

# **Service Delivery Review**

## **The Corporation of the City of Cambridge**

### **Final Report**

January 2019

# Preface

Located in Waterloo Region, the Corporation of the City of Cambridge (the City) is different from its neighbours with three downtown areas, several heritage buildings, and a range of arts and cultural programs. In recent years, the City has been growing; both its economy and its population.

In keeping with its atmosphere of continuous improvement, the City, Council and staff continually seek to improve the delivery and cost of services. As such, the City has conducted a Service Delivery Review (SDR). The intent of the review is to:

- ▶ improve the understanding of the services currently provided by the City,
- ▶ provide better information that will allow Council, management and staff to make informed, strategic choices regarding those services, and
- ▶ assist the City in exploring how the services will be delivered sustainably over the long term.

The purpose of this report is to:

- ▶ summarize the current environment, external and internal factors that may impact the services the City's provides,
- ▶ provide recommendations to help improve efficiency or effectiveness of services for the City to consider,
- ▶ outline a proposed roadmap to implement the recommendations, and
- ▶ describe the recommendations in detail.

Note: The focus of the SDR was not an exercise to reduce staff numbers, but an opportunity to build upon the City's successes to date and to determine if there are more effective and/or efficient ways to deliver services.

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# EXECUTIVE SUMMARY



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# There are several external factors that may affect the way the City delivers services in the future

<p><b>Political</b></p>	<ul style="list-style-type: none"> <li>▶ <b>Elections</b> – the new provincial government has a focus on controlling costs and has shown that it is willing to intervene in municipal governance and operations. As a consequence, municipalities, more than ever, need to show evidence of the value of services and of their prudent control of costs.</li> <li>▶ <b>Legislative changes</b> – have a ripple effect on the operations of municipalities. Examples include the asset management planning (O. Reg. 588/17) that may impact how the City performs asset management and long-term capital planning. Another example is the Fair Workplace, Better Jobs Act, which will cause direct cost increases for summer and part-time staff.</li> </ul>
<p><b>Social</b></p>	<ul style="list-style-type: none"> <li>▶ <b>A changing population</b> – the City continues to grow and predicts its population will reach 173,000 by 2029. Like other municipalities the demographic profile in Cambridge is also changing. While the City’s median age is 39.7 (slightly lower than the provincial median of 41.3), the ‘65 and older’ age category is the fastest growing.</li> <li>▶ <b>Rising service expectations</b> – individuals have higher expectation of services they receive. Mostly from comparing not to other municipalities but to their experience with banks, retailers and organizations such as Amazon and Uber. While technology has been a key driver of this, it implies the City will have to balance the adoption of technology and the costs associated with it.</li> </ul>
<p><b>Technology</b></p>	<ul style="list-style-type: none"> <li>▶ <b>Rise of digital channels</b> – increasing use of technology creates demand for easy and accessible services and information. This will have implications on how the services are delivered and whether you maintain existing channels e.g. paper / mail. Additionally, new digital channels make it easier for residents to voice their opinions, increasing the need for the City to manage its public responses.</li> </ul>

**These factors are important to be aware of and the impact they may have on the future delivery of services the City provides. We have incorporated our understanding of these into the recommendations within this report.**

## Additionally, there has been an increase in demand for City services

Changes in demand from a work driver perspective can have a material impact on the efficiency and effectiveness of service delivery. Below is an overview of some of the key work drivers and the changes that have occurred.

Work Driver		Degree of Change
Population Size	↑	Increase – 6% over the past decade and is projected to continue to increase
Dwellings	↑	Increase – 5% over the past decade
Size (sq. km)	□	No change – while density has increased the size of Cambridge has not
Roads	□	Slight increase – just over 30km (or 3%) have been added over the past decade
Number of Businesses	↑	Increase – 32% since 2012
Outdoor / Indoor Recreation Facility Space	□	Slight increase – indoor space has increased and there is new outdoor infrastructure e.g. splash pad. The number of trails has increased over the past decade, adding 23km (23% increase).
Legislation	↑	Increase – Asset Management, Fair Workplaces, Better Jobs Act, Accessibility for Ontarians with Disabilities Act (AODA)

# The City has been actively delivering its strategic plan, putting a focus on evolving - to be a place for people to prosper

## In 2016, City Council approved the Strategic Plan, Cambridge Connected: Our Voice. Our Vision.

- ▶ Since 2016, there have been a total of 293 initiatives included in the City's annual business plans.
- ▶ The City provides transparency on the progress of these initiatives using an online dashboard available to all. Among the many initiatives, several focus on improving services to residents and making the City more efficient:
  - **Continuous Improvement** - Further implement the corporate continuous improvement program, engaging staff to find new and improved ways of doing City business – including enhancements to programs, services and facilities. See the City's Strategic plan, goal two: Governance and Leadership.
  - **Service Cambridge** – The City is implementing a new centralized customer service approach that will harmonize several of the resident facing services under a single department. Standard processes will be implemented to help improve customer service and the ease of use for residents.
  - **Service Delivery Review** – This review is also part of enhancing the City's services and specifically relates to the City's strategic plan, goal two: Governance and Leadership.

## The City has seven defined program areas with over 160 services and subservices:

- ▶ 76% of the services have known work drivers. Using this data can help predict resource requirements.
- ▶ Not all areas have defined service standards. For example, 50% of the sub-services in the Things to Do program, do not have standards. This is likely due to majority of the sub-services being identified as are non-core, discretionary. Typically, municipalities tend to have more standards for legislated services, while standards for discretionary services are self-imposed. However, setting standards can help improve performance.
- ▶ In most cases, where service standards exist but are not being met, the rationale was that work drivers had increased or there was a mismatch between resourcing and workload.
- ▶ The City has 54 sub-services that are deemed critical. This information can be helpful to plan business continuity.
- ▶ Using the service profiles can help continuous improvement activities and enhance how the City operates and communicates with the public.

# By focusing on service-oriented management practices the City can continue to enhance its services and manage change

**To truly improve service delivery, organizations should think, act and communicate in terms of services.**

This means having a common understanding of what a service is, tools to manage them and a service-oriented culture that makes the resident the focal point. The City has invested in developing service profiles and can use these as a tool for continuous service delivery improvements. Complementing them should be a cost model that aligns to the services while not compromising common accounting structures. This will allow the City to not only deliver services but make important investment decisions.

A final component for the City is the ability to manage change. Like other municipalities, change is happening to the City; demographics, population, legislation and technology. Having a structure for managing change can help ensure the City is able to embrace change and is effective when it decides to make changes, whether process, technology or people related.



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## Service Profiles as a Management Tool

Managing services helps to reinforce a service based culture. Using service profiles can help ensure the value of services does not erode and management can understand the impact of changes



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## Service Based Costing

A service based cost model allows the City to easily map existing expenses and revenue to the services it provides. This information helps management with investment decisions and quantifying the impact of changes to resources and work drivers



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## Change Management

The City will continue to change – adopting an approach for managing changes will help ensure staff engagement and a positive resident outcome



# Underpinning the service management practices are a set of eleven recommendations

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.

Opportunity	Page Ref.	Timing	Impacted Area	Opportunity Type
<b>1. Customer Experience</b> – Build detailed customer journey maps and use them to inform the City's Service Cambridge approach to customer service.	20	2019-H2	All City Services	Service Improvement
<b>2. Develop a Digital Strategy</b> - Create a digital strategy, that aligns with the customer journey work, to improve the residents ability to use digital services.	24	2020-H1	All City Services	Service Improvement
<b>3. Scale Communication Services</b> - Delineate the roles and responsibilities of the Corporate Communication Division and other departments. Establish processes for departments to work with the Division, along with establishing an approach for managing communications that fall outside the responsibility of Corporate Communications.	28	2019-H2	All City Services	Service Improvement
<b>4. Embed Risk Management Practices</b> - Implement an Enterprise Risk Management (ERM) framework and supporting tool for tracking risks. Embed risk management as part of City decision-making.	32	2020-H1	All City Services	Service Improvement



# Underpinning the service management practices are a set of eleven recommendations

Opportunity	Page Ref.	Timing	Impacted Area*	Opportunity Type
<b>5. Formalize the City's Policy Process</b> – Create a formal process to update and maintain policies that includes annual review and sign off by policy owners.	39	2019-H2	6.2	Service Improvement
<b>6. Insource Parking Bylaw Enforcement</b> – Consider changing the delivery model by bringing parking enforcement in-house.	41	2019-H2	5.3	Service Efficiency
<b>7. Consolidate Public Consultation Activities</b> – Consolidate the logistics of organizing public consultations to increase consistency and efficiency.	43	2020-H2	3.1, 3.2, 4.2	Service Efficiency
<b>8. Implement Resource Planning</b> – Develop tools and guidelines that deliver uniform, City-wide resource tracking and planning to improve staff utilization.	45	2019-H2	All City Services	Service Efficiency
<b>9. Enhance the City's Bylaw Review Process</b> – Using a risk based approach, review the currency of bylaws to assess their suitability, enforceability and desirability within the City.	47	2020-H1	3.1	Service Improvement
<b>10. Augment Capital Project Inspection Services</b> – Consider augmenting the City's approach to inspection services by using 3 <sup>rd</sup> parties to ensure 100% coverage of all construction projects. Also, enforce common practices for capturing key information and documentation.	49	2020-H2	5.3, 6.2	Service Improvement
<b>11. Centralize Facility Management</b> – Create a corporate facilities management function responsible for managing all City facilities. This will include building operations, preventative/regular maintenance and coordination of capital projects.	51	2020-H1	6.3, 7.1	Service Efficiency

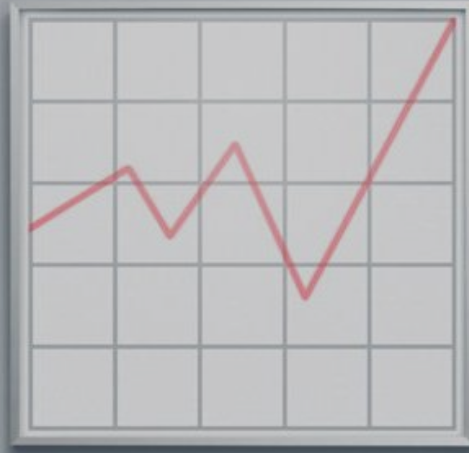
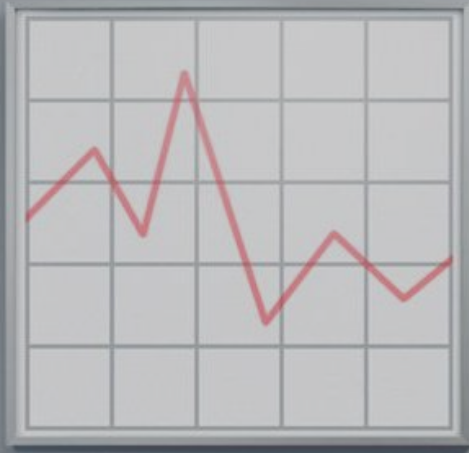
\* Numbers correspond to a service portfolio, which are listed in Appendix.

# We have phased the implementation of recommendations over three years, starting the second half of 2019

Recommendation	2019	2020		2021	
	H2	H1	H2	H1	H2
Implement service management practices					
Customer experience					
Develop a digital strategy					
Scale communication services					
Embed risk management practices					
Formalize the City's policy process					
Insource parking bylaw enforcement					
Consolidate public consultation activities					
Implement resource planning					
Enhance the City's bylaw review process					
Augment capital project inspection services					
Centralize facility management					

 = Duration of implementation  
 = Ongoing activity

This proposed implementation plan takes into consideration urgency, dependencies and estimated effort. We recommend that following acceptance of this report, the City further validates the supporting assumptions, develops more detailed implementation plans and creates capital projects to implement those recommendations deemed appropriate. Opportunities beyond those listed above are in Section - Additional Opportunities and should also be considered.



