies to construction)
 - Industry Price Indexes (applies to materials and supplies)
 - Machinery and Equipment Price Indexes (applies to purchasing equipment)
- ▶ The City will multiply the basket expense by the relevant pricing index to calculate the percentage price change. These percentage changes will give the indexed change in prices (or composite MPI) for expenses.
- ▶ Given the nature of this work we recommend ownership of the MPI resides with the Treasurer.

Step 2: Create expense categories and weight

- ▶ We recommend Dryden select 2009 as their base year. It allows the City to have 10 years of historical data to enhance the accuracy of its MPI. For ease, we suggest the City uses the below categories. It aligns with FIR reporting and will ensure consistency.
- ▶ Using 2009 FIR data we are able to calculate the City's base year index. The table indicates that c.76% of expenses are subject to inflationary factors.

Expense Type	FIR Expense Category	Weight
Compensation	Salaries, Wages and Employee Benefits	39.47
Purchased Services	Contracted Services	6.63
Materials and Supplies	Materials	30.82
Other	Interest on Long Term Debt	2.01
	Rents and Financial Expenses	0.75
	External Transfers	8.22
	Amortization	12.10
Total Basket of Expenditures		100.00

- ▶ The City may wish to have sub-categories such as land cost, fuel, utilities, equipment. However, this will largely depend on the availability of that information in the City's finance system.

#1 – Create a Municipal Price Index (3/3)

Step 3: Build an MPI model

- ▶ The City should build an MPI model. We recommend the City uses Excel to create a model that can extract data from its finance system as well as perform calculations based on other sources e.g. StatsCan.
- ▶ The City should include error checking capabilities to ensure calculations are correct and valid.
- ▶ The model should include a forecast based on actual expense data and pricing indices.

Step 4: Validate the MPI model

- ▶ Once the model is complete, it should undergo a series of testing to validate its accuracy.
- ▶ They City may wish to contract an economist or third party to help validate the model and calculations.

Step 5: Create operating procedures to maintain the MPI

- ▶ The City should define procedures and responsibilities for maintaining the MPI and the frequency / criteria to revise the model and quality assurance procedures.
- ▶ On a quarterly basis, the City should provide an update to the SMT and Council on the MPI figures and comparison to CPI.
- ▶ The City should also consider having the model and MPI periodically reviewed by a third party.

Step 6: Implement the MPI

- ▶ Annually, use the MPI as an input to forecast budget requirements. The City may also wish to use it help determine funding requirements.
- ▶ Communicate and publish the results of the MPI on an annual basis so that residents understand the impact of inflationary factors.

Benefits

- ▶ Measure and explain the increase in municipal expenditure attributed to inflation.
- ▶ Allow managers to monitor the increase in spending by category and provide an indication of changes in pricing.

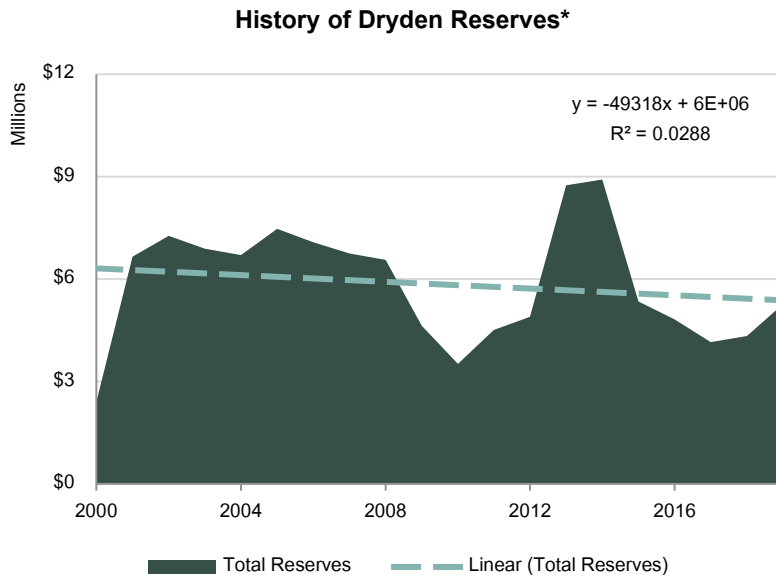
Risks

- ▶ The City relies too heavily on the MPI to set new budget and property tax rate changes causing a backlash from residents.

#2 – Create a City-wide Reserve Strategy (1/4)

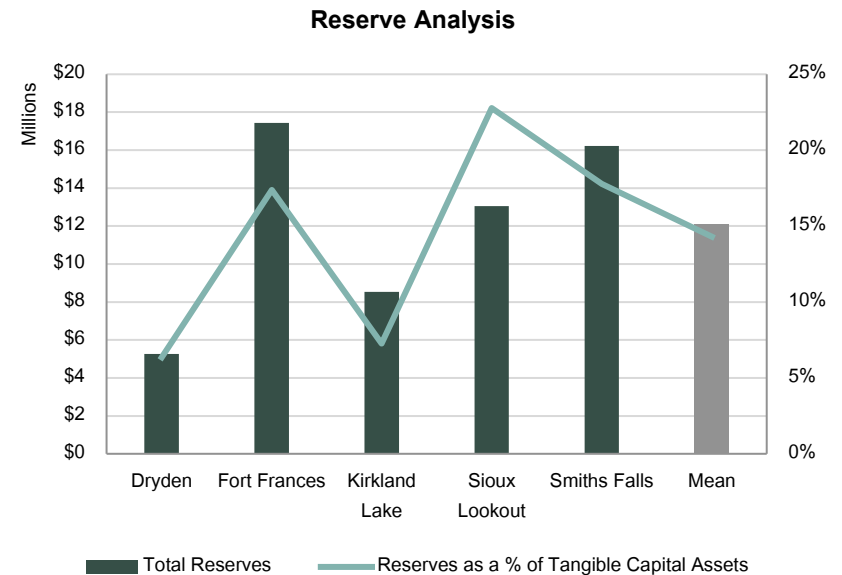
Situation

Over the past ten years Dryden's reserves has remained mostly below \$6m (see below).



- ▶ During this period, property tax rates have marginally changed, and City growth has also been minimal, both from a household and commercial perspective.
- ▶ Reserves are fundamental for a City to replace capital assets, react to emergencies and in some cases fund corporate initiatives.

Based on 2019 figures, the City has the lowest reserves per tangible capital assets when compared to its peers* and the peer group mean (see below).



Note, Dryden also has the lowest reserves per household using the same peer group.




Source: This information is from FIRs, provided finances, and StatsCan.

* 2000-2014 uses FIR data, 2015-2019 uses Dryden finances data due to working fund adjustments.

#2 – Create a City-wide Reserve Strategy (2/4)

Case Studies / Research

The Municipal Finance Officers' Association of Ontario defines three levels of maturity, which are essential for reserve and reserve fund planning:

 Basic	 Intermediate	 Advanced
<p>A high-level analysis of activities of significant reserves/reserve funds used to determine amount, use and timing.</p>	<p>Meet basic criteria in addition to some analysis of future activities for significant reserves/reserve funds to consider impacts of future activities on operating budgets.</p>	<p>Meet intermediate criteria. Performing a detailed analysis of future activities. Identifying performance measures to inform fund allocations.</p>

The City of Halifax has organized its reserve funds under the following categories: Risk Reserves, Obligation Reserves, and Opportunity Reserves. For the period of April 2020 – March 2021, the City proposes to budget contribution of >1% to total Risk Reserves, 14% to total Obligation Reserves, and 86% to total Opportunity Reserves.

The Township of Adjala-Tosorontio generates funding for reserves through common sources:

- ▶ Direct allocation of part of the annual budget towards reserves as a savings account for a specific purpose
- ▶ Contribution through development charges to cover costs associated with growth
- ▶ Surplus from departmental budgets
- ▶ Funding grants from senior levels of government
- ▶ Contributions through the Planning Act and other specialized contributions

These sources are in-line with other municipalities across Ontario.

City of St. Catharines' Council had identified a goal of focusing on multi-year budgeting to improve long-term financial planning. Their existing reserve funds include a Discretionary Reserve Fund and an Obligatory Reserve Fund. Based on their 2015 Reserves and Reserve Funds Report, the budget they allocated:

- ▶ 57% for total Discretionary Reserve Funds
- ▶ 43% for total Obligatory Reserve Funds

#2 – Create a City-wide Reserve Strategy (3/4)

Recommendations

Build a reserve strategy for the City that defines a target and approach to fund the reserve.

Step1: Set targets for the City's reserves

- ▶ Using historical data (see below and to the right) of all municipalities in Ontario we suggest Dryden sets a reserve target (per household) that is in-line with the mean of similar sized municipalities - \$2,900. This equates to a gap of \$1,418 / household or \$5m.
- ▶ The City should confirm this target as it completes its new asset management plan.




Per-Household Total Reserves in Ontario Municipalities (2018/2019)		
	All Municipalities	Fewer than 10k Households
Minimum	\$82	\$383
Dryden	\$1,487	\$1,487
1st Quartile	\$2,022	\$1,693
Median	\$2,991	\$2,517
Mean	\$3,318	\$2,905
3rd Quartile	\$4,202	\$3,607
Maximum	\$12,424	\$12,423



#2 – Create a City-wide Reserve Strategy (4/4)

Step 2: Define a reserve structure

- ▶ The City should continue using its approach of having different reserve funds. Below is an example of different reserve funds and their purpose (based on our research).

Example Funds		Example Purposes
 Obligatory Reserve		<ul style="list-style-type: none"> ▶ Future assets ▶ Fleet vehicle & equipment ▶ Solid waste facilities
Discretionary Reserves	 Emergency Reserves	<ul style="list-style-type: none"> ▶ Insurance and risk ▶ Operating stabilization ▶ General contingency
	 Opportunity Reserves	<ul style="list-style-type: none"> ▶ Strategic / corporate initiatives ▶ Technology asset refresh ▶ Community and events

Step 3: Define how the City will fund its reserves

- ▶ Once the City agrees on the reserve target and structure it should identify the funding sources and ideally the annual contribution amount. The following are some methods municipalities use to fund their reserves:
 - Transfer of surplus from operating budgets
 - Property taxes
 - Sale of properties
 - Revenue from user-fees
 - Interest from reserve funds
- ▶ Setting the annual contribution amount varies by municipality. In some cases, it is a percent of a funding source or a specific amount.

Step 4: Document the strategy for increasing reserves

- ▶ The City should document a multi-year reserve strategy using the previous steps as an input. The City should seek approval from Council to implement the strategy and report on its progress annually.

Benefits

- ▶ The City will be able to fund initiatives and replace assets as planned.

Risks

- ▶ The City may have to increase property taxes to achieve this goal.
- ▶ The arrival of COVID-19 will make it difficult to direct funds to reserves.