# RECOMMENDATIONS: BUILDING A SERVICE-ORIENTED CULTURE



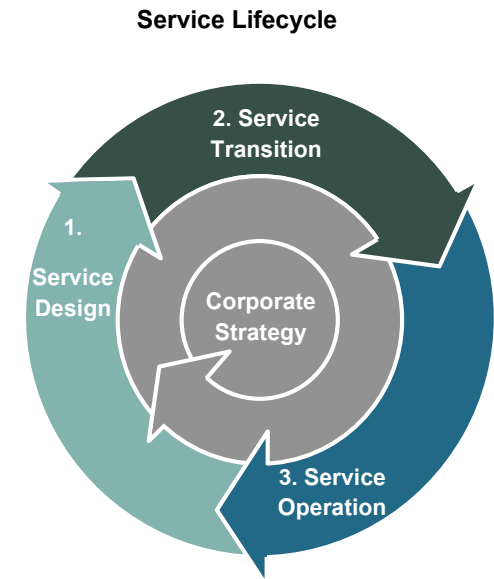
# The Corporation exists to provide residents with services

**While many municipal services are legislated, all City services should align to the strategy of the Corporation. Just as the corporate strategy evolves and changes so do services and as such, they have a lifecycle.**

- ▶ The first phase (service design) establishes the service, its owners and the basic information, commonly in the form of a service catalogue or profile. This provides a basis from which the City can implement the service (if new) or, if existing, create a common language for all stakeholders (internal and external) to understand.
- ▶ The second phase transitions services into production. This includes developing a plan for transition, coordinating resources, communications and change management (we describe how later in this document).
- ▶ Service Operations – during this phase, staff will deliver, manage and monitor the effectiveness of the service, as well as seek to continuously improve it. Using established service standards and metrics, management can make informed decisions on how to enhance the service efficiency or impact on the resident (where applicable). Other information such as resources required and changes in work drivers can help predict service needs. This can be particularly important for managing service expectations and budgets.

**The needs of residents evolve, and as such municipal services need to have flexibility to adapt.**

- ▶ Using a service lifecycle will help ensure service owners are accountable and that there are defined metrics to manage and measure outcomes. In addition, service owners should understand the relationship between work drivers and resources, so impact analysis of changes can be performed.



# Embedding Service Profiles as a management tool can help promote service improvements



The City's service profiles cover all services, internal and external, and have been built based on input from all levels of the City's staff. As it is the first attempt to catalogue all services, it may require further refinement.

## **Adopting Service Profiles as a management tool has numerous benefits:**

- ▶ Provides a common language to communicate service information both internally and externally.
- ▶ Establishes service level expectations and performance metrics.
- ▶ Provides transparency of performance against the corporation's strategic plan.
- ▶ Assigns accountability for services to service owners.
- ▶ Aligns investment, budgeting and resource management directly to the services the City provides.
- ▶ Aligns capabilities, skills and training to services.
- ▶ Supports business continuity, crisis management and disaster recovery.
- ▶ Demonstrates service value by comparing the cost to the outcome.

## **Steps to take for embedding Service Profiles as a tool:**

1. Communicate the use of service profiles as a management tool
2. Identify service owners
3. Provide training for service owners (what is a service profile, role of the service owner)
4. Confirm metrics and create management dashboard for performance reporting (where gaps in data/reporting exist, evaluate alternative metrics)
5. Establish a service profile review process. For example, on an annual basis service owners will review the service profile to ensure accuracy/completeness and also identify opportunities for improvement/enhancement. The timing of this should coincide with budgeting.

## **Achieving the benefits is highly dependent on establishing service owners and clear accountabilities.**

In larger municipalities, accountability can become difficult to manage and unclear. In our experience, value of the service profiles as a management tool quickly erodes if the organization does not establish clear ownership of services.

# Service based costing offers deeper insights on the value of a service

## **Service based costing is closely linked to using Service Profiles as a management tool.**

Service based costing aligns the City's expenses and revenue to the services.

- ▶ This is similar to unit-based costing in the sense that expenditures on labour, contracts and materials link directly to services the City provides.
- ▶ The private sector uses similar models, where service based costing helps translate revenue and expenditures into value or output. Although the public sector is not profit driven, the model can help manage expenditures more effectively.
- ▶ Using service based costing and service profiles will help tie capacity to demand, allowing the City to gain a better understanding of how resident consumption of services impacts the City's finances.



Service based costing is a costing methodology that links each City service directly to the expenses incurred and revenue generated for that service.

## **Adopting service-based costing has numerous benefits:**

- ▶ Ability to map costs and revenue per service increases management's control over the standards of service and delivery.
- ▶ The cost of services can be compared across the City and this information can inform decisions on service value, effectiveness and delivery.
- ▶ Useful model for understanding relationships between resources and work drivers.
- ▶ Extends to create a value based system to help when directing funds and investments – by understanding the value the service brings to the City, management can better direct where expenses would best be spent.

# For effective service based costing, cost will be mapped to services using an allocation policy

## Creating a service based cost model begins with linking the City's service profiles and accounting data.

- ▶ A subledger will need to be created for the services. The City will still be required to report financial statements using traditional reporting categories (e.g. general government, planning and development etc.) and the service subledger will need to map to the general ledger.
- ▶ In some cases the City may not have the exact cost details for a particular service. In such cases the City should consider defining an allocation policy that allows the City to split costs among two or more services in a repeatable and logical fashion. For example, today the City may only have the costs at a portfolio level, using an allocation key will allow those costs (labour and materials and supplies) to be per service as illustrated below:

	Portfolio	Services	Labour	Materials & Supplies	Contracted Services	Rent & Financial Expenses	Total
Today →	Parks		\$200k	\$5k	\$12k	\$20k	\$237k
With Allocation		Parks Ops.	\$140k	\$3.5k	\$2k	\$14k	\$167k
		Trails	\$60k	\$1.5k	\$10k	\$6k	\$78k

- ▶ Understanding the makeup of the City's services and how they interact with one another is key to establishing an accurate costing model – simplifying the assumptions around allocations will greatly reduce the effort involved. It is not necessary to allocate all cost to the services. For example, interest, external transfers or depreciation are not necessary to drive decisions on service delivery. These categories may remain separate from the cost allocation.
- ▶ Service owners will find the model beneficial when they must create business cases as an input to budget planning and funding requests. This helps management make informed decisions with supporting data rather than qualitative statements. As the City becomes more sophisticated in using the model and the service profiles, service owners should also be able to provide management with options in their business cases e.g. changes to resource types, alternative service delivery models or changes to service levels.
- ▶ Additionally, from a service based costing model, the City can then calculate unit based costs, such as the cost per km of trails or outdoor space. This will further enhance forecasting and decision making.



# Change management is an approach to ensure changes are effectively implemented



Change management is the processes, tools and techniques that manage, prepare and support staff in making, realizing, adopting and acknowledging change.

**While project management focuses on the tasks to achieve project requirements, change management focuses on the people and how to achieve outcomes.**

Rather than preparing stakeholders for change, this concept emphasizes helping stakeholders (e.g. staff) make the change and sustain that change through reinforcement.

**Adopting an approach for managing change implementation has numerous benefits.**

- ▶ Gets staff excited about change
- ▶ Anticipates challenges and addresses concerns about change fatigue
- ▶ Reduces the risks associated with the change, the time to implement change and the possibility of an unsuccessful change
- ▶ Maintains or even improves organizational effectiveness and efficiency by acknowledging the concerns of staff
- ▶ Provide a means to measure outcomes and values

**Change management requires understanding the change from an individual's perspective.**

Successful implementation of change typically starts with a clear understanding of why the change is occurring, how it impacts stakeholders and the benefits it will have.

- ▶ Each stakeholder should progress through the five outcomes:
  - A** Awareness of the need for change
  - D** Desire to support the change
  - K** Knowledge of how to change
  - A** Ability to demonstrate new skills / behaviours
  - R** Reinforcement to make the change stick
- ▶ This model, known as the ADKAR model, for individual change provides structure and direction for stakeholders – it allows an organization to understand what activities staff require (training, coaching etc.) to transition through each stage.

# When conducting change management, consider progressing the organization through three phases

The City should ensure the right tools and process are in place to effect change. The following is an approach the City can use to manage change.

## Step One: Preparing for Change

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Identify change leaders who will promote change and guide all stakeholders through the ADKAR stages. Identify the situational elements:

- ▶ What is the change (i.e. system upgrade, new process)?
- ▶ Why is it needed (i.e. in response to new strategy, increase efficiency / increase revenue)?
- ▶ Who does the change impact and how (i.e. finance staff day-to-day tasks)?
- ▶ How much change management is needed (i.e. across the organization, in one department)?
- ▶ Who will lead the change (i.e. division managers, non-leadership staff)?

## Step Two: Managing Change

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Create the change management plan with steps that will enable the organization to support each of the impacted stakeholders, by addressing:

- ▶ How and when to communicate the change?
- ▶ Who needs training? When and how will they receive the training?
- ▶ What are the anticipated areas of resistance? How can this be mitigated?

Where appropriate consider using scenario training or other methods to allow stakeholders to learn more about the change and get accustomed to it. Modify the change management activities to suit the organization and stakeholders as some activities may be more or less effective.

## Step Three: Reinforcing Change

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Develop action plans so that once the change has been implemented, it is sustained. These plans should contain metrics to measure and identify:

- ▶ How well the change is taking hold
- ▶ Any changes in staff behaviour
- ▶ Differences between the new way staff should be working and the way they are actually working
- ▶ Success and recognition



**RECOMMENDATIONS: DETAILED  
RECOMMENDATIONS**

# 1. Customer experience

## Situation

Service Cambridge is a new division within the City and has not yet fully assumed all customer service operations from other departments.

Currently, Service Cambridge is operating some services and has an active counter in City hall. The plan is for Service Cambridge to continue onboarding more services over the course of 2019 as per the Division's plan below:

Phase	Focus	Description
Enhance Online Content	Service Cambridge Portal Review	Review and update the Service Cambridge portal
Phase II	Contact Centre Enhancements	Processing of complaints and general inquiries
Phase III	Support Centre - Public Works	Add Public Works general inquiries and info, Fire department - general information
Phase IV	Support Centres - Recreation, Enhance City Hall Services	Processing of payments, program registration, dumping fees, special event tickets, Clerk's counter sales, Planning/Building intake and sales pamphlets
Phase V	Contact Centre Enhancements	System integration, customer self-serve portals, self-serve options
Customer Feedback	Initiate Customer Feedback	Development of a variety of customer feedback formats to gauge Service Cambridge performance and future services

## *What is customer experience and journey mapping?*

Customer experience and journey mapping is a process analysis method that uses the customer's perspective ("outside-in"). Traditional process analysis is typically "inside-out" and focuses on improving staff productivity, often not considering the customer's experience. By taking an outside-in approach, the process steps can help identify service fractures (e.g. number of hand offs between departments, duration of activity, etc.) that can make the experience difficult or frustrating. Journey mapping also captures the customer's interaction points and their perceived emotions, e.g. points of frustration or happiness.

While as a concept it is not new, advances in the approach, methods and technology have reduced previous challenges in making a significant change to the customer experience. The private sector, especially retailers, have been using customer experience over the past decade. Another prime example is financial services, slow to adapt and change, they have seen smaller companies identify service fractures, enhance the customer experience and displace banking services.

As a consequence of the private sector's focus on customer experience and the adoption of technology, social expectations have also increased. Currently, the City offers various channels by which residents can interact with the City. Residents have different experiences with the departments, as each department offers services through different channels and has varying standards to follow. Journey mapping can identify these differences and align them to create one common and satisfying experience for the resident.

# 1. Customer experience

## Recommendation

Conduct a detailed review of the resident experience interacting with City services through different channels. Document customer journey maps and design a desired experience plan to enhance Service Cambridge's ability to deliver it.

This recommendation is inline with both the Province and peers to the City:

- ▶ In March 2018, the Province's digital action plan outlined a new vision for delivery of services. At the core is a philosophy of "People-centred services and programs".
- ▶ The City of Kitchener's customer service strategy (2015-18) also indicates undergoing a review to develop customer journey maps and enhance how the City provisions services.

## Benefits

- ▶ Journey mapping can align the different departments or perspectives within the City and create a common focus.
- ▶ Improve resident satisfaction.
- ▶ Enhance Service Cambridge's ability to service residents.
- ▶ This can also be a key input to the City's digital strategy and there can be some cost avoidance (synergy) in leveraging this work.

## Key Assumptions

- ▶ The City will require assistance from a third party who can provide a framework, the required expertise and unbiased resources in order to develop the customer journey maps.
- ▶ The City will need to include staff representing all resident facing services as part of the project.
- ▶ Resident outreach will be required.
- ▶ This work can be done while the City transitions services to Service Cambridge and would work closely with staff from each department throughout the project.

## Risks and Barriers

- ▶ There is a risk that the City does not have the capability to undertake this review and staff may have a bias in its outcome. As such the City should consider using a third party to perform the work.
- ▶ There is a risk that the timing of doing this in conjunction with the Service Cambridge plan could cause capacity constraints. If this risk does arise, the City should assess integrating this recommendation as part of the Service Cambridge plan, to enhance the customer experience as Service Cambridge onboards services.
- ▶ A common barrier to achieving the benefits is resistance to change by staff. It is important to have a change implementation approach as described earlier.