#3 – Define a Governance Framework (1/3)

Situation

There are several layers of governance in a municipality. The right is an illustration of common decision-making bodies. For the purposes of this opportunity we focus on operational decision-making.

- ▶ The City has several policies and by-laws that it uses to govern and make decisions. However, many of the policies have not been reviewed / updated recently. They also differ in structure and level of detail regarding authority and decision-making. Consequently, it can be difficult to understand the levels of authority that City management and staff have, as well as the delegation of authority (e.g. when managers are on vacation). This can lead to inconsistencies in decision-making.

Case Studies / Research

Most municipalities do not provide publicly available information relating to their operational decision-making processes. Most publicly available information describes the involvement of committees and Council. Some examples include:

- ▶ City of Toronto
- ▶ City of Brampton
- ▶ City of Oakville
- ▶ City of Stratford

The following page provides more details of our research.



#3 – Define a Governance Framework (2/3)

Process-oriented Approach to Decision-making – According to Harvard Business School Professor “It’s very rare to find a single point in time where a ‘decision of significance’ is made and things go forward from there. What we’re really talking about is a process. The role of the manager in overseeing that process is straightforward, yet, at the same time, extraordinarily complex.”

- ▶ The article describes that organizations should clearly establish their decision-making process, from framing the issue to managing staff dynamics and communication.

Three Practices that Support Good Decision-making – Based on a global survey by McKinsey, there are three practices that will make an organization more efficient with decision-making. Those practices are:

		
1. Making decisions at the right level, often by delegating	2. Focus relentlessly on enterprise-level value	3. Get commitment from the relevant stakeholders

Research also suggests governments and organizations are beginning to use automation-embedded information to streamline the decision-making process.

- ▶ **Process Automation and Decision-making** – IBM has written on industry trends whereby organizations are applying automation to decision-making. It is already common practice for companies to have workflows that manage activities and remind individuals for decision-making. Process Automation is taking this a step further. With the evolution of artificial intelligence (AI), organizations can use AI for performing decisions based on business rules and content. This will increase efficiency and applicability of these processes. Currently, the Government on Canada is exploring the use of AI to make and/or assist in decisions to improve service delivery.

Recommendation

Define a governance framework that sets out authority levels across the organization. Leverage the City’s service catalogue to identify decision-points and level of authority (and delegation). Where possible reference existing policies that outline levels of authority. Rollout the governance framework with training and awareness. On an annual basis make it mandatory for Supervisors and above to undergo training on the governance framework to ensure their understanding.

#3 – Define a Governance Framework (3/3)

Actions

Step 1: Review policies, services and collate decision-making information

- ▶ Review the City's existing policies and By-laws to:
 - Ensure the information is up-to-date, accurate and complete
 - Identify policies that include decisions and / or may require further clarity. For example, in the City's HR discipline policy (HR-DI-01) it is not clear who has authority to administer discipline. Conversely, the City's procurement policy clearly outlines the level of authority and decision-making based on certain thresholds.
- ▶ The City should also review the service catalogue and check if there are any gaps (e.g. not in a policy or by-law) in terms of operational decision-making and delegation of authority.
- ▶ Collate the decision-making information and work with the necessary individuals to address any gaps.

Step 2: Create governance framework

- ▶ We recommend the City's governance framework is a concise reference document that provides management and staff with a single spot to guide their decision-making. See the appendix for an example table of contents and illustrations.
- ▶ The Clerk should be the owner of the governance framework as it aligns well with other similar clerk responsibilities.
- ▶ Using the information from the previous step begin drafting the framework. Work with the City's SMT to review and refine.

Step 3: Rollout framework and awareness program

- ▶ Before rolling out the framework, the City may wish to pilot it (or a sub-section) to see its effectiveness at all levels (management, middle management and staff).
- ▶ Once the framework is complete the City should create a plan to communicate the purpose and use of the governance framework. The framework should also be readily available for all staff (e.g. on a shared location) and accessible for field staff that are not in City hall.
- ▶ Annually, supervisors and above should undergo brief training and reminder about the governance framework. The City should consider timing this activity with its annual review of policies and include the governance framework as part of that annual review.

Benefits

- ▶ Better, more efficient decision-making.
- ▶ Transparency and understanding of decision-making within the City (at all levels).
- ▶ Easy to use reference material for new staff to understand how the City makes decisions.
- ▶ Alignment between decisions and City policies and by-laws.

Risks

- ▶ Inaccuracies will reduce the effectiveness of the framework.

#4 – Implement Enterprise Risk Management Practices (1/3)

Situation

The City does not have a formal enterprise risk framework to manage risks. There have been occasions where issues could have been avoided if a framework was applied. For example, there have been numerous insurance claims made against the City – implementing a risk framework that allows the City to identify, assess, monitor and manage all potential risks the City faces would likely reduce the total number of claims, in turn, reducing the settlement costs and legal fees.

What is an enterprise risk management framework?

Enterprise risk management (ERM) refers to the identification and evaluation of risks, followed by the development of processes to avoid or minimize their impact. An ERM framework provides the structured steps by which to identify threats, assess them in terms of their likelihood and magnitude of impact, develop a minimizing strategy and monitor the progress against the strategy.

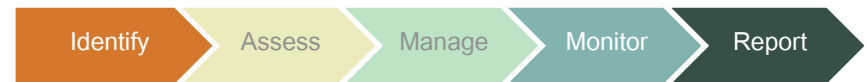
Recommendation

Implement an ERM framework and supporting tool for tracking risks. Conduct targeted annual audits to ensure that risks have been properly mitigated. Provide risk training for all management to help ensure adoption and is part of decision-making.

Actions

Rigorous and consistent risk management should be embedded across the organization

This can be easily accomplished with the right framework. Typically, risk management frameworks follow five steps, as outlined below:



The framework provides a method to identify and quantify challenges and threats, assign ownership, define actions and evaluate the result of those actions. Proactively addressing risks protects the City and its residents.

The ERM framework requires risks to be categorized

Typical risk categories include:

- ▶ Financial risk – what can go wrong that relates to assets, liabilities, revenue and capital and operating expenses?
- ▶ Reputational risk – what are the various things (actions or inactions) that can damage the reputation of the corporation?
- ▶ Operational risk – what can go wrong in the City's processes / procedures?
- ▶ Regulatory risk – what are the consequences of not complying with legislation, regulation, bylaws or policies?

These categories help identify risks and define how they could impact the organization.

#4 – Implement Enterprise Risk Management Practices (2/3)

Step 1: Identify risks

The goal of the first step of the framework is to review each of the risk categories and ask “what can go wrong?” – the answer will be a comprehensive list of risks.

To answer this, review the City’s existing documentation (audits, process documentation, project plans etc.) and consult with staff and management to find out what factors (internal and external) the City faces which can pose risk to the organization. To the right are some examples of factors that may introduce risk to the City.

Document the identified risks to create a risk inventory.

Internal Risk Factors		External Risk Factors	
▶	New personnel	▶	Economic environment
▶	Change in management responsibilities	▶	Change in legislation or regulations
▶	New programs and / or systems	▶	Change in technologies
▶	Changes in controls	▶	Community and resident needs or expectations

Step 2: Assess risks

The goal of the second step is to ask, “how likely is this to happen and what are the consequences?” For each risk, score the impact versus the likelihood.

Impact	Catastrophic	Level 3	Level 3	Level 4	Level 4	Level 4
	Major	Level 2	Level 3	Level 3	Level 4	Level 4
	Moderate	Level 2	Level 2	Level 2	Level 3	Level 3
	Minor	Level 1	Level 1	Level 2	Level 2	Level 3
	Negligible	Level 1	Level 1	Level 1	Level 1	Level 2
		Rare	Unlikely	Somewhat Likely	Likely	Almost Certain
		Likelihood				

The City’s risk tolerance is defined as the level of risk the City is willing to accept in pursuit of its objectives. The level of risk acceptable is directly related to the nature and scope of the project or work.

#4 – Implement Enterprise Risk Management Practices (3/3)

Step 3: Manage risks

- ▶ All risks and their scores should be added to a risk register. In this register, each risk will be assigned an owner who is responsible for developing a strategy and action plan to minimize the effect of the risk or avoid the risk completely. Below is a high level example of a risk register.

Risk	Likelihood	Impact	Score	Mitigation	Owner
There is a risk that a breach in IT security, or issues with IT general controls, could result in theft or damage of private information.	Unlikely	Major	3	<ul style="list-style-type: none">- Annual security review- Cyber insurance- Staff training	Manager of IT

Step 4: Monitor risks

- ▶ The City will continuously monitor the status of risks and adjust the risk scoring as situations changes. Risk monitoring should be part of the SMT agenda and reviewed at a minimum quarterly.

Step 5: Report risks

- ▶ The City will conduct annual audits on high risk areas to identify progress against the strategy and action plan.
- ▶ The City should consider using a third party for independence reasons as well as access to specialty skillsets.

Benefits

- ▶ Reduction in risk across the organization.
- ▶ Reduction in total claims made against the City; reducing settlement costs and legal fees.
- ▶ Improve public trust in the City.

Risks

- ▶ Resistance to change, adoption and adherence to the risk management framework.

#5 – Implement a Corporate Initiatives Prioritization Framework (1/3)

Situation

With the arrival of COVID-19, there is uncertainty from a socio-economic perspective. Municipalities play a significant role and have had to adapt quickly to changes set by the Province and Federal government. Consequently, it will be important for municipalities to be able to managing competing priorities and react to uncertainty as best possible.

The City has an annual process to establish next year's budget and department work plans. However, in-year opportunities may arise (e.g. grants) that can change priorities. Currently the City relies on the SMT to discuss the re-prioritization and make the necessary adjustments. However, this approach may not consider all aspects consistently. Staff awareness of the priorities may also not be well understood.

Given the uncertainty COVID-19 brings there is an opportunity to revise the City's approach to setting priorities and assessing new priorities that come up throughout the year to ensure the City has the proper resources.

Recommendation

To create a standard approach and supporting tools for management to prioritize corporate initiatives.

Actions

Step 1: Update the process

- ▶ The City should align its current approach to setting the annual budget and departmental workplans with a structure that allows it to assess the impact of changing priorities. See the next page as an example.

Step 2: Establish prioritization criteria

- ▶ The City should consider several criteria as it has a broad range of projects to assess (from internal corporate initiatives to capital infrastructure). Below are some example:
 - Business value (tangibility, the project beneficiaries)
 - Costs (one-time, ongoing)
 - Legislative need
 - Achievability (capacity and capability of the City)
 - Complexity of the project
 - Urgency of the project
 - Availability of funding (e.g. grants)
- ▶ The City should apply weights to each criterion as not all have equal importance.

#5 – Implement a Corporate Initiatives Prioritization Framework (2/3)

	1 Understand Impact of Change	2 Project Prioritization (Department)	3 Synergy and Capacity Analysis	4 Project Prioritization (Corporate)*
Objective	Ensure changes align to the department or corporate objectives	Assess departmental project list	Identify corporate initiatives and capacity constraints	Assess consolidated project list and approved project priorities
Inputs	<ul style="list-style-type: none"> ▶ Department budget ▶ Current project list ▶ Council priorities / department work plans 	<ul style="list-style-type: none"> ▶ Department budget ▶ Department project list (draft) 	<ul style="list-style-type: none"> ▶ Department project list 	<ul style="list-style-type: none"> ▶ Current project list ▶ Consolidated project priority list ▶ City capacity / options analysis
Activities	<ul style="list-style-type: none"> ▶ Collate changes and rationale ▶ Develop change into projects ▶ Size projects - cost / resources / effort ▶ Consult with IT on technology implications 	<ul style="list-style-type: none"> ▶ Score department projects ▶ Team meeting to ratify project ranking ▶ Refine project list ▶ Confirm department readiness (e.g. resources), potential barriers and contingencies 	<ul style="list-style-type: none"> ▶ Update the corporate project list (across all departments) ▶ Confirm project sizing ▶ Assess impact – funding sources, cost, resources, risks, benefits ▶ Assess capacity to deliver 	<ul style="list-style-type: none"> ▶ Review priority list ▶ Assess resource option analysis ▶ Approve project funding OR request additional information ▶ Create updated project list ▶ Agree on communication to staff and inform them of changes
Outputs	<ul style="list-style-type: none"> ▶ Updated department project list (draft) 	<ul style="list-style-type: none"> ▶ Department project list (final) 	<ul style="list-style-type: none"> ▶ Consolidated project priority list ▶ Resource plan 	<ul style="list-style-type: none"> ▶ Approved City project list

* The re-prioritization can take place during – a. quarterly through the budget year, OR c. urgent (next SMT meeting)

#5 – Implement a Corporate Initiatives Prioritization Framework (3/3)

Step 3: Create templates

- ▶ Using the above, the City should create an easy to use Excel template for scoring projects.
- ▶ To support SMT's prioritization discussions, the City should have a simple dashboard that captures the project list from the various departments. The City can use its existing workplans. However, the City will need a consistent template to capture the supply. To address the "supply-side" the City should create a template to capture its resource capacity. Typically, this will leverage time entry or resource forecast schedules.

Step 4: Pilot prioritization

- ▶ SMT should consider piloting the new tools and process activities (e.g. "what if we did 2020 over again").
- ▶ Following the pilot, SMT should gather feedback on the efficacy of the pilot, identify refinement opportunities and make any necessary changes.
- ▶ Once complete, the final prioritization collateral should obtain SMT approval.

Step 5: Rollout

- ▶ Create a brief training pack for the City's stakeholders to understand the new process. This should include communicating changes to management and staff so that there is a clear understanding of the prioritization process.
- ▶ The City may also want to consider providing an annual refresh course of the prioritization process ahead of budgeting season.

Benefits

- ▶ Revising the project prioritization will help improve the City's ability to match demand from corporate initiatives to the City's supply (i.e. City resources). Consequently, business unit expectations will be more aligned.
- ▶ Reduce project delays.
- ▶ More efficient use of staff resources.
- ▶ Improve transparency and communication to staff.

Risks

- ▶ Adoption and adherence to the new prioritization process does not occur and City resources are not able to meet the demands or are unaware of the City's priorities.
- ▶ That the new process steps may require more effort than the City currently uses to prioritize, causing work delays in other areas.

#6 – Improve Internal Communications (1/3)

Situation

As per the City's communication policy (last reviewed in 2019) - it is committed to open, transparent and honest communication with residents, businesses, City employees and visitors.
















- ▶ The policy covers both internal and external communication as well as provides guidance for informal communication. It allows managers to decide how best to communicate with their staff.
- ▶ The City does not have a platform (e.g. intranet) to share corporate updates. In the absence of one, the City has monthly managers meeting and a weekly newsletter (via email).

This can make it difficult especially for departments that have casual staff / field staff that do not have the need for an email address or workstation (laptop / desktop).

- ▶ Currently, staff receive most information informally and is largely dependent on the ability of their supervisor or manager. This communication challenge has the potential to affect others with the arrival of COVID-19. Departments that historically worked in one location are now working in a hybrid model (some working from home and others in the office).
- ▶ Some departments are adopting new tools such as Microsoft Teams to improve their intradepartmental communication and initial indications are that it is proving useful.

Miscommunication affects the workplace in many ways. It contributes to failure to complete projects and affects staff motivation.

- ▶ Miscommunication can be more problematic across generational divides. Some generations such as millennials and Gen X use instant messages to communicate. Contrary, baby boomers do not see instant messages as a proper channel to communicate work related matters (see below).



Traditional	Baby Boomer	Generation X	Millennial	Generation Z
 Phone Calls	 Phone Calls	 Voicemail	 Instant Message	 FaceTime
 Letters	 Face-to-Face	 Text	 Text	 Text
 Personal Notes	 Email	 Email	 Email	 Face-to-Face

- ▶ Hierarchy can also have a negative effect. Leaders can often have a hard time contacting frontline staff. If this is the case, managers and supervisors tend to face the most communication problems, having to align different goals and perspectives from leaders and staff.

#6 – Improve Internal Communications (2/3)

Case Studies / Research

Effective communication is a challenge in many organizations. Larger organizations benefit from having access to communication specialists that can help improve communication. In addition, managers and supervisors receive training to improve their communication capabilities. With smaller organizations this is not always the case and therefore sharing information in a timely, clear and accurate way can become a challenge. The following are some examples of other organizations that are improving their communication with staff.

Case Studies	
	<p>The city established a communication plan to increase employees' satisfaction through a symmetrical system of internal communication. The first phase of their plan focuses on creating a comprehensive research of corporate channels and stakeholder engagement.</p> <p>With COVID-19, Mississauga is implementing new communication tactics e.g. developing a schedule for weekly emails from HR and the city manager, holding virtual town halls for staff, redesigning their intranet and scheduled weekly updates on the employee telephone hotline.</p>
	<p>Their communications plan aims to facilitate strong and authentic internal communications through three main projects:</p> <ol style="list-style-type: none"> 1. Redesigning their intranet to allow employees to communicate more effectively with one another. 2. Create and lead an internal communication taskforce. 3. Develop and execute a comprehensive and targeted communication plan for employees.
<p>A Township in Ontario</p>	<p>A remote Township is using WhatsApp to communicate informally with field staff. The manager and supervisor noticed that it was difficult to communicate with field staff both for day-to-day activities as well as corporate information. The Township does not yet have MS Office 365 and therefore did not have a means. They began to use a WhatsApp group to send information before shifts, leave voice recordings regarding corporate updates. Field staff can respond to requests and ask questions.</p>

#6 – Improve Internal Communications (3/3)

Recommendation

Create a Communications Working Group to focus on improving the City's internal communications.

Actions

Step 1: Create a Communications Working Group (CWG)

- ▶ Communication is not just the responsibility of managers and supervisors. To help ensure any future changes consider staff needs and generational differences the City should establish a working group that has representatives from all departments. The mandate for the CWG is to improve internal communications – within departments and across the organization, and formal / informal.
- ▶ We recommend that to start, the HR Manager is the chair of the CWG.

Step 2: Gather improvement opportunities

- ▶ The CWG should brainstorm opportunities to improve communications.
- ▶ The City should undergo a staff survey to allow for additional opportunities. After collating the responses, the CWG should prioritize the list and identify the top changes to implement and seek approval from SMT to proceed.
- ▶ The CWG should work with IT to understand technology solutions that the City can leverage e.g. Microsoft Teams, SharePoint, etc.

Step 3: Pilot improvements

- ▶ Consider running pilots to rapidly test if the changes are beneficial or not. During a pilot, the CWG should setup a method to capture feedback and the effectiveness of the pilot. If successful than make the change permanent. Otherwise document why the pilot was unsuccessful so that the CWG can make changes to improvements before more broadly rolling it out or for future reference.

Step 4: Update communications policy

- ▶ Once a pilot has been successful update the communications policy to reflect the new method for communicating.
- ▶ Update the policy to indicate that the CWG will have responsibility for improving internal communications.

Benefits

- ▶ Staff will shape the internal communications.
- ▶ Improved communication within departments Staff are aware of any changes and activities.
- ▶ Reduced email traffic.

Risks

- ▶ Due to funding and resource constraints the CWG is not able to implement any changes to improve communications.

#7 – Simplify the City’s Performance Review Process (1/3)

Situation

The City’s current Performance Goals and Measures (PGM) process for non-unionized staff is manual and effort intensive. Estimates indicate the total effort equivalent is 1.6 FTE. In addition, there is little evidence that this process is effective.

- ▶ Unionized employees have a simpler process that uses a standards evaluation matrix and an annual review.
- ▶ Non-union employees have a more complex process. Working with their manager/supervisor, each employee sets annual goals and populates the PGM template to track progress monthly. In 2019, the City put in place quarterly PGM progress meetings to ensure accountability.
 - The complexity of individual PGMs can be substantial. For example, it can include five goal sections, 43 objectives, an individual development plan, timeline and administrative section.
- ▶ HR collects, reviews and files all PGMs. As well, HR provides support to staff and management.
- ▶ Despite the effort involved, outcomes are difficult to aggregate, analyze and report in a systematic fashion as they are not in a useable digital format.
- ▶ Staff also indicate the process is not transparent into providing a path for career advancement or raises.

Description	#	Time (hours)	Annual effort	Annual FTEs
Union staff	200	2.0	400.0	0.2
Non-union staff	39	29.0	1131.0	0.6
<i>Setup/first quarterly meeting</i>	1	5.0		
<i>Monthly tracking</i>	12	1.5		
<i>Remaining quarterly meetings</i>	3	2.0		
Manager reviews	39	29.0	1131.0	0.6
Human resources	1	210.0	210.0	0.1
<i>Filing evaluations</i>		68.0		
<i>Reviewing and supporting</i>		142.0		
		Total	2872.0	1.6

#7 – Simplify the City’s Performance Review Process (2/3)

Recommendation

Simplify the City’s non-unionized performance management practices to reduce staff workload. Assign accountability to HR to lead the change.

Actions

Step 1: Immediately reduce effort on PGMs

- ▶ For 2021, implement a Lean PGM approach that includes up to five standard goals for non-unionized employees that align to the strategic goals of the City. HR with the assistance of members from SMT will create these goals using the SMART framework.¹
- ▶ Management will be able to add up to three additional goals to their PGM.
- ▶ Revise the PGM template to include these goals for 2021.
- ▶ The PGM should ensure roles align with current job descriptions and staff have accurate expectations of performance.
- ▶ Eliminate monthly and quarterly updates. Instead, have one mid-year update with their manager/supervisor.
- ▶ Ensure communication is clear – this is an interim solution and will change.