# 1. Customer experience

## Approach

The City should adopt the following approach for this work:



### *1. Plan*

This step would include the activities to set the scope, decide on the project team, and plan how best to engage stakeholders (residents, staff, etc.) and typically set some guiding principles on what type of experience you want residents to have. These principles ideally will link to the City's strategic plan.

### *2. Data Gathering*

The City can leverage the service profile information but, in addition, will need to gather data to better understand the different customer segments it has. Personas represent the different type of residents the City has and are a good way to segment residents. Aligning them to a segment then helps the City understand how large or small a segment it is, what their needs and wants are and how best to align City services to them. It will also help the City prioritize any changes e.g. impact to residents.

### *3. Develop Maps*

Once the City has done the customer segmentation and developed personas, they can begin to map out their current experience for a variety of services the City provides. This may require 1-on-1 interviews, surveys and/or focus groups to better understand their resident experience today. This should also include staff perspective of their experience and the interconnections.

### *4. Analyze*

Once the mapping is complete, analysis of where opportunities exist, as well as areas that are optimal, will be identified and prioritized. Options for enhancements should be discussed with the project team and validated by key stakeholders (where possible). The phase should complete with a list of priority opportunities that City will implement.

### *5. Report & Implement*

During the final phase, a customer experience plan should be developed with a set of prioritized recommendations and how to achieve them.

# 1. Customer experience

## Ownership

- ▶ This initiative requires a broad understanding of resident impacting services. The project sponsor should be the DCM of Corporate Enterprise and have the Director of Service Cambridge as the project lead. Additionally, there will need to be extensive involvement and consultation from staff from other departments with resident facing services (e.g. Community Development).

## Resources

- ▶ This work typically requires a degree of independence, and capabilities in process improvement and broad resident services. As such, it is recommended that the City use a third party consulting firm.

## Timeframe

- ▶ This opportunity should be performed prior to transitioning services to Service Cambridge.
- ▶ Additionally, synergies between this work and the digital strategy can be achieved if timed correctly, which will reduce duplication of effort and minimize business disruption. For example, both digital strategy and customer experience will have to engage staff and potentially residents. These activities can be coordinated so that staff need only to be approached once.
- ▶ Similarly, there may be opportunities to share information and resources between this work and the activities involved in developing the City's new strategic plan.

## Costs

- ▶ Given the City's size and the scope we estimate a one-time cost of between \$75k-\$85k for professional services. This would include having the third party develop detailed maps and train City staff to then perform more in the future thus reducing reliance on third parties.

## 2. Create a digital strategy

### Situation

Tom Loosemore, founder of the UK's Government Digital Service, describes digital as "applying the culture, practices, processes and technologies of the internet era to respond to people's raised expectations." Using this definition, the City has begun taking steps towards becoming a more digital and data driven municipality. It is a member of the World Council on City Data (WCCD)\*. Additionally, the City has teamed up with the Region of Waterloo to compete in Infrastructure Canada's Smart Cities Challenge, a competition where municipalities propose a smart city approach that will maximize data and advance technology to address community and service delivery challenges, improving quality of life for residents.

While the City provides some digital services, there is a growing expectation to have more online services available or a more robust experience accessing digital services (see appendix B for comparison to peers). Additionally, many of the existing online services result in duplication of work for staff. For instance, staff are required to input information from a pdf form that was emailed to the City. Moreover, many staff functions require the use of multiple programs to track the same information (i.e. vehicles hours) and data is not easily accessible. While the City does not have a formal digital strategy, this initiative is an approved project with committed funds.

### *Digital services and the Province of Ontario*

In 2016, the Province of Ontario announced its digital strategy. This initiative seeks to make digital service delivery the preferred mechanism used by the Province staff and by residents. It sounds bold, but on the global stage, this is actually catch up. The UK launched its government digital strategy in 2011, leading with the phrase "Digital by Default". In 2012, the Obama administration announced the Digital Government Strategy, followed by Australia in 2013.

However, unlike other jurisdictions where the federal or state level digital plans have trickled down to municipalities, this hasn't happened in Ontario.

### *What are other municipalities doing?*

The Association of Municipalities of Ontario (AMO) recently conducted a survey to assess the involvement of municipalities and digital. Of the respondents, 82% indicated either they were undertaking a digital government approach or initiative at present or skipped this question. This highlights that municipalities are not waiting for more information from the Province on the digital strategy and are actively driving their digital agenda forward based on the needs of their constituents.



## 2. Create a digital strategy

### *Why create a digital strategy?*

A digital strategy should challenge organizations to consider how can they make digital the preferred choice by making it easier, simpler and more convenient for residents and more efficient internally. With the move to digital comes an exponential increase in data and the ability to usefully analyze it. This provides insights that inform better decision making.

Digital enablement will only happen when organizations bring technology to the forefront of their priorities. If organizations do not have a plan to adopt new technology then it will be done to them instead of with them, as vendors will advance and residents will want more. This will likely result in a fragmented technology architecture – ineffective, costly and difficult to use.

In a study by McKinsey, digital strategies need to look at the complete process end-to-end (outside-in). Failure to do so can increase customer frustration or create operational bottlenecks internally. For example, implementing online registration for programs improves the resident experience, but not integrating it with the systems staff use might mean printing out the registration and rekeying into another system for processing.

### **Recommendation**

Create a digital strategy that improves digital services for residents and employees. Examples include online registration for recreation programs, report on road and sidewalk repairs, optimize existing City platforms with input from staff (i.e. Maximo, AMANDA).

As part of this digital strategy, the City should assess the adoption of smart city technologies (see Appendix C – Smart City Opportunities) for a list of potential opportunities.

### **Benefits**

- ▶ Allows greater flexibility for residents.
- ▶ Efficiencies in staff workload.
- ▶ Reduction in physical storage of paper records.

### **Key assumptions**

- ▶ The City could use either a third party or internal resources to complete the strategy.

### **Risks and Barriers**

- ▶ There is a risk that, after producing a digital strategy, it does not have a clear owner. In many organizations, it falls under a director of strategy, in others the default is the IT leadership. Lack of ownership can be a challenge to achieving the benefits of a digital strategy.

## 2. Create a digital strategy

### Approach

Below is a high-level approach to creating a digital strategy. This approach puts a strong focus on the customer experience and the City's future direction:

	Phase 1: Understand the Business Direction	Phase 2: Assess the Current Environment	Phase 3: Develop Alternatives	Phase 4: Design Strategy	Phase 5: Create Roadmap
Workstream A – <b>Customer Experience (CX)</b>	<ul style="list-style-type: none"> <li>▶ Strategy of the Corporation</li> <li>▶ Departmental Priorities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inventory of Services</li> <li>▶ Develop Customer Segments</li> <li>▶ Map Customer Journeys</li> </ul>	<ul style="list-style-type: none"> <li>▶ Highlight Digital / IT Touch-points</li> <li>▶ Prioritize Areas of CX Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Select Future State</li> <li>▶ Define IT Vision</li> <li>▶ Develop Governance Model</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identify Projects</li> <li>▶ Develop Budget Estimates</li> </ul>
Workstream B – <b>Technology</b>	<ul style="list-style-type: none"> <li>▶ Implications for IT</li> <li>▶ Role of IT</li> </ul>	Assess the Current State of IT: <ul style="list-style-type: none"> <li>▶ Architecture</li> <li>▶ Governance &amp; Processes</li> <li>▶ Organizational Structure</li> <li>▶ Performance Management and Financials</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identify IT Capability Gaps</li> <li>▶ Identify Trends and Common Practice</li> <li>▶ Develop IT Alternatives</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop Architecture Model</li> <li>▶ Develop Organizational Structure</li> <li>▶ Develop Operating Model</li> </ul>	<ul style="list-style-type: none"> <li>▶ Create Roadmap</li> <li>▶ Publish IT Strategy and Roadmap</li> </ul>

Workstream A will develop a digital strategy that is both efficient operationally and effective in delivering on the City's customer needs. Where possible, leverage work from the Customer Experience recommendation, as this is a digital strategy and should be focusing on the customer first (outside-in).

Workstream B will help ensure you identify technology the enables the City today and builds a platform to support the City moving forward. In phases 4 and 5, the workstreams fold into one – focusing on the future and combining both the desired customer experience with a robust plan for the City's technology.

## 2. Create a digital strategy

### Ownership

- ▶ Typically there are two models for ownership:
  - Option 1 is led by IT, this is typically for municipalities that do not have a clear owner of digital services. The issues that can occur is that it becomes too technology focused. Should the City decide to have this ownership model the DCM of Corporate services would be the project sponsor and the Director of IT would lead it.
  - Option 2 is led from corporate strategy group and takes a holistic view of the organization without a bias for particular area of focus. The City's project sponsor would be the DCM of Corporate Enterprise with support from management of Corporate Strategy. The implication with this option is that the digital strategy is too conceptual.
- ▶ For both options, input from all departments is essential to ensure the technology that is implemented fully satisfies the needs of the staff and creates the customer experience intended.

### Resources

- ▶ This opportunity is best suited for a third party consulting firm with expertise in municipal services and technology. The third party will need access to City staff across most departments to help shape the digital strategy.

### Timeframe

- ▶ This recommendation is best to follow or be part of the customer experience opportunity. Information from it will help inform the digital strategy and possibly avoid duplicate costs of third party work.
- ▶ Given the pace of digital services and resident service expectations this recommendation should be completed in 2019 / 2020.

### Costs

- ▶ It is common to have a third party assist in developing a digital strategy. Given the City's size and the scope we estimate a one-time cost of between \$100k-\$120k for professional services.

### 3. Scale communication services

#### Situation

Social expectations for communication are increasing, both in frequency and the type of channels for communicating. Social media is bi-directional, meaning it requires a timely response and operates 24/7, which can cause challenges for municipalities. In addition, within City operations, there is growing desire to have more assistance from the Corporate Communications department.

The division is responsible for maintaining external relations with the public. This includes delivering on media inquiries, managing six websites and ten social media accounts including the corporate Facebook, Twitter and YouTube accounts, as well as others such as; the Mayor’s Twitter and the Framer’s Market Facebook and Instagram. Below is a snapshot of workload metrics from this past summer (June to August 2018).



This increasing work volume makes it difficult for the City to provide concise, high quality, and timely communication. This is compounded by a misunderstanding of the other divisions regarding their roles in communication.

While the desire is strong, and the communications team is capable, the rising workload will put strain on current resources to meet service standards or require a reduction in service standards.

#### *The current capability and capacity is not in line with workload*

The media relations and social media management aspects of corporate communication’s role are highly demanding – resident expectations for the City to have a social media presence are increasing. The division is also witnessing an increased demand for digital communications, for example, maintaining digital screens in City facilities. However, the division is staffed primarily with graphic designers (three of four staff). The responsibilities of these staff do not include external communications and as such are not trained on these activities. As a result, Corporate Communications have become reactive, rather than proactive and their processes are often fragmented and inconsistent.

## 3. Scale communication services

*The division has the desire to address workload concerns by transferring aspects of their work to other divisions*

For example, having Service Cambridge provide residents with updates on snow clearing schedules. However, Corporate Communications has expressed reluctance in permitting other divisions to deliver corporate messages direct to residents, as monitoring tone and language is critical for consistent messaging. Instead, Corporate Communications has requested that other divisions provide sufficient information so they can produce and release compliant corporate messages. To date, this approach has not been effective at reducing work volume and is leading to more challenges.

### Recommendation

Similar to a triage approach, the City should delineate the roles and responsibilities of Corporate Communications from the other divisions and establish processes for communicating to the public.

### Benefits

- ▶ Balance in staff workload.
- ▶ Increased social media presence.
- ▶ Consistent approach to public communications.
- ▶ Increased resident knowledge and satisfaction.

### Key assumptions

- ▶ The current staff complement and City leadership are adequate to implement the new roles, responsibilities and processes.

### Risks and Barriers

- ▶ The City no longer has “one voice”.
- ▶ Resistance to adoption and adherence to the new communications roles – either the Division does not transfer responsibility, or the other divisions do not take on the responsibility.

### Approach

To delineate the role of Corporate Communications, the City must first identify divisional responsibilities and activities, and then determine whether the activities belong with the communication staff or whether they can reside elsewhere. For each activity, consider asking:

- ▶ Does the activity require skills that the Corporate Communication have?
- ▶ Are the skills and knowledge unique to the Division? Do other divisions have these specialized capabilities?

### 3. Scale communication services

*We have divided Corporate Communications workload into three buckets – this is an example of how the City should consider reassigning select portions of the activities*

- 1 Exclusively Corporate Communications**
  - ▶ These are activities that require the specialized capabilities that only Corporate Communications has. These would be the types of activities where corporate tone is essential to mitigate risks associated with public affairs. For example, media relations, elections communications, and communication regarding contentious issues.
  - ▶ Additionally, activities that support governance communications (e.g. messages from Council) would remain with the Division.
- 2 Requires Corporate Communications Oversight**
  - ▶ These are activities that the other divisions are capable of completing, however, to ensure the output is in line with the City's brand, the team will provide oversight and guidance.
  - ▶ Examples of these activities may include communication of events that are not annual. Such as the grand opening of a new building or park. Additionally, internal communications or projects specific communications.
- 3 Transfer Responsibility Elsewhere**
  - ▶ These would be activities where other staff have both the skillset and the technical knowledge that relates to the activity. For example, the activities guide would best reside in the recreation department, as they have the information and knowledge on what goes into the guide and have the skillset to create it.
  - ▶ Moreover, social media as it relates to each department could reside with the department. For example, it would be ideal for the Farmer's Market to manage their own social media and communications with the public and recreation should be responsible for communicating items such as pool closures and maintenance notices, as well as promotion of frequent events.

## 3. Scale communication services

### Ownership

- ▶ This initiative requires understanding of corporate communications. As such, the Director of Communications should have ownership.

### Resources

- ▶ To delineate the role and responsibilities of Corporate Communications, consider using an independent party, rather than internal resources, to review divisional responsibilities and workload.

### Timeframe

- ▶ This recommendation is not dependent on any other SDR recommendation and has flexibility as to when the City decides best to begin the work. However, given the current workload, and the importance of communication, this may be something the City should begin sooner than later.

### Costs

- ▶ No additional costs to perform the work. This assumes the work would be done internally using existing resources. One-time effort of staff would be required to complete the work and rollout any changes.

## 4. Embed risk management practices

### 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 staff to help ensure adoption and that ERM practices are part of management's responsibility and should be part of decision-making.

### 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.

### Key Assumptions

- ▶ The current compliance function has both the capability and capacity to conduct target annual audits.

### Risks and Barriers

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

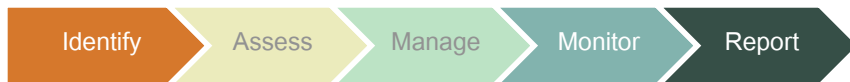


# 4. Embed risk management practices

## Approach

*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.

## *Step one: 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. Below are some examples of factors that may introduce risk to the City:

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 member needs or expectations

Document the identified risks to create a risk inventory.

## 4. Embed risk management practices

### Step two: 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.

### Step three: 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	Category	Scores	Owner	Mitigation Plan
Injury from roof caving in	Financial (assets)	Level 3	Director of Asset Mgmt.	Roof replacement

### Step four: monitor risks

The City will continuously monitor the status of risks and adjust the risk scoring as situations changes.

### Step five: reporting on risks

The City will conduct annual audits on high risk areas to identify progress against the strategy and action plan.

## 4. Embed risk management practices

### Ownership

- ▶ Typically ownership of such an initiative would fall under a Chief Risk Officer (CRO) or equivalent. However, with the CRO position currently vacant, the ownership should be placed with the Acting Manager of Internal Audit, who will report on progress to the DCM of Corporate Enterprise.

### Resources

- ▶ For creating the ERM framework, the City should consider using a third party consulting firm to leverage industry practices and refine them so that they are suitable for the City's use. Once completed, the Acting Manager of Internal Audit can use the framework to create audit plans and execute against them.

### Timeframe

- ▶ Other recommendations are reliant on a risk based approach and having an ERM would be helpful (not necessary); specifically the recommendation to enhance the City's bylaw review process.

### Costs

- ▶ We estimate having a third party assist the City in developing an ERM (exclusive of any software tools) will cost between \$55k-\$75k.



**RECOMMENDATIONS: PROJECT  
OVERVIEW DOCUMENTS**

# An introduction to the Project Overview Documents

## Types of Recommendations

In this section, we present seven additional recommendations. These recommendations are described in two-page **Project Overview**

### Documents (POD):

- ▶ These documents are short form business cases. It includes analysis of the recommendation with figures and calculations to better portray the potential costs and savings.

## Descriptions used in this section

Below is a brief description of the contents provided for each recommendation.

- ▶ **Situation** – the problem statement
- ▶ **Recommendation** – the proposed solution
- ▶ **Benefits** – the potential advantages of executing the recommendation
- ▶ **Key Assumptions** – the assumptions used for quantifying the recommendations

- ▶ **Risks and Barriers** – the potential roadblocks faced when implementing and executing the recommendations
- ▶ **Impacted Portfolio** – the service portfolio that the recommendation targets (see Appendix B for full list of service portfolios)
- ▶ **Timing** – the proposed time of recommendation execution
  - H1: first six months (January to June) of the proposed year
  - H2: last six months (July to December) of the proposed year
- ▶ **Costs** – the cost of implementing the recommendation. Note that negative net figures (in red) indicate cost reductions.

# An example of the costs section contents

Financial Impact	Costs (\$)
<b>Ongoing</b>	
Consultation coordinator salary	47,042
<b>One-time</b>	
N/A	-

Effort Impact	FTE (#)
<b>Ongoing</b>	
Reduction in consultation activities across staff	(0.64)
<b>One-time</b>	
N/A	-

## Financial Impact

Ongoing:

- ▶ Refers to hard changes to the Municipality's operating expenditures.
- ▶ Increases to operating expenditure will be written in black, while decreases will be in red and in brackets.

One-time Costs

- ▶ These costs are in addition to the adjustments to operating expenditures.

## Effort Impact

Ongoing

- ▶ Refers to changes in staff effort and is quantified as the number of FTEs.
- ▶ Increases in effort, which may arise from an increase in workload, will be written in black. Decreases in effort, which may arise from productivity improvements, will be in red and in brackets.

One-time

- ▶ These changes in staff effort that would only need to occur once. For example, creating a policy template is a once time activity.

## 5. Formalize the policy process

### Situation

Currently, the City does not have a standardized process for periodically reviewing and updating City policies. While legislative change is the major driver for creating new policies, older policies are not actively reviewed for relevancy. As a result, many City policies are out of date and no longer reflect what the City does or how the City would like to operate. In addition, policies follow a variety of different formats and many policies are not being adhered to.

The structure of the current repository of policies was created to reflect the organizational structure of the City. However, recent structural changes mean it is no longer relevant. The Clerk's Division intends to create a new repository and conduct a comprehensive overhaul of all City policies in 2019. The new repository will be organized by theme, rather than structure, and will be available on the City's website. Initially, Clerk's Division has identified over 20 policies that can be improved.

### Recommendation

- ▶ Create a formal process to update and maintain policies, which includes annual review and sign off by policy owners.
- ▶ Implement a searchable repository of corporate policies.

- ▶ Adopt a new policy template and apply it to new policies. Consider two formats: 1) a structured template for internal use, 2) a public friendly template for external use.
- ▶ Working with Internal Audit, create a risk-based schedule to review/revise existing policies and transfer them to the new template.
- ▶ Policies should also be linked to service profiles to help ensure that when future changes occur to the organizational structure there is a common link that is not broken or needs revising.

### Benefits

- ▶ Reduction in risk, better adherence to corporate policies.
- ▶ Improved accessibility of policies for City staff and the public.
- ▶ Clearly defined policies for each division will standardize and improve activities conducted by staff.

### Key Assumptions

- ▶ Current resources are sufficient to complete all aspects of the recommendation.

### Risks and Barriers

- ▶ New process is not adopted by the City.
- ▶ Staff do not adhere to policies even once they are relevant and applicable.

## 5. Formalize the policy process

Financial Impact		Costs (\$)
<b>Ongoing</b>		
No adjustments to operating costs		-
<b>One-time</b>		
N/A		-

Effort Impact		FTE (#)
<b>Ongoing</b>		
Annual testing and signoff		0.04
<b>One-time</b>		
Create the process and central repository		0.11

<b>Impacted Portfolio</b>	6.2 Internal Support
<b>Timing</b>	2019-H2

### Financial Impact

- ▶ This opportunity can be implemented with existing resources. Thus, there will be no adjustments to operating expenditure.

### Effort Impact

- ▶ To ensure City policies remain accurate and relevant, additional effort will be required from current staff resources to review and signoff policies on an annual basis.
- ▶ There will be one-time effort to create a formal policy process and review policies, through 2x2hr workshops facilitated by the Clerk's department and attended by management for each of the four departments.
- ▶ To create a central repository, the process planned and described by Clerk's is to reorganize the policies by theme rather than department as they upload them to the repository. As such, it seems reasonable to assign this task to a part time employee and would take approximately 60 hours of effort to complete.



## 6. Insource parking bylaw enforcement

### Situation

Parking bylaw enforcement is currently completed by a third party and the fines generated under the current enforcement model do not cover the cost of this contract. Enforcement is typically done on a complaint basis, limiting the potential for revenue.

The City has experienced many challenges with this model. It is unable to provide input into who the third party hires and there have been issues in the past with poor treatment of equipment, incorrect uniforms and inappropriate conduct towards City residents.

There is a belief among the Bylaw Division that the City would achieve better service standards if parking enforcement was under their control. Data from 2011-2015 demonstrates that the City issues fewer tickets per capita than its peers:

	Kitchener	Waterloo	Cambridge
Tickets per Capita	0.29	0.36	0.22

Moreover, City bylaw officers are currently not permitted to enforce the parking bylaw – when City bylaw officers are enforcing another City bylaw and identify a parking infraction, they must call in the contracted parking enforcement officers to issue the parking ticket, which is inefficient. The City has attempted to make some amendments to the contract to decrease the costs. For example, it has implemented technologies to decrease labour costs. Nevertheless, the contract continues to cost more than the revenue it generates.

### Recommendation

- ▶ Bring parking bylaw enforcement inhouse.

### Benefits

- ▶ Potential to increase the level of service (i.e. number of parking tickets issued).
- ▶ Ensures the City is represented consistently.
- ▶ Reduction in the City's operational costs.

### Key Assumptions

- ▶ The City will be able to increase the number of tickets issued per officer per day from six to be inline with common practices of 13.
- ▶ There are no penalties from cancelling the contract.

### Risks and Barriers

- ▶ Bylaw enforcement officers end up being more focused on the other bylaws, decreasing parking bylaw revenue.

## 6. Insource parking bylaw enforcement

Financial Impact	Costs (\$)
<b>Ongoing</b>	
Cancel parking bylaw enforcement contract	(331,090)
Hire bylaw enforcement staff	181,678
Expected revenue	(138,196)
Potential revenue	(161,228)
<b>Total Ongoing</b>	<b>(448,836)</b>
<b>One-time</b>	
N/A	-

Effort Impact	FTE (#)
<b>Ongoing</b>	
No changes to effort	-
<b>One-time</b>	
N/A	-

<b>Impacted Portfolio</b>	5.3 Emergency Management
<b>Timing</b>	2019-H2

### Financial Impact

- ▶ The yearly cost of the contract is \$331k – cancelling the contract removes \$331k from the yearly operating expenses. Assuming that the City provides 60 days cancellation notice, there will be no termination fees.
- ▶ We've suggested that the City hire two full-time and two part-time officers, which will increase the City's operating expenses by \$182k.
- ▶ If the bylaw officers maintain current service standards of 6 tickets a day, the City can expect to receive \$138k in revenue.
- ▶ However, the City should aim to increase service standards to 13 tickets a day (common standard), which will bring in revenue to \$300k – an additional \$161k more revenue than the current service standard.

### Effort Impact

- ▶ While increasing and cross training staff will provide additional coverage, there is no measurable impact to staff effort at this time.

# 7. Consolidate public consultation activities

## Situation

Coordinating the logistics of public consultation is a labour intensive process completed by numerous staff across the Corporation. This consists of a range of tasks including everything from finding and booking venues and equipment, to notifying the public of an event. Staff can spend up to a week strictly conducting these consultation coordination activities. This excludes preparation of the consultation materials requiring their expertise on the specific subject matter (e.g. engineering of roads).

There are different types of public consultation. For example, the style of consultation regarding a community park is different than one discussing the addition of a new subdivision. While the style of consultation is different, the approach should be similar. However, staff knowledge and tools differ and there is not a standardized corporate approach, leading to inefficiencies in public engagement and consultation.

The Planning Division has recently developed a consultation standard for their department that is heavily reliant on the preparation of information beforehand such as FAQ responses, anticipatory questions and reviewing all materials to ensure consistent use of plain language. They've tested this process with controversial applications and it has proven effective. It is believed that this approach can be adopted across the City for a variety of public consultation processes.