Step 2: Assess current performance management process

- ▶ Conduct a review of the City’s performance process using Lean (see below the different types of waste). Assess all departments as variation may exist.

Defects	Overproduction	Waiting	Unused Talent
Waste from a service or system failure to meet expectations	Waste from doing more than what is required or sooner than it is required	Waste from time spent waiting for the next process or work activity to occur	Waste from underutilizing staff’s talents, skills and knowledge
Transportation	Inventory	Motion	Excess Processing
Waste from unnecessary movement in a system	Waste from excess inventory through financial costs, spoilage and wastage	Waste from time and effort unnecessarily moving employees in the system	Waste from doing work that is not valued

- ▶ Quantify the time and effort and identify low value activities.
- ▶ Perform an initial market scan of performance management systems to automate and digitize the activities. This will help improve the City’s awareness of potential solutions.

1. Specific, Measurable, Assignable, Relevant, Time-based

#7 – Simplify the City's Performance Review Process (3/3)

Step 3: Develop future processes

- ▶ Evaluate the effect of the interim changes and collect feedback.
- ▶ During 2021, engage a third party that has expertise in performance management to help revise the City's PGM process. This should also include technology solution to support the PGM process.
- ▶ Before adopting a new process, estimate the level of effort and ensure it is sustainable and appropriate for staff and management.

The chart at right shows the effect of simplifying the PGM process.

- ▶ A 75% reduction in effort is roughly equivalent to stopping monthly and quarterly updates, while including one mid-year update. It will provide approximately 1.0 FTE in labour savings across the City.
- ▶ We assume any changes to the performance process will still require HR involvement. As such, hourly estimates for HR work is stepped down to multiples of workweeks.
- ▶ Ensure the new PGM has robust technology features for collating, analyzing, reporting and provide workforce insights.

Benefits

- ▶ Improve management and staff productivity.
- ▶ Improve ability to track, analyze, and measure performance outcomes, including consistent employee metrics across the City.
- ▶ Improve organizational alignment to achieve strategic objectives.

	0%	50%	75%	100%
Description	Reduction	Reduction	Reduction	Reduction
Union staff	400.0	400.0	400.0	400.0
Non-union staff	1131.0	565.0	282.8	0.0
Manager review	1131.0	565.0	282.8	0.0
HR	210.0	160.0	120.0	80.0
Total Effort (hrs)	2872.0	1690.0	1085.6	480.0
FTEs	1.6	0.9	0.6	0.3

Risks

- ▶ Communication and training to staff and management is not effective, creating confusion and additional work.
- ▶ Few changes are implemented and process remains time-consuming.

#8 – Consolidate Customer Service Counters (1/3)

Situation

Four different departments have customer service counters and devote staff time and training to customer service needs. There are three separate counters at City Hall for Clerk, POA, and Treasury services. In addition, there is another counter at the Public Works' (PW) main building. The table to the right describes each service counter.

- ▶ It can be confusing for customers to understand where to get service, and some requests require more than one point of service. For example, the cashiers counter processes most payments. However, inquiries such as marriage licensing or making cemetery plot purchases involve both the Clerk's counter and the Cashier, with customers obliged to queue at different counters.
- ▶ In addition, with the arrival of COVID-19 many municipalities are having to re-evaluate the physical setup and usefulness of having service counters. The PW service counter did close for a period and is now open again.
- ▶ Based on comparator data, another major impact COVID-19 is having is moving more services online, especially those requiring payments.

Recommendation

Consolidate service counters at City Hall and move the PW counter responsibilities to City Hall creating a single point of contact.

Service Counter	Effort (FTEs)	Accepts Payment	Inquiries Handled
Mayor/ Clerk/ Admin	0.2	No	<ul style="list-style-type: none"> ▶ Email/general inquiries ▶ Cemetery/lottery/marriage licensing inquiries ▶ Courier/mail distribution ▶ Public relations (e.g. pins)
Cashiers/ General Inquiries	1.0	Yes	<ul style="list-style-type: none"> ▶ Property taxes inquiries ▶ Permits ▶ Fees and charges
Provincial Offences Act	0.5	Yes	<ul style="list-style-type: none"> ▶ Paying fines ▶ Scheduling trials, filing POA re-openings ▶ Provincial offences inquiries
Public Works	0.3	Yes	<ul style="list-style-type: none"> ▶ Service requests (potholes, tree/grass issues, winter roads, garbage/recycling) ▶ Respond to water billing inquiries (e.g. account status, leaks, owner/tenant updates) ▶ Sales includes garbage tags, recycling bins, truck weigh-in

#8 – Consolidate Customer Service Counters (2/3)

Actions

Step 1: Assign initial responsibilities

- ▶ To lead the service counters, the City should assign overall responsibility to one manager. Each of the other departments should assign a point of contact to work on the transition and ensure continuity of service.
 - The Finance department is the most likely candidate to assume leadership, as it already is responsible for two service counters (cashiers and POA) and has experience with financial processes.
- ▶ Determine which customer service counter area will remain open to the public.
 - Based on the City Hall floor plan, the most likely candidates are the cashier service counter, or the POA service counter. Both are near the front entrance.

Step 2: Define processes and service expectations

- ▶ The scope of service for each department should be set out in a document. Each department should define the customer service process activities and hand-offs to other individuals / departments. The scope of service should include different service channels (e.g. in-person, email, phone, social media).

Step 2: Define processes and service expectations (continued)

- ▶ Once the city defines the scope of service, escalation processes should be set out for each customer service process, to ensure that service is smoothly transferred between customers service and other departments (e.g. what information will be transferred with each inquiry, service time-frames).

Step 3: Develop knowledge base and determine staffing needs

- ▶ Develop a knowledge base by collating and reviewing current service process documents. Work with current counter staff to ensure it is accurate, up-to-date, and covers the most common services.
- ▶ Based on current service demands, the City will require at least two full-time staff for front-line customer service. Determine the back-up capacity and ensure cross-training for coverage as appropriate.
- ▶ Determine customer service needs for software/hardware, and physical location. Work City staff to ensure necessary equipment/space.

#8 – Consolidate Customer Service Counters (3/3)

Step 4: Assign and train staff

- ▶ Assign staff to customer service duties. Train with current customer service staff, on the knowledge base, and software (see table below).

Service Counter	Software
Mayor/Clerk/ Admin	<ul style="list-style-type: none">▶ Vadim▶ Stone Orchard
Cashiers/General Inquiries	<ul style="list-style-type: none">▶ Vadim
Provincial Offences Act	<ul style="list-style-type: none">▶ ICON▶ CAMS
Public Works	<ul style="list-style-type: none">▶ Cartegraph▶ Vadim▶ Neptune

- ▶ Assign and define the responsibility for keeping customer service procedures current, by assigning regular check-ins with departments.

Step 5: Communication and marketing

- ▶ Create a communication plan for internal users and for residents. Include relevant procedures and points of contact for each group.
 - Communication to residents should consider all channels (e.g. website, social media, radio) to ensure maximum effectiveness.

Step 6: Ongoing review and adjustment

- ▶ Set out regular reviews (once or twice a year) to revisit and review processes.

Benefits

- ▶ COVID-19 transmission risks minimized as residents encounter fewer points of contact for each service.
- ▶ Faster service to customers, with reduced transaction times.
- ▶ Departments will have increased staff capacity in their areas of responsibility and to handle complex customer service needs.
- ▶ Consistency in customer service processes, protocols, and levels of service across the City.
- ▶ Improving KPIs/metrics through increased ability to track and trend service volumes and inquiry types across the City.

Risks

- ▶ Disconnect between customer service staff and the rest of the City. Staff must be aware of the changes, specifically service hand-offs and responsibilities.
- ▶ Lack of continuing training and coordination between departments could degrade service to residents.

#9 – Centralize Finance Functions (1/3)

Situation

The Treasury department processes all Accounts Payable (AP) and Accounts Receivables (AR). Invoices go to each City department first for coding and then to Treasury for processing. The Treasury and Public Works (PW) use two separate systems AP/AR. These accounts are later reconciled, adding additional time and effort to the process.

- ▶ The Treasury has two clerks – one for AP and another for AR. Both are responsible for data entry tasks and reporting (including collections-related tasks for the AR clerk). At PW, both AP/AR tasks are done by one Data Entry Clerk.
- ▶ Compared to PW, Treasury has almost double the volume of invoices per year and more than 15 times the volume for AR (see table).
- ▶ The volume for AP is also four times higher than for AR overall. Due to the lower AR volume, the Treasury AR clerk is also responsible for property tax billing.

Utilities billing (AP/AR) occurs monthly and is the responsibility of a full-time clerk in PW. The clerk does not have a backup, increasing the risk of PW being unable to manage billing if the clerk is unavailable.

- ▶ PW will assume staff and responsibility for facilities management which will increase the future number of invoices received by the department

Both Treasury and PW use Vadim for AP/AR processes. Additionally, PW uses Cartegraph to track work orders and expenses, and Neptune for utilities billing.

Volume and Distribution of Work Across Departments

	Treasury	Public Works	Total
AP	5,404	3,145	8,549
AR	2,211	137	2,348
Total	7,615	3,282	10,897

Percentage Distribution of Work Across Departments

	Treasury	Public Works	Total
AP	50%	29%	78%
AR	20%	1%	22%
Total	70%	30%	100%

Recommendation

Centralize AP/AR and utility billing to leverage capacity in Treasury and streamline the processes.

#9 – Centralize Finance Functions (2/3)

Actions

Step 1: Assess current AP/AR and utility billing processes

Assign overall ownership of the AP and AR processes to Treasury. Create a project team which includes the PW Data Entry Clerk.

- ▶ Determine process differences in handling tasks by developing a process document detailing current AP and AR processes (see table for an example).
- ▶ Review the utilities billing process. Determine activities Treasury / PW will manage and touchpoints. Consider aligning this with the service counter consolidation recommendation.

Step 2: Develop future process

Redesign AP/AR and utility processes using Lean principles to increase efficiency and reduce manual processes and costs.

- ▶ Some process activities currently involve hand-offs between Treasury and PW (e.g. write-offs, printing cheques, mailing envelopes).
- ▶ Mark any tasks which Treasury is unable to do currently (e.g. involving Cartegraph or Neptune), to determine future training needs.
- ▶ Consider reducing billing frequency from monthly to bimonthly to reduce work volume

Summary of Invoicing Process for Accounts Payable	
Treasury	PW
Receive, print and stamp invoices	Receive invoices
Send to departments to sign and assign purchase orders	Receive other invoices from Treasury
Receive signed invoices	Add task number/purchase order
Enter invoice details into Vadim	Enter invoice details into Vadim
	Send approval email to manager
	Print for records
Create batch and print audit trail	Create batch and print audit trail and invoices
Review invoices	Review invoices
Release ETFs and print cheques	Circulate for managers' approval
Mail cheques	Send invoices to Treasury to print and mail cheques
File records	File records

#9 – Centralize Finance Functions (3/3)

Step 3: Determine staffing and provide training

The table to the right outlines the current effort by task across Treasury and PW.