## Recommendation

- ▶ Consolidate the logistics of organizing public consultation (arranging location and set-up, notification process, AODA requirements, stakeholder database, etc.) to a specific administrative position to ensure consistency and efficiency.
- ▶ Provide corporate-wide training on how to correctly and efficiently consult with residents to ensure consistency across the departments.

## Benefits

- ▶ Consolidating coordination duties will free staff time to be put towards the increasing number and complexity of public consultations.
- ▶ Reduction in repeat public communications (e.g. residents and media contacting the City with additional questions, concerns and complaints).

## Key Assumptions

- ▶ One full-time position will adequately cover consultation coordination across the organization.
- ▶ Gained capacity will go towards increased public consultations.

## Risks and Barriers

- ▶ Number of consultations increase more than productivity.

## 7. Consolidate public consultation activities

Financial Impact		Costs (\$)
<b>Ongoing</b>		
Consultation coordinator salary		47,042
<b>One-time</b>		
N/A		-

Effort Impact		FTE (#)
<b>Ongoing</b>		
Reduction in consultation activities across staff		(0.64)
<b>One-time</b>		
N/A		-

<b>Impacted Portfolio</b>	3.1 Engineering, 3.2 Parks, 4.2 Planning & Development
<b>Timing</b>	2020-H2

### Financial Impact

- ▶ Adjustment to the City's current operating budget includes the addition of a full-time coordinator.
- ▶ We have assumed that the City will conduct an annual two-hour workshop with those responsible for public consultation to ensure consistency across the departments.

### Effort Impact

- ▶ The average time spent on coordinating activities is 3.5 days. We assume that the productivity gains will be put towards the more in-depth consultation standard developed by the planning departments (e.g. FAQ preparation, reviewing materials to ensure plain language).

## 8. Implement resource planning

### Situation

While CityOne has a project management module that allows capital project planning at a staff level, it doesn't have a similar tool for day-to-day operations. Work plans are generally at a division or department level and do not adequately demonstrate the capacity of staff and the time required for operations and non-capital projects. It is difficult to understand how staff time is allocated, as time tracking has not been implemented across the organization. It is unknown how effectively time is being used.

As a result, the impacts of new projects, initiatives and Council requests are difficult to capture and make re-prioritization of tasks difficult. It appears that each director and manager have a different way of defining and reprioritizing tasks. For example, the criteria for urgent tasks is not the same across the management team. The City does not have a common framework for estimating resource needs against its work plan and instead it is up to management's judgement.

Currently, cross-department impacts aren't measured. There have been examples of divisions being dependent on resources from other areas of the City and those areas not being able to provide them. In some cases, this has virtually halted the work. Additionally, work volumes are changing across the organization, meaning the City will continue to need to manage fluctuations.

### Recommendation

- ▶ Develop a process that allows resource tracking and planning at a staff level, including day-to-day, and project related activities. The process should also indicate dependencies on other departments.
- ▶ On a weekly or biweekly basis, we recommend that management assess how resources are tracking against their time estimates and adjust tasks to reflect any capacity issues.
- ▶ Consider adopting performance metrics for management's ability to track resources and staff utilization.

### Benefits

- ▶ Planned resourcing will increase staff efficiency.
- ▶ Improved budgeting and forecasting of expenses.

### Key Assumptions

- ▶ Resource plans will be adopted and monitored by the corporate management team.
- ▶ A pilot using an Excel template will be used to prove the benefits.

### Risks and Barriers

- ▶ There is a risk that if implemented incorrectly the City sees a fall in productivity due to time spent on time tracking

## 8. Implement resource planning

Financial Impact		Costs (\$)
<b>Ongoing</b>		
No adjustments to operating costs		-
<b>One-time</b>		
N/A		-

Effort Impact		FTE (#)
<b>Ongoing</b>		
Resource planning efficiency		(4.56)
<b>One-time</b>		
N/A		-

<b>Impacted Portfolio</b>	All
<b>Timing</b>	2019-H2

### Financial Impact

- ▶ It is assumed the time tracking within CityOne can be used. Costs associated with this module are to be determined.

### Effort Impact

- ▶ The productivity gains would most likely only impact a portion of the City's workforce. Our estimates suggest it would impact corporate staff across the four departments, approximately 228 FTEs.
- ▶ In our experience, using resource and time management tools can give organizations productivity gains of between 2-5%. However, given the nature of the corporate work (non-labor intensive), this will likely have a lower impact. We have assumed a 2% increase in efficiency. We believe that productivity gains will be seen across management and each of the layers below.

## 9. Enhance the City's bylaw review process

### Situation

The City's process to draft, review and approve bylaws is inconsistent. This is largely because Divisions are responsible for deciding when new bylaws are required and how they will be drafted. The City also relies on the Divisions to decide whether bylaws need to be reviewed for redundancy and relevancy. This has resulted in many existing City bylaws becoming outdated and difficult to enforce, leaving the City vulnerable to challenges.

The Clerk's and Legal Services divisions are currently working to formalize the bylaw review process. However, there are a few outstanding aspects:

1. The process of bringing bylaws to Council
2. Accountabilities of who should be involved and during which parts of the process (e.g. bylaw enforcement, legal services)
3. Standardized bylaw templates

Bylaws are stored both in historical archives and the Clerk's office. Additionally, the City is rolling out an Enterprise Content Management (ECM) system using SharePoint that will store a subset of bylaws. However, this has not been implemented across the entire organization. Many departments store hard or soft copies of their own bylaws in places not easily accessible to the rest of the Corporation.

### Recommendation

- ▶ Formalize process for creating, reviewing and approving bylaws, including defining accountabilities.
- ▶ Have a single knowledgeable team undertake a comprehensive review of the bylaws, assessing their suitability and enforceability.
- ▶ Implement a process to annually review bylaws.
- ▶ Rollout the use of a central repository for all divisions to use and ensure it can be accessed remotely by bylaw enforcement staff.

### Benefits

- ▶ Bylaws will be easier to enforce, reducing bylaw enforcement efforts.
- ▶ Outdated and duplicated bylaws will be removed, relevant bylaws will be digitally stored, making it easier for staff to locate.

### Key Assumptions

- ▶ Current resources are sufficient to implement the recommendation over a period of time.

### Risks and Barriers

- ▶ No improvement to bylaws in terms of their enforceability.
- ▶ Central repository as the main location for bylaws is not adopted and staff continue to store copies on their personal drives.

## 9. Enhance the City's bylaw review process

Financial Impact	Costs (\$)
<b>Ongoing</b>	
No adjustments to operating costs	-
<b>One-time</b>	
N/A	-

Effort Impact	FTE (#)
<b>Ongoing</b>	
Reduction in bylaw enforcement officer effort	(0.70)
Reduction in Clerk's division effort	(0.02)
Annual training and review of bylaws	0.05
<b>One-time</b>	
Creating formal process	0.01
Comprehensive review of bylaws	1.33

<b>Impacted Portfolio</b>	5.3, Enforcement, 6.2 Internal Support
<b>Timing</b>	2020-H2

### Financial Impact

- ▶ There will be no adjustments to operating expenditure.

### Effort Impact

- ▶ Revised bylaws and a clear process for creating new bylaws will likely reduce effort associated with bylaw disputes.
- ▶ A central repository will expedite bylaw look ups, reducing effort spent by the Clerk's division in assisting staff and the public in finding bylaws.
- ▶ Management will undergo an annual two-hour review session.
- ▶ Annually bylaws will be reviewed for currency. This will be a two-day time boxed exercise with two staff members from the Clerk's division.
- ▶ There will be one-time effort to create the formal process, we have assumed 3x2hr workshops.
- ▶ The one-time comprehensive review is approximately 31 weeks of effort per person for a team of four.



# 10. Augment capital project inspection services

## Situation

Currently, there are three City inspectors for capital projects (primarily road reconstruction). Not all construction activity is being documented or inspected due to two factors:

- ▶ As inspectors have multiple projects to oversee at a given time, they are not always present to inspect or document construction activity.
- ▶ Timing of construction activity is typically longer than the inspectors work day.

As a consequence, the City is at risk of improperly built infrastructure or lack of information to dispute change orders.

Moreover, as-built information is not being captured in updated CAD drawings in a timely fashion due to limited availability of resources (only one of the three inspectors is trained on CAD).

Currently, the City is unable to provide oversight of development construction projects. Instead, the City is dependent on the developers inspectors and the City must assume infrastructure it has not inspected.

## Recommendation

- ▶ As part of implementing the ERM, conduct a risk assessment to identify the extent to which additional inspection is required.
- ▶ Consider augmenting inspection services with third party inspectors to cover as-built work volume.

- ▶ Undergo a competitive vendor of record (VOR) procurement process to create a roster of pre-approved inspectors and rates.
- ▶ To ensure the City has adequate coverage, ensure that the same service standards are implemented for both in-house and third party inspectors.

## Benefits

- ▶ Mitigate potential risks of inaccurate documentation or uninspected construction.
- ▶ Mitigate cost overruns by having sufficient evidence to dispute change orders.
- ▶ Increase in the level of detail and accuracy of inspectors diaries.
- ▶ Increase capacity within existing in-house inspectors to oversee new development inspections.

## Key Assumptions

- ▶ Third party inspectors will maintain or exceed the City's current service standards.
- ▶ Third party inspectors will be required from April to November.

## Risks and Barriers

- ▶ Discrepancy in service standards.

## 10. Augment capital project inspection services

Financial Impact		Costs (\$)
<b>Ongoing</b>		
Third party inspection services		129,000
<b>One-time</b>		
Cost of AutoCAD Training for inhouse inspectors		1,000

Effort Impact		FTE (#)
<b>Ongoing</b>		
Reduction in travel effort		0.09
<b>One-time</b>		
N/A		-

<b>Impacted Portfolio</b>	3.1 Engineering
<b>Timing</b>	2020-H1

### Financial Impact

- ▶ The City has six capital projects next year that require inspection services. This means the City could use third party inspectors for three of the projects to ensure full-time coverage.
- ▶ Based on previous projects, it is estimated that third party inspection costs for three inspectors will be approximately \$129k. Note: Each capital project has reserved budget for inspection services. As such, a portion of the \$129k will be accounted for.
- ▶ Reductions in overtime or time-off-in-lieu from in-house inspectors would also be a potential savings (but has not been calculated).
- ▶ AutoCAD training course for two of the inhouse inspectors at \$500 per person.

### Effort Impact

- ▶ We anticipate minor productivity gains with all inspectors trained on AutoCAD and inspectors not having to drive to multiple sites.
- ▶ Additionally, with full coverage, there will likely be a reduction in time spent addressing disputes and change orders.

# 11. Centralize facility management

## Situation

Currently, programming and recreation staff are responsible for building operations and maintenance of their respective recreation facilities, however many do not have the necessary knowledge related to building management. This causes two issues:

- ▶ It reduces the time available for tasks related to their primary roles.
- ▶ Some facilities are not being maintained to the City's desired standards, and there are deficits in preventative maintenance (staff expressed that there are no official maintenance schedules in place e.g. frequency of carpet cleaning, HVAC routine maintenance, etc.)

While there are some maintenance staff within the recreation division, they are limited to pools and arenas and are only able to provide limited assistance to the other centres (e.g. inspection of generators). There are some standard facility maintenance processes in place, such as preapproved lists of contractors. However, not all building owners use the list or even know about it.

Recent building condition assessments demonstrate an inconsistency in the conditions among municipal buildings. Many of the recreation buildings have poorly rated components which need replacement.

## Recommendation

- ▶ Create a corporate facilities management function responsible for managing all City facilities. This will include building operations, preventative/regular maintenance, and coordination of capital projects. This group will ensure consistency and provide support is given to individuals that do not have a strong facilities background.
- ▶ Expand contractor rosters lists and service agreements with contractors at preapproved and volume discount rates.
- ▶ Implement time tracking for frontline recreation staff as it relates to facility maintenance. Use data to rebalance responsibilities between frontline staff and the corporate facilities management function.

## Benefits

- ▶ Improved quality of recreation assets.
- ▶ Reduction in the operational risk from untrained staff.
- ▶ Cost effective through economies of scale.

## Key Assumptions

- ▶ The same standards can be applied across all buildings (e.g. preventative maintenance schedules).
- ▶ All procurement practices will go through the centralized function.

## Risks and Barriers

- ▶ Unable to hire the necessary staffing resources.

# 11. Centralize facility management

Financial Impact		Costs (\$)
<b>Ongoing</b>		
Reduction in contractor hourly rates		(18,422)
<b>One-time</b>		
N/A		-

Effort Impact		FTE (#)
<b>Ongoing</b>		
No changes to effort		-
<b>One-time</b>		
N/A		-

<b>Impacted Portfolio</b>	6.3 Resource Management, 7.1 Recreation & Culture
<b>Timing</b>	2020-H1

## Financial Impact

- ▶ The City spent \$526k in 2018 on RCS facility maintenance of which 70% is estimated as labour.
- ▶ Variation of rates range from 1%-21%. By standardize rates and using preapproved vendors, labour fees can conservatively drop by 5% as illustrated in the table below:

Contractor	%Var. (Avg.-Highest)
Roofing	1%
Construction	15%
General contractor	9%
Plumbing	8%
Electrical	21%

## Effort Impact

- ▶ We anticipate minor productivity gains with using a defined list of pre-approved vendors and creating a central group of facility management services, however have not included any savings.
- ▶ Once sufficient time tracking data has been captured, it can be used to inform the rebalancing of facility maintenance and the productivity gains can be calculated.



**ADDITIONAL OPPORTUNITIES**

# An introduction to the additional opportunities section

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	2.1	2	3	2	3	2.5

**There are over 70 additional opportunities. These recommendations are less impactful on the City.**

## 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

# Opportunities already underway

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Governance	Implement the Special Events Strategy	Efficiency	7.1	2	3	1	2	2.0
Governance	Create and implement a Business Continuity Plan	Service Improvement	5.1	1	2	3	2	2.0
Process Improvement	Complete the implementation of the new Bulk Water Filling Station	Efficiency	3.2	2	1	2	2	1.8
Governance	Create orientation and training program for new and returning council members that outlines guiding principles for roles, communication and authority, and reviews formal process for communication between council and staff.	Service Improvement	6.1	1	2	3	1	1.8
Process Improvement	Complete the implementation of the administration governance model.	Efficiency	6.2	1	1	3	2	1.7
Process Improvement	Implement the Diversity Strategy. Consider the best division/department for Inclusion Services.	Service Improvement	7.1	1	2	1	3	1.7

# Opportunities for staff to pursue (1 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capacity	Continue to improve the Accounts Payable (AP) process by automating steps using CityOne, including consultant / contractor use of AP email.	Efficiency	3.1, 4.1, 4.2, 6.2, 6.3	3	1	3	3	2.5
Capacity	Explore the use or 3 <sup>rd</sup> party contractors for select operations services (e.g. road maintenance - ditch cleanouts and culvert repairs, horticulture maintenance, garbage collection in parks, trails inspections)	Service Improvement	1.2, 1.3, 3.2, 3.3	2	3	2	3	2.5
Technology	Implement the use of online live chat assistance solution between residents and staff through the City website.	Service Improvement	2.1	2	3	2	3	2.5
Technology	Implement a secure file sharing solution for staff use with 3 <sup>rd</sup> parties.	Efficiency	All	2	2	3	3	2.5
Communications	Include investment decisions as part of annual budget communications to both staff and the public.	Service Improvement	6.3	1	3	3	3	2.4
Revenue Enhancements	Review existing fees and develop additional fees and/or rates for repeat site plan submissions and building inspections.	Efficiency	4.2, 5.3	3	2	2	2	2.3
Revenue Enhancements	Charge contractors for idle open building permits to help incentivize closing of permits.	Efficiency	5.2	3	2	2	2	2.3



## Opportunities for staff to pursue (2 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Equipment & Facilities	<p>Review the effectiveness of City Hall layout considering the changes with Service Cambridge and future impact of eligible retirements. Consideration should be given to:</p> <ul style="list-style-type: none"> <li>- Move Asset Management to City Hall</li> <li>- Graphics</li> <li>- Tax billing</li> <li>- Recreation</li> <li>- Planning</li> <li>- Parking, bylaw, building inspectors</li> <li>- First aid room</li> <li>- Operations teams</li> </ul>	Efficiency	All	2	2	3	2	<b>2.3</b>
Technology	Extend the City's Open Data Plan to prioritize data for public use.	Service Improvement	2.1	2	3	2	2	<b>2.3</b>
Capacity	Implement paperless investigation process (e.g. tablets with talk to text, video and picture capability). Ensure tablets are able to access investigation system to auto populate.	Efficiency	3.1, 5.2	3	2	2	2	<b>2.3</b>
Capacity	Develop a process to track and forecast changes to City assets (e.g. sidewalks, roads, parks etc.), including subdivision developments. This would then be used as an input to the resource management planning.	Capacity	3.1, 3.2, 3.3, 4.2, 6.3	2	2	3	2	<b>2.3</b>
Governance	Define criteria for aligning projects to strategic plan, identifying project benefits and tracking realization.	Service Improvement	6.1	2	1	3	3	<b>2.2</b>
Governance	For the City's new strategic plan, place focus on resident first.	Service Improvement	6.1	1	3	3	2	<b>2.2</b>

## Opportunities for staff to pursue (3 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capacity	Determine best service delivery model to staff CAT or backfill CAT resources.	Service Improvement	3.2,	1	3	2	3	<b>2.2</b>
Organization Structure	Create volunteer management practices and guidelines.	Efficiency	7.1	2	2	2	3	<b>2.2</b>
Process Improvement	Create a framework for how the City provides and tracks community and charity grants and funding.	Service Improvement	2.1	2	2	2	3	<b>2.2</b>
Communications	Create a fulsome Social Media Plan for the Municipality that covers the needs of all departments (e.g. recreation to promote programs).	Service Improvement	All	1	3	3	2	<b>2.2</b>
Revenue Enhancements	Charge for sewage dump at Churchill Park.	Efficiency	3.2, 3.5	3	2	1	2	<b>2.1</b>
Equipment & Facilities	Conduct a 3rd party equipment audit to assess opportunities for rationalizing fleet management; procure and retain a vendor for equipment rentals and implement a process to track use of equipment and re-evaluate equipment needs on a 2-3 year cycle.	Efficiency	6.3	3	1	2	2	<b>2.1</b>
Governance	Centralize grant management – Assign one function (e.g. the Treasurer) with the responsibility for finding, collating, assigning, supporting and tracking grant writing.	Efficiency	6.1, 6.3	3	1	2	2	<b>2.1</b>
Governance	Establish a corporate performance management framework with KPI/service standards linked to services and departments.	Service Improvement	All	1	2	3	2	<b>2.0</b>
Revenue Enhancements	Review service pricing for parks and recreation programs.	Efficiency	3.2, 7.1	2	3	1	2	<b>2.0</b>

## Opportunities for staff to pursue (4 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Governance	Review the efficacy role of the Senior Advisory Board.	Efficiency	6.3, 7.1	2	2	2	2	2.0
Governance	Review the efficacy role all Council Advisory Committees.	Efficiency	6.3	2	2	2	2	2.0
Technology	Optimize Maximo (e.g. align Maximo work orders to type of work).	Efficiency	1.1, 1.3, 3.1, 3.2, 3.3, 3.4, 3.5, 5.2, 6.3	2	1	3	2	2.0
Technology	Optimize use of AMANDA (e.g. for planning applications to minimize paper).	Efficiency	1.1, 3.1, 3.2, 4.1, 4.2, 5.2, 5.3, 6.1, 6.2	2	1	3	2	2.0
Capability	Create SAP super-users and provide ongoing SAP training (e.g. provide readily available demos, process flows and learning tools). Have the super-users review the effectiveness of existing training material and revise them where necessary.	Efficiency	All	2	1	3	2	2.0
Process Improvement	Rationalize the number of systems and reduce duplication of data and overlap in system functionality.	Efficiency	All	2	1	3	2	2.0
Capacity	Review alternative models for print services, including purchasing additional equipment or outsourcing.	Efficiency	6.2	2	1	2	3	2.0
Technology	Review technology to support workplace and mobility of staff (e.g. leverage conference call and internal chat solutions).	Efficiency	All	1	1	3	3	1.9
Process Improvement	Establish a process for periodic audit of GIS data to ensure accuracy and completeness.	Efficiency	1.1, 1.3, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 6.3	1	1	3	3	1.9

## Opportunities for staff to pursue (5 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capacity	Hire a full-time FTE dedicated to Transportation Demand Management (TDM) to achieve the City's transportation objectives.	Efficiency	1.3	1	3	1	3	1.9
Process Improvement	Establish a formal procedure and schedule to review (or create) agreements for all facilities operated by 3rd parties.	Efficiency	6.3	1	1	3	3	1.9
Process Improvement	Streamline support services for SAP issues considering more internal capability or SLAs.	Efficiency	All	1	1	3	3	1.9
Technology	Implement automatic billing for parking permits.	Efficiency	1.2	2	2	1	2	1.8
Technology	Implement use of a time tracking tool for corporate staff.	Efficiency	6.1	1	1	3	3	1.9
Capacity	Define the legal service levels of involvement in standard processes and where appropriate, assess the use of 3 <sup>rd</sup> party legal services.	Service Improvement	6.2	1	1	2	3	1.7
Organization Structure	Review the reporting structure related to the Landscape Architect and the Sustainability Planner.	Service Improvement	3.2, 4.2	1	1	2	3	1.7
Capacity	As part of an overall review on inspection services, explore the opportunity to transfer review of site plan site works to Engineering and/or Field Services.	Efficiency	3.1, 4.2	1	1	2	3	1.7
Technology	Implement smart parking meters and pay-by-phone app.	Service Improvement	5.3	1	2	1	3	1.7
Technology	Create an IT asset management plan.	Efficiency	6.3	1	1	3	2	1.7

## Opportunities for staff to pursue (6 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capability	Implement operators training for applicable fleet staff (operators and mechanics).	Efficiency	3.2, 3.3, 6.3	1	1	2	3	1.7
Technology	Build a data warehouse and procure a BI tool with reporting capabilities and implement data management and governance.	Efficiency	All	1	1	3	2	1.7
Governance	Develop a youth strategy and business case; identify potential new services needed for youth and a youth center or hub.	Service Improvement	7.1	1	2	2	2	1.7
Process Improvement	Perform a SAP process optimization project to assess efficiency of processes and opportunities for improvement (e.g. project management, AP, etc.).	Efficiency	3.1, 3.2, 3.3, 4.2, 6.1, 6.3, 7.1	1	1	3	2	1.7
Capacity	Review the City's need for survey services, assess whether alternative delivery models would be more beneficial including expanding the scope of other City staff and/or using 3 <sup>rd</sup> parties for survey services.	Efficiency	3.1	2	1	1	3	1.7
Governance	Establish inventory management for operational equipment and supplies and assign ownership of inventory control.	Efficiency	6.3	2	1	1	3	1.7
Technology	Implement use of OnPoint across all departments; put in place practices to ensure consistent use.	Efficiency	1.1, 1.3, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 6.3	1	1	3	2	1.7
Technology	Procure software for management of large complex projects to manage project plans, track resource allocation and costs.	Efficiency	3.1, 4.2, 6.1, 6.3	1	1	3	2	1.7
Technology	Optimize configuration of the City's IT Service Desk ticketing system Heat.	Efficiency	6.3	2	1	1	3	1.7

## Opportunities for staff to pursue (7 of 7)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capacity	To improve staff time (faster verification of how long cars have been parked), purchase hand held plate scan feature.	Efficiency	1.2	2	1	1	3	1.7
Technology	Optimize configuration of the City's IT Service Desk ticketing system Heat.	Efficiency	6.3	2	1	1	3	1.7
Technology	Procure intelligent assets to track information regarding asset quality and maintenance. E.g. sensors on street lights to notify when the light needs replacement.	Efficiency	6.3	1	1	2	2	1.5
Capacity	Outsource development and production of the activity guide.	Efficiency	6.2, 7.1	2	1	1	2	1.5
Organization Structure	Separate parks operations from Recreation & Culture Director and review opportunity to combine with existing similar functions.	Efficiency	3.2, 7.1	1	2	2	1	1.5
Technology	Conduct a feasibility study for the use of analytic software.	Efficiency	7.1	1	1	2	2	1.5