- ▶ Determine staff capacity. Based on our current assessment, an option the City could implement is moving the PW staff to Treasury. Once the City centralizes AP and AR the number of invoices handled by the AR Clerk will increase by about 6%, the AP Clerk will see an increase of more than half. This does not account for reducing effort by eliminating redundant process steps using Lean.
 - One additional employee in Treasury will increase the Deputy Treasurer's span of control to four which is manageable. Likewise, the PW Manager will see a decrease from eight to seven.
- ▶ Train staff on the new processes and systems, as well perform cross training to improve service resiliency (e.g. utilities billing and property taxes process).

Step 4: Implement the changes and refine

- ▶ Set a transition date. Develop a plan to communicate and train PW managers and staff in the new processes.
- ▶ Establish a process for PW and Treasury staff to communicate and resolve issues faced during and after the transition.
- ▶ Six months after the process changes, and from time-to-time after that, evaluate work processes and volume to alleviate risk of losing capacity.

Process	Tasks	Current Area	Current FTE effort
AP	Invoicing*, filing, mailing	Finance	1.0
		PW	0.2
AR	Invoicing*, filing, mailing, collecting	Finance	0.4
		PW	0.1
Utilities Billing	Mailing, collecting, write-offs, refunds	PW	0.3
Total			2.0

* As a single invoice may be associated with several different work orders, define accountability in PW for creating work orders and associating them with invoices before processing in Treasury.

Benefits

- ▶ Increased speed and scale of economies (performing AP/ AR).
- ▶ Increased PW staff time to focus on more complex issues and strategic objectives.
- ▶ Increased service resiliency of finance function services.

Risks

- ▶ New process and staff are unresponsive to residents' inquiries and the needs of PW staff and management.
- ▶ Staff and management are resistant to change.

#10 – Track and Monitor Workload Data (1/3)

Situation

Not all departments track work volume metrics. This makes it difficult to understand the impact of changes to work volume (e.g. the need for more or less resources). As such, this can create under / over staff utilization e.g. overtime, staff burnout and / or backlogs.

- ▶ Absence of work volume metrics can also make it difficult to make workforce decisions e.g. increasing staff headcount or changing the complexion (full-time, part-time, seasonal). It can also make it challenging to model changes relating to process, adoption of new technology or increasing service levels.
- ▶ It is common for municipalities to track work volume for legislative services, however discretionary services it is not a requirement and therefore tends to not occur. In addition to tracking the work volume is the effort to deliver the service. In many cases organizations use time tracking or work order data.

Recommendations

As the City strives to improve its ability to track and report on KPIs it should consider implementing a consistent approach to track workload to help forecast work volume and develop resource plans to manage the demand.

Actions

Step 1: Identify service work drivers

- ▶ Each department delivers a set of services, and each service may have several different work drivers, see below.

Service	Main Work Driver
Customer Service	# of inquiries
Recruitment	# of new hires (full time)
	# of new hires (part time)
	# of new hires (casual/seasonal)
Payroll	# of total employees
Health & Safety	# of H&S incidents
	# of H&S inspections
POA	# of charge files

- ▶ It is important to determine the main driver. While more advanced workload models will factor in weights and consider complexity of the service, we recommend the City initially focuses on establishing a main work driver for each service.
- ▶ Use the City's service catalogue to review the current work driver information and confirm whether it is the main work driver (regardless if the department is tracking it today or not) by gathering input from staff, supervisors and managers.

#10 – Track and Monitor Workload Data (2/3)

Step 2: Track the work driver volume

- ▶ Once the City identifies the main service work drivers it should then determine how best to track it. In some cases, the City will already have a system to track it, or it is fairly static e.g. # of paved lanes (KM). Others may require assigning it as an activity to a staff member e.g. customer service tracking the number of inquiries.
- ▶ The City should develop method to consistently track the work driver and volume (e.g. Excel model). We suggest initially on a quarterly basis. This will also help show volume changes as seasons change.

Step 3: Identify and track the effort to deliver the work volume

- ▶ For each work driver determine the effort allocation. Where possible the City should leverage existing information from time and attendance or other sources. If it does not exist provide a template for departments to use to allocate effort (at a minimum capturing the allocation on a quarterly basis). To ensure consistent tracking the City should agree on the number of hours that equates to a full-time staff (e.g. 1820 hours / year).
- ▶ If it is a service that a third party delivers allocate a portion of the expense.
- ▶ Each department should determine how best (most efficient) to track the information.

Step 4: Monitor the workload data

- ▶ For services that have historical information (work driver, volume and FTE allocation) use it to create a work volume / FTE ratio. Then calculate the average (Mean) and slope to forecast future work volume. Using the FTE ratio, the model should automatically populate the future FTE requirements. See below for an example:

Service		2017	2018	2019	Mean	Slope	2020	2021	2022
Customer Service	# of Inquiries	48	54	66	56	18	62	68	74
	FTEs	2.00	2.10	2.50	2.20	-	2.44	2.68	2.92
	Ratio	24.00	25.71	26.40	25.37	-	-	-	-

- ▶ For services that do not have historic data the City can use assumptions to create a forecast and update it as it tracks workload and resource data.
- ▶ The City can also model the impact of changes e.g. centralizing services into one department or moving more self-service online. It can also help provide evidence to management and Council for resource change.
- ▶ We recommend that implementing this model follows any planned work it has for improving its time and attendance, and scheduling.

#10 – Track and Monitor Workload Data (3/3)

Benefits

- ▶ It provides the City with better insight into the efficiency of staff, understand the impact of changes and evidence for resource changes.
- ▶ The City will be able to use the information as part of its annual budgeting discussions.
- ▶ The City will have a greater amount of transparency as to the delivery of services and be in a better position to compare alternative delivery models.

Risks

- ▶ Departments do not have the information readily available and it becomes a manual, time intensive activity.
- ▶ Forecasting is inaccurate as the data quality is poor therefore reducing the effectiveness of the workload model.

A full-page background image showing a worker in profile, wearing a black hard hat and an orange high-visibility safety vest over a dark long-sleeved shirt. The worker is focused on a complex network of silver-colored metal pipes and structural beams, likely part of an industrial facility or refinery. The scene is brightly lit, and the background shows more of the industrial structure with a grid-like pattern of pipes.

ASSET MANAGEMENT

Context

Context

As part of the Service Delivery Review, Dryden also requested that Blackline assess the City's Asset Management Plan, specifically the Levels of Service (LOS). The basis of the analysis is two-fold:

- ▶ Comparing Dryden's 2016 Asset Management Plan (AMP) to the Ontario regulation 588/17, section 5 and 6 to determine any gaps
- ▶ Comparing Dryden's AMP to peers and common practice

Note that our observations regarding KPIs are specific to the content in the AMP and does not reflect the KPIs the City may use for other purposes.

Comparators

We are using the following AMPs for comparison:

- ▶ Fort Frances (2018)
- ▶ City of Cambridge (2019)*
- ▶ City of Winnipeg (2018)*
- ▶ Elliot Lake (2013)
- ▶ Sioux Lookout (2015)
- ▶ Smith Falls (2016)
- ▶ Kirkland Lake (2013)

* Were chosen because their AMPs are more advanced.

Recommendation

The results of our analysis indicates that there are improvements the City can make to its future AMP, as well as modifying its use of KPIs (see appendix for a comparison of KPIs) to help ensure the City's assets are managed effectively.

The following pages provide the details of our analysis.

Observations (1/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 5, Asset Management Plans, Current Levels of Service	Observation	Common Practice
<p>5. (1) Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.</p> <p>(2) A municipality's asset management plan must include the following:</p>	Dryden has a AMP – 2016.	All of the municipalities also have an AMP, the years range from 2015 – 2019.
<p>1. For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:</p> <p>i. With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.</p> <p>ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.</p>	<p>Dryden's AMP 2016 does not include the current LOS (past two years) for either qualitative or technical metrics across most asset categories (water, wastewater, stormwater, and bridges and culverts). The only asset category that Dryden does align to the requirement is for roads.</p> <p>Section 7 of the City's AMP describes guiding principles but does not include any details to meet the Section 5.1 regulatory requirements.</p> <p>See the next page for details.</p>	To provide a copy of the legislative service levels by asset category as a table in the AMP with the associated technical metric. For example:

Observations (2/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Asset	Service Level (qualitative)	Service Level (technical)	AMP Ref.	Observation
Road	Description, which may include maps, of the road network in the municipality and its level of connectivity	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area	Pg.28	SL is partially met, the AMP includes a table of the number of lane-km of each asset component. However it is only for 2016. it should be for the past two calendar years.
	Description or images that illustrate the different levels of road class pavement condition	Average pavement condition index for paved roads	Pg.32	Metric is missing some key information. The condition is across all roads and does not break down by road class.
		Average surface condition for unpaved roads		

Observations (3/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Asset	Service Level (qualitative)	Service Level (technical)	AMP Ref.	Observation
Bridges and Culverts	Description of the traffic that is supported by municipal bridges	Percentage of bridges with loading or dimensional restrictions	Pg.35-41	No measure for prior years
	Description or images of the condition of bridges and how this would affect use of the bridges	Average bridge condition index value		
	Description or images of the condition of culverts and how this would affect use of the culverts	For structural culverts, the average bridge condition index value		
Water	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	Percentage of properties connected to the municipal water system	Pg.42-48	No measure for prior years
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	Percentage of properties with fire flow available		
	Description of boil water advisories and service interruptions	Connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected		
		Connection-days per year due to water main breaks compared to the total number of properties connected		
Stormwater	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	Percentage of properties resilient to a 100-year storm	Pg.56-63	No measure for prior years
		Percentage of the stormwater management system resilient to a 5-year storm		

Observations (4/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Asset	Service Level (qualitative)	Service Level (technical)	AMP Ref.	Observation
Wastewater	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	Percentage of properties connected	Pg.49-55	No measure for prior years
	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	Number of events per year where combined sewer flow exceeds system capacity compared to the total number of properties connected		
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	Number of connection-days per year due to wastewater backups compared to the total number of properties connected		
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Number of effluent violations per year due to wastewater discharge compared to the total number of properties connected		
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described in paragraph 3	None	n.a.	No mention in AMP
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	None		