# Opportunities for People Plan (1 of 2)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Process Improvement	Clarify roles and decision-making authorities.	Efficiency	All	1	2	3	2	2.0
Process Improvement	Improve morning huddles with field staff to ensure that they have accurate and complete information e.g. prioritized work orders for that day.	Efficiency	1.3, 3.2, 3.3	2	1	2	3	2.0
Capability	Implement a Learning Management System (LMS) to track training and certification of staff.	Efficiency	6.2	1	2	3	2	2.0
Process Improvement	Create a protocol for contacting operations supervisors particularly for urgent requests e.g. (text or call).	Efficiency	1.3, 3.2, 3.3	1	1	3	3	1.9
Governance	Improve communication among teams / divisions; implement mandatory meetings at a frequency decided by department / team.	Efficiency	All	1	1	3	3	1.9
Communications	Establish an internal communications protocols (e.g. when to use different channels for communications).	Efficiency	6.1	1	1	3	3	1.9
Process Improvement	Provide appropriate health and safety training for CAT program.	Efficiency	6.2	1	1	3	3	1.9
Capacity	Build a organization-wide succession plan (for all departments).	Efficiency	All	1	1	3	3	1.9

# Opportunities for People Plan (2 of 2)

Themes	Opportunities	Opportunity Type	Impacted Portfolio	Financial Benefit	Impact to Residents	Impact to Org.	Difficulty to Implement	Total Score
Capacity	Develop a mentorship program that ties into the succession plan.	Efficiency	All	1	1	3	3	1.9
Capacity	Ensure all staff understand how gapping policy works; review gapping policy to see if it is still valid.	Efficiency	6.1	1	1	3	3	1.9
Capacity	Revise vacation time (holiday year; July-June; high number of holidays in summer) with calendar year.	Efficiency	All	1	1	3	2	1.7
Capability	Create onboard training program; what the City does and who to contact.	Efficiency	6.2	1	1	1	3	1.4



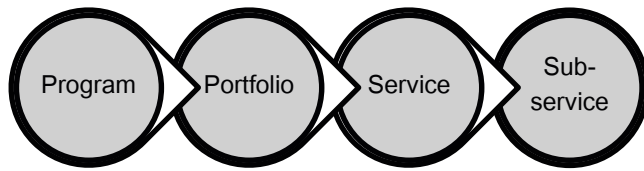
# APPENDIX

# Appendix A

## Service Profiles: Definitions

Given the size and scale of the City we use a tiered approach for structuring the City’s services. As illustrated to the right, there are seven programs comprised of 18 portfolios.

- ▶ Each portfolio contains services which can be further broken out into sub-services.



- ▶ Programs are meant to be easy to understand and there is potential for using them externally when communicating with residents, visitors and businesses.
- ▶ The lowest level are sub-services. Each sub-service has a set of more detailed information. This information is in a Excel spreadsheet. However for this report we summarize some of the key details which are described on the following page.

Programs	Portfolios
1. Getting Around	1.1 Active Transportation
	1.2 Parking
	1.3 Transportation
2. Getting Stuff Done	2.1 Customer Service
3. Infrastructure	3.1 Engineering
	3.2 Parks
	3.3 Roads
	3.4 Stormwater
	3.5 Utilities
4. Jobs and Growth	4.1 Economic Development
	4.2 Planning and Development
5. Public Safety	5.1 Emergency Management
	5.2 Emergency Services
	5.3 Enforcement
6. Running the City	6.1 Corporate Management
	6.2 Internal Support
	6.3 Resource Management
7. Things to Do	7.1 Recreation and Culture

# Appendix A

## Service Profiles: Definitions

**As a summary of the service profiles we provide details of key factors. Below and to the right are their definitions:**

### **Service Type:**

- ▶ Services are either legislated or discretionary.
- ▶ Legislated services are mandatory under the Municipal Act.
- ▶ Discretionary services are determined by each municipality. While some services are discretionary, once they are in place there are acts that govern the service (e.g. water / wastewater).
- ▶ Discretionary services can be broken down into two types: Core, which are foundational to the City's operations (e.g. IT) and are practical in nature; Non-core are cornerstone to the community (e.g. recreation programs) and contribute to making the Municipality a desirable place to live.

### **Service Standards:**

- ▶ The performance measures associated with the service. Service standards can be either mandatory (described by the Municipal Act), unofficial (created by the City to ensure effective service delivery) or a combination of the two. For some services, the City may not have developed any measurable standards.

### **Criticality Level:**

- ▶ Critical services must be maintained during emergency situations, union strikes or shut-downs. These are services that are required for the City to function and continue to be accessible to residents.
- ▶ Non-critical services are not essential for the City to function and are not required during emergency situations.

### **Systems:**

- ▶ The technology systems used by staff to deliver the services

### **Work Drivers:**

- ▶ Factors that impact work volume.

### **Delivery Models:**

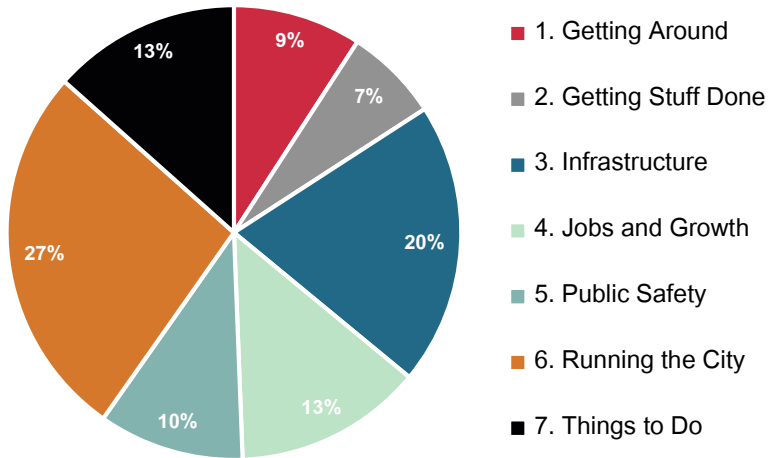
- ▶ This refers to the way in which the service is provided. Services can be provided directly by City staff, contractors, volunteers, shared across multiple Municipality's or a combination of any of the listed.

**The following pages are infographic summaries for each of the seven programs.**

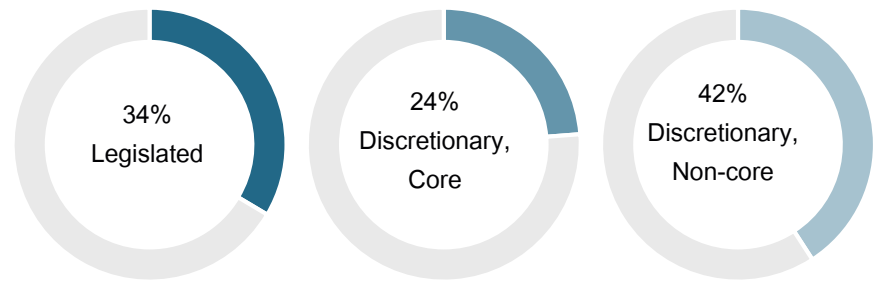
# Appendix A

## Service Profiles: Snapshot of City Services

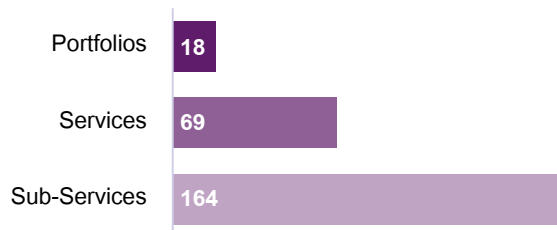
### Programs



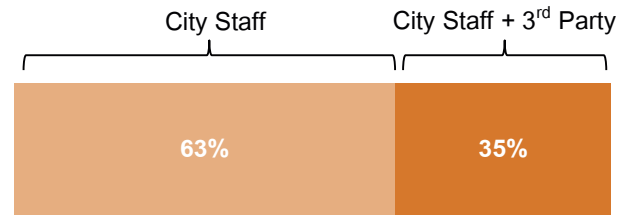
### Sub-Services



### Program Decomposition



### Delivery Model



### Work Drivers

76% of sub-services have known work drivers





## Appendix A

# Service Profiles: 1. Getting Around

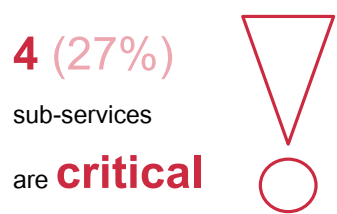
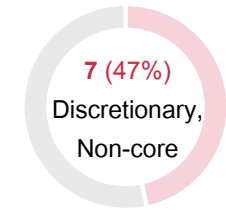
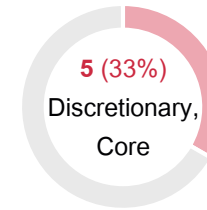
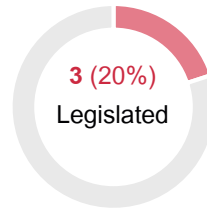
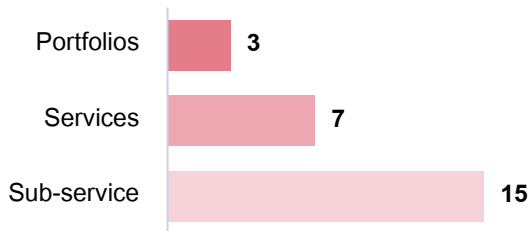
This program includes services that support and enable residents and visitors to effectively commute throughout the City.

Portfolio	Service	Number of Sub-services
1.1 Active Transportation	1.1.1 Active Transportation Network	2
	1.1.2 Crossing Guards	1
1.2 Parking	1.2.1 Off-street Parking	2
	1.2.2 On-street Parking	1
1.3 Transportation	1.3.1 Transportation Management	3
	1.3.2 Corridor Management	3
	1.3.3 Winter Maintenance	3



## Appendix A

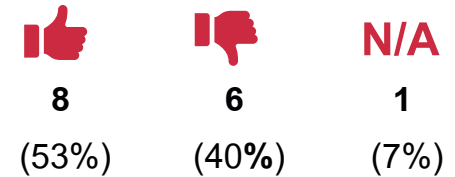
# Service Profiles: 1. Getting Around



Average number of systems used:



Are service standards being met?



**80%** of  
sub-services have  
**known work drivers**





## Appendix A

# Service Profiles: 2. Getting Stuff Done

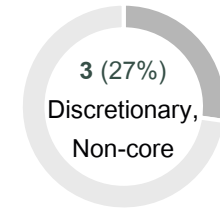
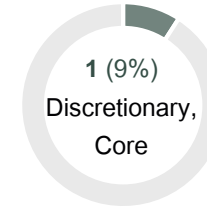
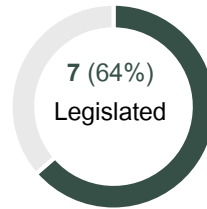
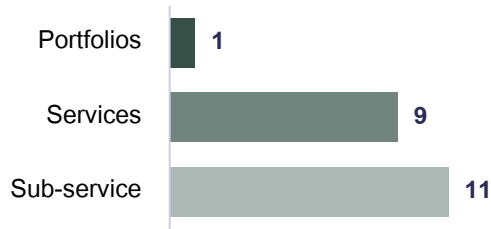
This program contains services that enable residents, businesses and visitors to interact with the City on a variety of customer service related items.

Portfolio	Service	Number of Sub-services
2.1 Customer Service	2.1.1 Business Permits/Licensing	1
	2.1.2 Commissioner of Oaths	1
	2.1.3 Grants	1
	2.1.4 Information Management	3
	2.1.5 Marriage Services	1
	2.1.6 Provincial Registration (Vital Statistics)	1
	2.1.7 Revenue Collection	1
	2.1.8 Switchboard / Reception	1
	2.1.9 Diversity Services	1



## Appendix A

# Service Profiles: 2. Getting Stuff Done



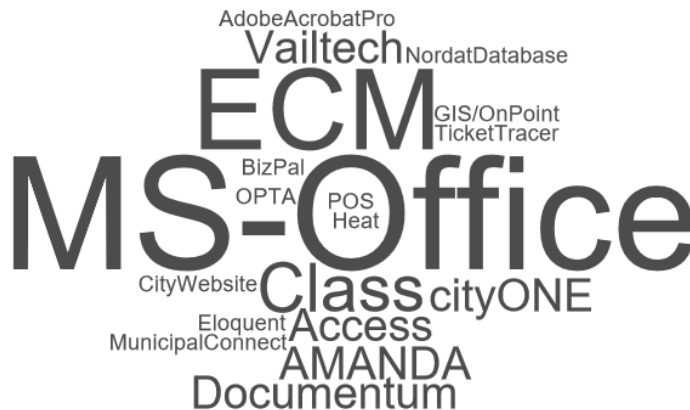
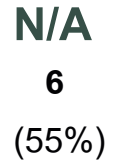
5 (45%)  
sub-services  
are **critical**



Average number of systems used:



Are service standards being met?



91% of  
sub-services have  
**known work drivers**



Note: size of the word is proportional to its use.