Observations (5/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 5, Asset Management Plans, Current Levels of Service	Observation	Common Practice
2. The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from at most two calendar years prior to the year in which all information required under this section is included in the asset management plan.	<p>Dryden has identified additional performance measures (KPIs) in its AMP that cover the areas of energy usage and operating efficiency. However, the AMP does not provide current measure against the KPI or targets. See the appendix for a comparison of Dryden's KPIs to other municipalities.</p> <p>Most of Dryden's KPIs (61% relate to asset categories that are not part of the legislative requirements).</p>	<p>All AMPs include KPIs, most provide both the KPI current performance and future performance or target.</p> <p>Some have also track other asset categories such as IT assets, vehicles, recreation assets, etc.</p> <p>See the appendix for further details.</p>

Observations (5/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 5, Asset Management Plans, Current Levels of Service	Observation	Common Practice
<p>3. For each asset category,</p> <ul style="list-style-type: none"> i. a summary of the assets in the category, ii. the replacement cost of the assets in the category, iii. the average age of the assets in the category, determined by assessing the average age of the components of the assets, iv. the information available on the condition of the assets in the category, and v. a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate. 	<ul style="list-style-type: none"> i. In section "VI State of Local Infrastructure" of Dryden's AMP, the City lists all assets under each category. ii. In the same section, the City defines the replacements costs for each of the assets. iii. In the same section, the City defines the useful life and in years and an analysis of the useful life consumption. iv. In the same section, the City defines the current asset condition. v. Dryden defines a rating categorization based on financial capacity and health of the asset (from very good to very poor). 	<p>All AMPs that we reviewed provide similar level of information to that of Dryden.</p>

Observations (6/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 5, Asset Management Plans, Current Levels of Service	Observation	Common Practice
<p>4. For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:</p> <ul style="list-style-type: none"> i. The full lifecycle of the assets. ii. The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service. iii. The risks associated with the options referred to in subparagraph ii. iv. The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service. 	<p>Section “3. Lifecycle Analysis Framework” of the City’s describes at a high-level an approach by asset category to build a lifecycle. It considers probability and consequence of failure. This scoring then creates a risk based distribution of assets. However it does not factor in the current LOS. More specifically:</p> <ul style="list-style-type: none"> i. The lifecycle analysis has been done at a high level using industry standard activities and costs. This analysis has been done for paved roads, other assets not completed. ii. Options for lifecycle activities are not provided in the AMP. iii. As there are not options there are no risks of each option. iv. No comparison of lifecycle activities to costs. 	<p>There is variance among the AMPs we assessed. However, most provide a list of assets under each category as well as useful life.</p> <p>Some municipalities provide greater details regarding the approach they have taken to assess the condition and the replacement cost estimates.</p> <p>Few provide details of options. In one case the municipalities provides two options – planned and unplanned.</p>

Observations (6/7)


R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 5, Asset Management Plans, Current Levels of Service	Observation	Common Practice
<p>5. For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, the following:</p> <p>i. A description of assumptions regarding future changes in population or economic activity.</p> <p>ii. How the assumptions referred to in subparagraph i relate to the information required by paragraph 4.</p>	<p>Section "Future Performance" of the City's AMP describes the factors that may impact LOS (e.g. population growth and economic trends). However it does not provide any specifics on changes in population or economic activity or any assumptions to forecast changes.</p>	<p>Most other AMPs will (at a minimum) provide a population forecast based on historical or Statistics Canada.</p>
6. For municipalities with a population of 25,000 or more...	<i>Not Applicable for Dryden</i>	
<p>(3) Every asset management plan must indicate how all background information and reports upon which the information required by paragraph 3 of subsection (2) is based will be made available to the public.</p>	<p>The AMP includes background information, the process for approvals and delivering the first draft. It is also available to the public via the City's website.</p>	<p>Most AMPs are available via the municipalities website and requires Council approval (at a minimum).</p>

Observations (7/7)

R	Indicates significant gap
A	Indicates a minor gap
G	Indicates no gap

Regulation – Section 6, Asset Management Plans, Proposed Levels of Service	Observation	Common Practice
6. (1) Subject to subsection (2), by July 1, 2024, every asset management plan prepared under section 5 must include the following additional information:	n.a.	This section is not mandatory until 2024 - Some municipalities have started working on the structure and identifying the data needed to comply with the requirements listed under this section. However generally speaking we have not seen many that are prepared yet. We expect most municipalities are planning to address these requirements in 2022+.



MANAGEMENT OPPORTUNITIES

Management and Additional Opportunities – Introduction

Themes	Opportunity	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Technology	Implement the use of online assistance live chat solution between residents and staff through the City website	Service Improvement	All Services	2	3	2	3	2.5

The following opportunities each have a score based on the below:

Opportunity Type:

- ▶ The type varies depending on the impact it has.
 - Service Improvement: the primary benefit is improving the quality of the service
 - Service Efficiency: will result in more efficient municipal operations

Impacted Portfolio:

- ▶ The service portfolio that the recommendation targets

Financial Benefit – Weight = 0.30

- ▶ Score 1: No financial benefit derived (net may increase cost)
- ▶ Score 2: Some financial benefits derived
- ▶ Score 3: Significant cost savings or revenue generating

Impact to Residents – Weight = 0.25

- ▶ Score 1: No noticeable impact felt
- ▶ Score 2: Noticeable impact, but only to a portion of residents
- ▶ Score 3: All residents will feel impact

Impact to Organization – Weight = 0.25

- ▶ Score 1: Impact is within a department
- ▶ Score 2: Impact is multi-departmental
- ▶ Score 3: Impacts the entire organization

Difficulty to Implement – Weight = 0.20

- ▶ Score 1: Very difficult – barriers need to be removed to implement
- ▶ Score 2: Moderate – requires some investment of time or effort
- ▶ Score 3: Easy - within control of the Municipality to implement

Opportunity Score:

- ▶ The opportunity score is the sum of the above criteria

Management Opportunities (1/2)

Opportunity		Category	Impacted Area	Total Score
●	Dryden can restructure its website in a way that the key and most demanded services are placed in the home page. Some Cities decide to also include a "frequently asked questions" section.	Service Level Improvement	All/many	2.50
●	The credit card and expenses claims report can be improved. The City can develop a process that allows for more automation and less manual approvals.	Efficiency	All/many	2.20
●	The City should assess the possibility of acquiring autonomous grass mowers to improve parks and sport fields operations.	Cost Savings / Efficiency	Public Works - Parks	1.95
●	The City should evaluate implementing a self-funded sick leave program. Analysis should assess whether the program can move to the short-term disability benefit managed by the insurance provider.	Cost Savings	All/many	1.80
●	Consider moving parking enforcement and animal control to Building and Planning to align and centralize enforcement activities.	Service Level Improvement	By-law Enforcement	1.75
●	Implement a suitable technology that allows parking payments in the City (e.g. e-chalking and online parking permit payment) to guarantee better parking enforcement operations.	Revenue	Parking Enforcement	1.75
●	The lease of the Sandy Beach Golf course should be evaluated. There is an opportunity to update the lease conditions and allow other private companies to place a competitive bid.	Revenue	Golf Course	1.75
●	Payroll and recruitment activities are currently done in-house by the HR department. The City should evaluate an alternative service delivery model for this service.	Cost Savings	HR	1.75

Management Opportunities (2/2)

Opportunity		Category	Impacted Area	Total Score
●	Implement infrastructure to facilitate a self check-in and access to the fitness complex. This infrastructure or new technology should reduce the labour burden for the recreation department.	Cost Savings / Service Level Improvement	Recreation	1.75
●	The City should assess implementing a 4-day workweek with 10 hour days for Public Works operations crew to increase productivity.	Efficiency	Public Works	1.70
●	Some IT projects require a third party to assist in the implementation phase. The City needs to establish a process that helps the IT department to make decisions on which projects require additional support.	Service Level Improvement	IT	1.65
●	Increase budget allowance for third party support activities and planning processes. Identify risk areas during the planning process and mitigation approach.	Service Level Improvement	Planning	1.65
●	Opportunity to move the current ERP system from on-premise to a cloud hosted subscription.	Service Level Improvement / Efficiency	All/many	1.50
●	The City should assess segregating the police IT systems from other City systems. This will allow the City to have more flexibility when new systems are required.	Service Level Improvement	Police	1.45
●	The City should assess the staffing for park operations to improve service levels as well as address workload capacity. Specifically the need for additional capacity e.g. need for an additional supervisor.	Service Level Improvement	Public Works - Parks	1.40
●	Implement infrastructure to facilitate a self check-in and access to the fitness complex. This infrastructure or new technology should reduce the labour burden for the recreation department.	Cost Savings / Service Level Improvement	Recreation	1.75

ADDITIONAL OPPORTUNITIES

Additional Opportunities (1/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	The City does not track resident complaints and resolution time, except for Public Works. Consequently, customer issues aren't formally identified or tracked, and root causes of issues may not be addressed. This may affect the City's service level.	Establish service levels for customer-facing departments and track metrics including complaints, resolution, and response time. Define complaints and establish processes. This will allow the City to have a data-driven picture of customer service, improve departmental accountability and identify future areas to improve service delivery.	Service Improvement	All/many	2.20
●	Most policies in the City are not being reviewed on a regular basis. Many were last updated between 2013 and 2016. As new technologies and processes have been implemented since then, those formal documents need to be updated every certain time. Some new staff members find it challenging to update those policies as employees in the City are resistant to change.	Each policy should have an owner to clearly outline accountability. As part of performance management, it should note any that did not review the policies.	Efficiency	All/many	2.20
●	The City has managers reporting into managers. While a small city internally this may not cause any issues but externally it can. It is also uncommon to have such a structure.	Consider revising manager titles to distinguish between the levels of managers (e.g. Sr. Manager or directors).	Service Improvement	All/many	2.15
●	The City's CAO has a high ratio of direct reports. This can lead to spending more time managing the Sr. Management team than performing activities. It can also cause bottlenecks for decision-making.	Revise the organizational structure - specifically the number of direct reports to the CAO.	Efficiency	All/many	2.15

Additional Opportunities (2/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	The City's business growth has not been substantially increasing over the past several years. While the City has a staff member responsible for Economic Development they have a large remit.	Change the City's approach to Economic Development: - consider shared services in the region. - consider shared responsibilities (e.g. merging tourism, local businesses and industrial / government) - establishing performance review with clear targets/metrics for accountability (e.g. number of initiatives pursued/completed, growth)	Revenue	Economic Development	2.10
●	Water billing process has inefficiencies, such as: printing out lists of accounts multiple times, customers needing to fill out service request forms on paper, filing is paper first with some information saved electronically.	Revise the process to reduce the use of paper and manual steps. Move to bi-monthly billing to reduce processing time and save printing costs.	Efficiency	PW	2.05
●	There isn't an efficient way to enforce parking fares at the airport. The City can be missing an opportunity to generate revenue. Note: During our review the Airport was in the process of developing a strategy and therefore we will review the output.	Implement parking enforcement (e.g. gate ticket, parking attendant etc.	Revenue	Airport	2.05
●	The City (pre-COVID-19) defaults to using paper, printing documents multiple times (e.g. clerk's office, HR, Finance, PW) and not relying on document management system or emailing. This can cause issues - lost records, time consuming to find information, etc.	Remove personal printers (with the exception of any that are required for confidentiality and those in distant areas) and rely more on existing multi-purpose printers.	Cost Reduction	All/many	2.00

Additional Opportunities (3/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Timesheets are paper-based across most of the organization. Some cases, staff time is not being tracked. This is a problem because some departments don't have a record of how much labour is going into certain activities, making it hard to make decision about efficiency. As well, timesheet processes are paper and time intensive (printing all timesheets received by HR, manual verification).	Implement a system for tracking and approving timesheets electronically (e.g. Cartegraph, Shifts) and revise the time tracking, attendance process to streamline any manual steps.	Cost Reduction	All/many	2.00
●	The City's performance in receiving grant revenue, both as a fraction of total revenue and on a per-household basis, has become less strong in recent years. Individual departments are responsible for creating applications to relevant grants and the City does not track the results in a centralized fashion. Some of the applications require the input from various departments and the collaboration sometimes is not efficient.	Change the City's approach to grants. The City can establish a process that allows departments to have better communication channels at the moment of deciding and writing grant applications. This would allow other departments to give more high quality information concerning the application (increase chances of being awarded), and for the City to establish metrics to track grant application performance.	Cost Reduction	All/many	2.00
●	The City's recreation centre has seen decreasing participation over the past five years. The City does not have online registration for all fitness classes. For example, online booking is limited to swimming lessons. The City could be providing a better service by allowing residents to register online for programs.	Allow residents to register online to recreation programs. This will make it also easier to pay online and reduce the time taken at the cashier. Online booking will improve the customer experience and increase participation.	Service Improvement	Community Services	2.00

Additional Opportunities (4/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Only 20% of water accounts are billed electronically, adding to printing costs and taking staff time to print, fold, sort, and stuff envelopes.	Move to an opt-out system for receiving paper water bills to reduce printing costs. Pass on costs for printing bills onto customers receiving them.	Efficiency	PW	1.95
●	Data collection methods in Community Services and HR are primarily paper-based (e.g. recreation/arena tracking statistics, MyLift, HR records) and do not use consistent data repositories (e.g. various folders, paper filing), adding time and effort to convert to electronic formats for storage, analysis and communication.	Collect data using electronic methods (e.g. online services, iPads, laptops) and store data in consistent electronic formats and locations (e.g. consistent network location, DMS, or consider implementing SharePoint/similar solution).	Service Improvement	All/many	1.95
●	The City's policy (MU-CO-10) for Corporate Policy and Procedure Development, Revisions and Reviews requires all policies to be reviewed by the CAO. Review of existing policies must occur at least every two years. This can cause bottlenecks and unnecessary effort or lack of up-to-date policies.	Revise the City's policy to be risk based - e.g. level of approval for small changes, and frequency of review.	Service Improvement	All/many	1.95
●	Low spans exist with certain managers. 6 out of 9 departmental managers have 4 or less direct reports. Commonly, managers in level 2 would have between 8 and 10 direct reports. Low spans can inefficient reporting lines within an organization.	Change the City's organizational structure to increase the spans, particularly where the managers have less than 6.	Efficiency	All/many	1.95
●	Community Services does not track utilization of facilities and therefore is missing out on additional revenue opportunities (under-utilization of facilities).	The City should publish a schedule of the facilities and allow drop-in bookings to increase utilization and charge for use. It should also promote the use of the space (marketing). May also consider using 3rd parties to rent facilities.	Revenue	Community Services	1.95

Additional Opportunities (5/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Attracting staff can be a challenge for the City.	Develop a workforce recruitment and retention strategy to attract and retain qualified staff, and broaden geographic recruitment as COVID-19 has reduced the need to work in close physical proximity.	Service Improvement	All/many	1.90
●	The City has a procurement policy in place. The policy applies to all City departments, Police Board and Library Board. However, decision-making is done by each department, creating variation and potentially missing out on scale of economies.	As part of create a governance framework assess the Procurement Policy and update it to centralize responsibilities for procurement activities to improve organizational alignment, purchasing economies of scale, and improvement of coordination.	Efficiency	All/many	1.90
●	Departmental workplans have a structure that includes key service area, status, deliverables, accountability and link to the strategic goal. However, the plans are missing key information such as: priority, resource (effort to deliver) and outcome or measure of success.	Revise the City's workplans and add the missing key information.	Service Improvement	All/many	1.90
●	In an effort to improve communications the City established a monthly management meeting for information sharing. However there isn't a terms of reference for it and it can be time consuming.	As part of improving internal communications and the governance framework revise management meetings (e.g. use of agendas, consistent minuting and distribution of minutes, adding time-slots for departmental reporting to keep meeting more focused) or potentially dissolve the monthly management meeting.	Efficiency	All/many	1.90

Additional Opportunities (6/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	The City has had stable training budget in the last 4 years (c.\$400k / year), however a defined training program does not exist, thus leaving individuals and their managers to build their own learning and development plans. Some employees feel they haven't received current training for their position or have the right capabilities to perform their function.	Work with the department heads to create a Learning and Development (L&D) plan. Assess the training budget to make sure it is being used effectively and communicate the new L&D plan to the organization. Link the L&D with annual performance reviews. Finally, measure and track the use of L&D plan.	Efficiency	All/many	1.90
●	The volume of lottery licenses have declined since 2017.	Promote lottery licensing and streamline renewals to help increase / maintain sales volume. May also consider a candidate for share services with neighboring municipalities.	Revenue	Treasury	1.75
●	Technology in some areas is not being used to the fullest extent, including budgeting software. There is little training when new technologies / systems are adopted, staff feel that they struggle every time a new system is installed because the training is minimal.	Determine training needed for staff to optimize the use of current tools and systems. The City can also develop a training program every time a new technology (software, hardware) is adopted. There is opportunity to gain better program functionality and increase service level and efficiency by comparing process steps to system function.	Efficiency	All/many	1.70

Additional Opportunities (7/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Departments don't have a clear path to follow when it comes to projects and initiatives. They would like to see more clarity and guidance when new projects arise (KPIs, procedures, revisions, meetings, final mission). Not having a clear process to follow in how to bring up an initiative or a new project suggestion can cause frustration and disengagement in staff.	Implement a dashboard or scorecard (leveraging the project the City has underway) to create a method to better share information across the organization and drive a culture of decision by data.	Service Improvement	All/many	1.70
●	The City does not have a formal assessment on the condition of their buildings this can lead to reactive maintenance and over / understated costs to maintain the facilities.	Establish a formal assessment on the conditions of the buildings in the City. Having a formal assessment may reduce maintenance costs and will generate reliable data to make decisions regarding infrastructure in the future.	Service Improvement	All/many	1.70
●	Dryden has limited outreach to nearby and fly-in First Nations. Efforts are done on an individual basis with the City lacking a formal outreach plan for nearby groups. Consequently, the City does not have mechanisms to be aware of ongoing and new issues. This can create inclusivity risks - not providing inclusive services to meet the needs of current and potential First Nations residents.	Develop a First Nations outreach and inclusion plan. Assign City staff, identify relevant stakeholder groups and positions, timing and schedules, and relevant services and issues	Revenue	All/many	1.70
●	Points of sale devices are limited across the City (e.g. front desk for clerk and cemetery coordinator unable to process payments, only one payment area for POA), making in-person payments sometimes slow and needing to go to different counters (one for the application process and one in the cashier). The City does allow certain payments to be made online (e.g. child care bills, water sewer bills, property tax bill, and Dryden regional airport invoices), but some payments still need to be done in-person.	Increase non-cash point of sales at City hall (credit card machines) and improve ability to pay online (e.g. online recreation programs/memberships, water bills at City Hall, cemetery plots/marriage licenses at point of service).	Service Improvement	Clerk's Office, POA	1.70

Additional Opportunities (8/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	The cash reconciliation process for the Community Services is time-consuming. There is an opportunity to define a better process that allows more time for strategic development and providing better service to customers.	Cash reconciliation can be improved for certain departments. There might be an opportunity to have more payment options to reduce the amount of cash that comes into the City. This situation can also be improved by having a better cash reconciliation process.	Efficiency	Community Services	1.70
●	While most employee information is stored on paper, some kept electronically (e.g. Vadim for payroll), making organizing, analysing and retrieving employee information more difficult than necessary and taking more time.	Implement an HRIS to consistently manage employee information.	Efficiency	HR	1.70
●	Fleet purchasing policy is not well coordinated across the City and therefore may not purchase the correct vehicles for the City (e.g. Police getting non-pursuit vehicles which are difficult to later retrofit and rotate across other departments).	Centralize and plan fleet procurement to improve use of vehicle over lifespan. Reassign vehicles based on department need.	Cost Reduction	PW	1.70
●	Management of building maintenance workload is not streamlined and leads to duplication of work. Example: - Building Officer not informed of changes and repairs to buildings, such as new installations of boilers. - Maintenance and cleaning of facilities is sometimes done twice on the same schedule (once by building department and the other time by maintenance staff from other department) - Waterworks isn't aware of issues affecting them (e.g. the Fire Department using their hydrants, affecting maintenance)	Develop a schedule for facility maintenance to improve operations, reduce potential work duplication, and track time and labour costs.	Efficiency	Buildings	1.65

Additional Opportunities (9/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	The small jobs and tasks performed by maintenance and caretaker staff are sometimes delayed because of all the approvals they need to get before starting a task (e.g. painting walls and small repairs).	Develop procedures to approve small jobs and tasks in the City (e.g. small repairs and painting walls). This will help staff to get things done quicker.	Efficiency	Buildings	1.65
●	The City delivers most services using staff. This requires the City to attract, train and retain staff and given the size makes it difficult to achieve scale of economies. As such, the City must bear the costs of those services.	Investigate the use of shared services working with neighboring municipalities and for services that do not require a local presence (e.g. finance, IT, HR, procurement).	Cost Reduction	All/many	1.55
●	The City is not using a common platform, such as SharePoint, and Teams to collaborate between departments. For instance, departments have different records keeping process and are not using the management system consistently.	Establish and apply a general record keeping policy. Having a general policy will allow the City to have better records and make it easier for staff to find information when needed.	Efficiency	All/many	1.50
●	Building services uses hard copy property files and has very little technology to support their activities (MS office, GIS, Online application form). This can cause additional manual effort for staff.	Implement a system for building services to use to track and manage applications and reduce the use of paper / hard copies.	Efficiency	Buildings	1.45
●	Inconsistent bylaw numbering. Multiple staff can use the same bylaw number which needs to be clarified later, adding time and sometimes introducing confusing.	Assign draft bylaw numbers, finalizing bylaw numbers later in the process.	Efficiency	Clerk's Office	1.45
●	When a customer is purchasing a cemetery plot, the purchase process is interrupted by having to leave the office to go to a cashier, then return to the office to finish the transaction.	Add additional points of sale to improve efficiency and service.	Service Improvement	Clerk's Office	1.45

Additional Opportunities (10/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	MyLift is scheduled manually, with drivers receiving a paper schedule at the beginning of the day, and recording paper logs which are later entered into spreadsheet, using additional staff time for little added value. Updates and changes to ride schedules are sent by text message to drivers' cell phones.	Streamline process and eliminate use of paper: use internet-enabled iPads to improve logging and provide drivers with updates throughout the day.	Efficiency	Community Services	1.45
●	Landfill has slow, undependable internet connection. Computer towers are old and freeze regularly (need 10 min to restart), making minor work delays.	IT to review, update, and replace outdated technology and improve internet access across City. Consider implementing alternatives like Citrix to reduce bandwidth.	Service Improvement	PW	1.45
●	Currently, POA services including paying tickets and entering forms or pleas requires active staff involvement (e.g. customers must pay through phone or in-person). This takes up staff time and adds little value to the services.	Offer POA services online including fine payments, pleas/trial dates, and motions. This will reduce response time, improve customer service, and increase staff capacity.	Service Improvement	POA	1.45
●	Lack of signage in landfill contributes to improper dumping and makes additional work for the employees who need to move and clean up.	Consider installing larger sign at entrance and stalls. Add information and map to website. Consider reorganizing landfill with more frequent needs closer to entrance.	Service Improvement	PW	1.45
●	To report cemetery transactions for Finance, financial reports are printed instead of being transferred electronically, adding time and cost to transferring information.	Use email and spreadsheets or other electronic formats to report transactions to Finance.	Efficiency	Clerk's Office	1.40
●	Information on lottery licenses is kept redundantly in both electronic and paper locations.	Use and provide training on City's document management system to improve consistency and improve access to information.	Efficiency	Clerk's Office	1.40

Additional Opportunities (11/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Staff in Community Services need to switch between Max Galaxy and paper for some tasks (e.g. tentative bookings, private swim lessons). Information is stored on different systems and computers are only desktops in offices and front desk.	Update processes to use SmartRec and train staff to use system. Provide laptops to improve access to working from home and around facilities.	Efficiency	Community Services	1.40
●	HR's role in recruitment is not defined and varies throughout the organization. Different departments have different recruitment processes.	Define role and service standards of HR department. Standardize recruitment for the City.	Service Improvement	HR	1.40
●	The City's Stores Clerk has limited cross-trained backup available, limiting ability of position to take time off.	Improve resiliency by training additional staff to provide backup for critical/important tasks, ensure processes are organized and clearly documented.	Efficiency	PW	1.40
●	Some fleet vehicles (e.g. lawnmowers, front-end loaders) are underused, sometimes due to coordination between departments, otherwise due to unchanged requirements (e.g. focused on past tasks rather than current maintenance).	Centralize pool of equipment across departments and implementing a booking system to prioritize equipment based on work needs.	Efficiency	PW	1.40
●	The City has offices in two locations (PW main office and by the sewage plant) and equipment is kept in both. Staff have to go back and forth to get equipment and documents, removing time from productive work.	Centralize equipment and location in one office.	Efficiency	PW	1.40
●	Treasury staff can use more of Vadim's capabilities, and currently are relying heavily on paper processes and printing. Information is stored both electronically and by paper.	Use current system for audit reports and stop printing out invoices and POs. Use document management system to store information. Increase training and move processes to use Vadim.	Efficiency	Treasury	1.40

Additional Opportunities (12/12)

	Problem Statement	Opportunity	Category	Impacted Area	Total Score
●	Tracking of assets, maintenance, and work is limited. There is a reliance on institutional memory to understand work done in the past and future needs.	Implement Cartegraph to track assets and work orders including Community Service maintenance.	Efficiency	Community Services	1.20
●	The City does not have a 5-year IT strategic plan. Some of the technology used by the City is outdated (e.g. firewalls), as well generating an increase in labour for the IT team. When the hardware or software requires assistance it also affects departmental operations.	As per the IT workplan, replace aged equipment and unsupported systems. After doing so, develop a 5-year strategic plan for technology (replacement / upgrades).	Efficiency	IT	1.20
●	The City has one ISP connection via the City Hall. Should something happen to the City hall all other site connections would not be able to access the internet.	Setup a secondary ISP (and connection) via an another facility to improve resiliency and failover capabilities.	Service Improvement	IT	1.20
●	Crews across PW find iPads useful for entering information and tracking work, but there aren't enough iPads for all crews and some areas like Water don't have any. Limits consistent use of Cartegraph across department to record and assign work.	Provide crews with additional iPads (at least one for each work crew) and laptops as needed so Cartegraph can be consistently used through workday.	Efficiency	PW	1.20

APPENDICES

Appendix A

Resident Survey Details

Context

The City initiated a review of its services with the following objectives:

- ▶ Assessing the City’s service delivery and organizational structure
- ▶ Identifying alternative delivery models
- ▶ Recommending opportunities to improve City services and cost-effectiveness

Blackline Consulting (Blackline) has been contracted to perform this review. One input into the review is a resident survey to understand residents’ attitudes, expectations and preferences.

Details of the Survey

- ▶ The online, opt-in survey was available from June 18 to July 20. The City advertised the survey to residents. Outreach channels included social media, radio advertisements, and emails sent to City employees.
- ▶ There is a total of 299 responses from residents, representing 5% of an adult population of approximately 6,400. Screening questions confirmed residency and that respondents were 18 years and older.
- ▶ The survey asked 23 questions, creating 85 variables for analysis. As a consultative survey, we used all information provided by residents and included incomplete questionnaires in our analysis.
- ▶ The median length of time to complete the questionnaire was 11 minutes.

- ▶ As this survey uses a non-probability methodology, we are unable to assign a margin of error to the results. However, for comparative purposes, a study using a probability methodology with the same sample size would have a margin of error of $\pm 6\%$.
- ▶ The table below summarizes the demographic characteristics of the survey against Statistics Canada’s 2016 Census of Canada profile for the City. Weights were trimmed to a maximum value of 3.0 and a minimum value of 0.3 before being rebalanced.
- ▶ The survey received a representative range of demographic characteristics.

Demographic Characteristic	2016 Census	Survey (unweighted)
Female	52%	57%
Male	48%	43%
Younger than 35	24%	15%
35 to 59	42%	46%
60 and older	34%	39%

A separate document includes more demographic details of respondents.

Appendix B

Peer Analysis Details

Background

- ▶ The Corporation of the City of Dryden (“Dryden”) is conducting a Service Delivery Review (SDR). As an input, we contacted several municipalities across Ontario to participate in a peer study.

Scope

- ▶ The scope of the peer analysis covers staffing (including use of third parties), work volume and financials. The scope also covers specific services as per the table to the right.











Purpose of this Document

- ▶ This report summarizes the peer study, which includes the results from the information provided, along with additional trends and analysis.

Methodology

- ▶ Out of eight peers approached to take part in this report, four took part:
 - Fort Frances
 - Kirkland Lake
 - Sioux Lookout
 - Smiths Falls
- ▶ These municipalities completed a questionnaire to give insight into their organization, operations, and financial situation. In addition to the survey responses, Blackline Consulting used publicly available Financial Information Returns (FIRs) to supplement the analysis.

A separate document includes more details of results of the peer analysis.

In Scope Services	
	Administration Services
	Information Technology
	Human Resources
	Roads Services
	Park Management
	Water, Wastewater & Distribution
	Building and Bylaw Enforcement
	Recreation Services
	Airport
	Provincial Offenses Court Services

Governance Framework

Sample Table of Contents for the Governance Framework:

- ▶ **Decision-making Bodies** – A list of each body that includes a brief summary of the terms of reference for each. At a minimum, purpose, decision-making authority, scope, decision-making requirements – information, quorum, etc.
- ▶ **Applicable Policies and By-laws** – a list of applicable policies and bylaws that have details regarding decision-making e.g. procurement policy, HR policies, etc.
- ▶ **Managing Exceptions and Escalations** – how to manage exceptions and / or escalations.
- ▶ **Guidelines for Decision-making** – material to assist individuals make decisions such as when to involve others (group decision), when to capture decisions, assessing options, minimizing the effects of biases (known / unknown).

The table to the right is an example terms of reference for a decision-making body.

Chair	Risk & Compliance Lead	Frequency: Quarterly	
Objective	Ensure the City is managing risk and compliant with legislative and regulatory requirements.		
Participants (Roles)	<ul style="list-style-type: none">▶ SMT▶ Other SMEs (on a need basis)		
Decision points/ Input/ Output	Decision points	Inputs	Outputs/Outcomes
	<ul style="list-style-type: none">▶ Approve risk mitigation plans▶ Approve portfolio risk dash boards▶ Approve risk & compliance management plan▶ Approve risk and compliance audit report▶ Approve security management plan▶ Approve business continuity plan	<ul style="list-style-type: none">▶ Risk register▶ Risk and compliance audit report	<ul style="list-style-type: none">▶ Approved risk & compliance management plan▶ Queries and concerns addressed
Preparation by	Clerk		

Appendix D

Asset Management – Key Performance Indicators

Below are some examples of common (two or more municipalities use) KPIs:

KPI	Current Performance	Target Performance
Snow and ice control in residential areas -- through roads first the cul-de-sacs and dead ends	16 hours	16 hours
Complete approximately X work orders / year for service requests (pot hole repair, minor asphalt patching, sightline improvement, MVA cleanup)	1,500	500
Maintain fleet availability at 90%	80%	100%

In addition, we also assessed Sioux Lookout and Winnipeg however, they both did not have any KPIs.

* Some KPIs overlap with legislative LOS:

- ▶ Cambridge – 16
- ▶ Fort Frances – 14
- ▶ Smiths Falls – 4
- ▶ Kirkland Lake and Elliot Lake both have 1

Asset Category	Dryden	Cambridge	Fort Frances	Smiths Falls	Kirkland Lake	Elliot Lake
Roads	18	8	12	2	26	17
Bridges & Culverts		3	4	1	-	-
Water	19	21	13	14	30	30
Wastewater		10	9	10		
Stormwater		7	5	3	10	10
Other Asset Categories						
▶ Emergency Services	-	3	-	4	-	-
▶ Library	-	-	-	1	-	-
▶ Parks	-	15	-	-	-	-
▶ Recreation Assets	-	3	-	1	-	-
▶ Resource Management	-	9	-	-	-	-
▶ Solid Waste	-	-	-	1	-	-
▶ Buildings	14	-	-	-	-	-
▶ Transportation	-	3	-	-	-	-
▶ Vehicles - Fleet	17	-	-	-	5	5
▶ Machinery / Equipment	15	-	-	-	-	-
▶ Land Improvements	12	-	-	-	-	-
Total*	95	82	43	37	71	62