## Appendix A

### Service Profiles: 3. Infrastructure

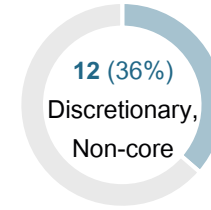
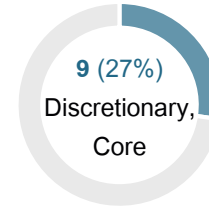
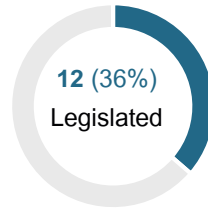
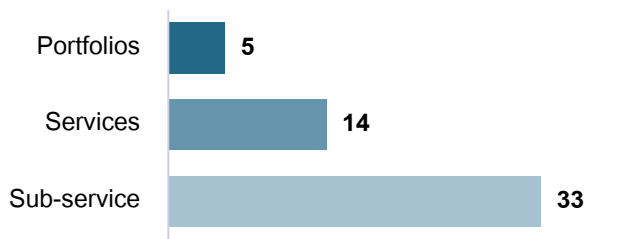
The scope of Infrastructure includes services relating to the design, build, implementation and monitoring of the City's various infrastructure assets.

Portfolio	Service	Number of Sub-services
3.1 Engineering	3.1.1 Design and Approvals	1
	3.1.2 Development Engineering	1
	3.1.3 Field Services	3
3.2 Parks	3.2.1 Cemetery	1
	3.2.2 Forestry	2
	3.2.3 Horticulture	2
	3.2.4 Parks Operations	4
	3.2.5 Trails	2
3.3 Roads	3.3.1 Road Management	4
	3.3.2 Street Lighting	1
	3.3.3 Sidewalks	2
3.4 Stormwater	3.4.1 Stormwater Management	2
3.5 Utilities	3.5.1 Wastewater	3
	3.5.2 Water	5



# Appendix A

## Service Profiles: 3. Infrastructure

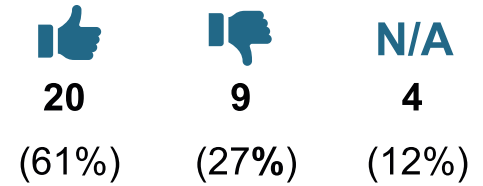


**16 (48%)**  
sub-services  
are **critical**

Average number of systems used:



Are service standards being met?



**76%** of  
sub-services have  
**known work drivers**

Note: size of the word is proportional to its use.



## Appendix A

# Service Profiles: 4. Jobs and Growth

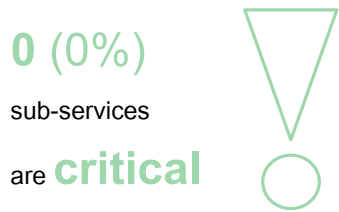
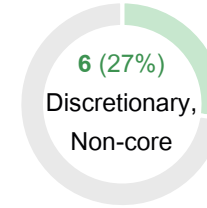
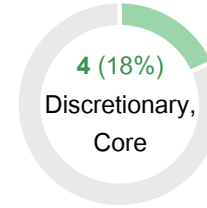
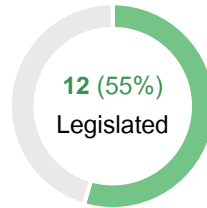
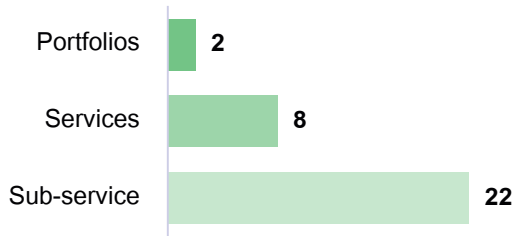
This program focuses on building the Cambridge's economy by fostering relationships with local and future businesses, and facilitating developments.

Portfolio	Service	Number of Sub-services
4.1 Economic Development	4.1.1 BIA / Core Area Support	1
	4.1.2 Business Attraction and Retention	1
	4.1.3 Community Development	1
	4.1.4 Small Business Centre	1
	4.1.5 Film Cambridge	1
	4.1.6 Tourism Promotion & Visitor Info	1
4.2 Planning and Development	4.2.1 Development Approvals	11
	4.2.2 Land Use Planning	5



# Appendix A

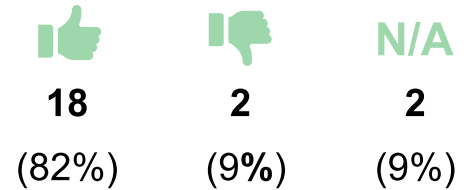
## Service Profiles: 4. Jobs and Growth



Average number of systems used:



Are service standards being met?



68% of sub-services have

**known work drivers**



Note: size of the word is proportional to its use.



## Appendix A

# Service Profiles: 5. Public Safety

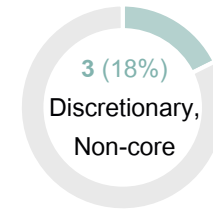
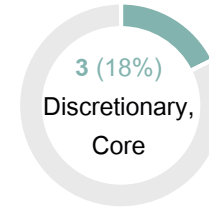
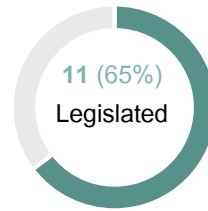
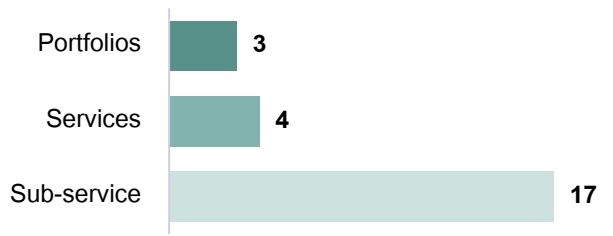
This program focuses on ensuring residents are safe through developing, implementing, delivering and enforcing emergency plans, fire safety and by-laws.

Portfolio	Service	Number of Sub-services
5.1 Emergency Management	5.1.1 Emergency Planning	2
5.2 Emergency Services	5.2.1 Fire Services	6
5.3 Enforcement	5.3.1 Building Service	6
	5.3.2 By Law Enforcement	3



# Appendix A

## Service Profiles: 5. Public Safety



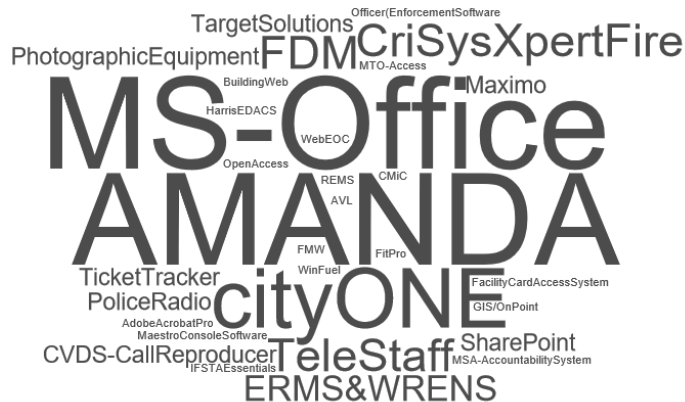
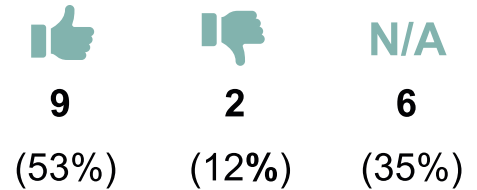
7 (41%)  
sub-services  
are **critical**



Average number of systems used:



Are service standards being met?



71% of  
sub-services have  
**known work drivers**



Note: size of the word is proportional to its use.



## Appendix A

# Service Profiles: 6. Running the City

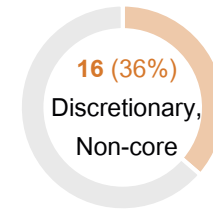
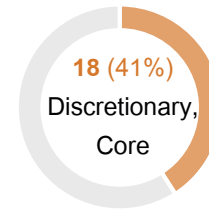
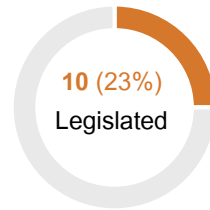
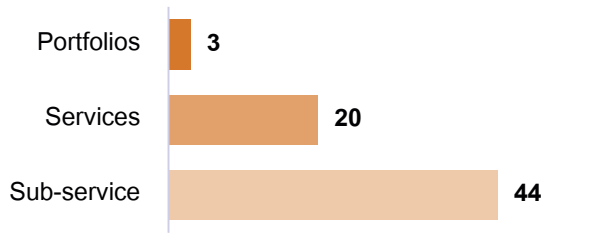
This program includes services that ensure the City is operating efficiently and effectively.

Portfolio	Service	Number of Sub-services
6.1 Corporate Management	6.1.1 Compliance	1
	6.1.2 Council Services	3
	6.1.3 Governance	4
	6.1.4 Internal Audit	1
	6.1.5 Project Management	1
	6.1.6 Property and Realty	2
	6.1.7 Risk Management	1
	6.1.8 Insurance Management	1
6.2 Internal Support	6.2.1 Accessibility and Inclusion Services	2
	6.2.2 Communications	3
	6.2.3 Human Resources	5
	6.2.4 Legal	3
	6.2.5 Print and Mail Services	1
	6.2.6 Procurement	1
	6.2.7 Service Desk	1
6.3 Resource Management	6.3.1 Asset Management	2
	6.3.2 Facilities Management	4
	6.3.3 Finance	3
	6.3.4 Fleet Management	3
	6.3.5 Information Technology	2



## Appendix A

# Service Profiles: 6. Running the City



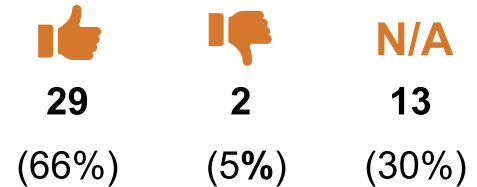
22 (50%)  
sub-services  
are **critical**



Average number of systems used:



Are service standards being met?



66% of  
sub-services have  
**known work drivers**



Note: size of the word is proportional to its use.





## Appendix A

# Service Profiles: 7. Things to Do

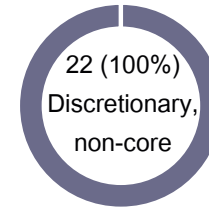
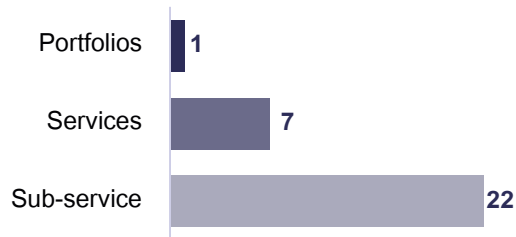
This program is entirely dedicated to providing residents with a wide range of activities, sports, crafts, events and festivals to attend.

<b>Portfolio</b>	<b>Service</b>	<b>Number of Sub-services</b>
7.1 Recreation and Culture	7.1.1 Recreation Programming	5
	7.1.2 Recreation Operations	6
	7.1.3 Arts and Culture	3
	7.1.4 Community Development	3
	7.1.5 Special Events	2
	7.1.6 Facilities Operation and Management	1
	7.1.7 Farmers Market	2



## Appendix A

### Service Profiles: 7. Things to Do



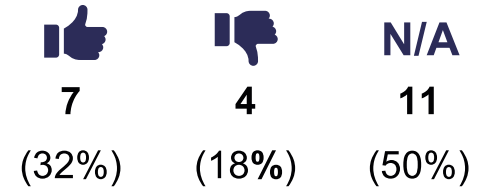
0 (0%)  
sub-services  
are **critical**



Average number of systems used:



Are service standards being met?



55% of  
sub-services have  
**known work drivers**



## Appendix B

# Comparator Analysis: General Information

Comparator		General Characteristics			
		Tier	Population	Households	Square km
1	Cambridge	Lower	133,900	49,400	113
2	Kitchener	Lower	246,700	94,170	136
3	Waterloo	Lower	137,834	43,712	64
4	Woodstock	Lower	40,902	17,306	49
5	Ajax	Lower	124,400	38,590	67
6	Clarington	Lower	92,013	33,328	611
7	Oshawa	Lower	166,000	63,921	146
8	Halton Hills	Lower	57,922	20,521	276
9	Whitby	Lower	134,700	43,990	147
10	Sarnia	Lower	71,594	33,378	165
11	Newmarket	Lower	87,329	29,002	39
12	St. Catharines	Lower	133,113	56,875	96

# Appendix B

## Comparator Analysis: Staffing Information

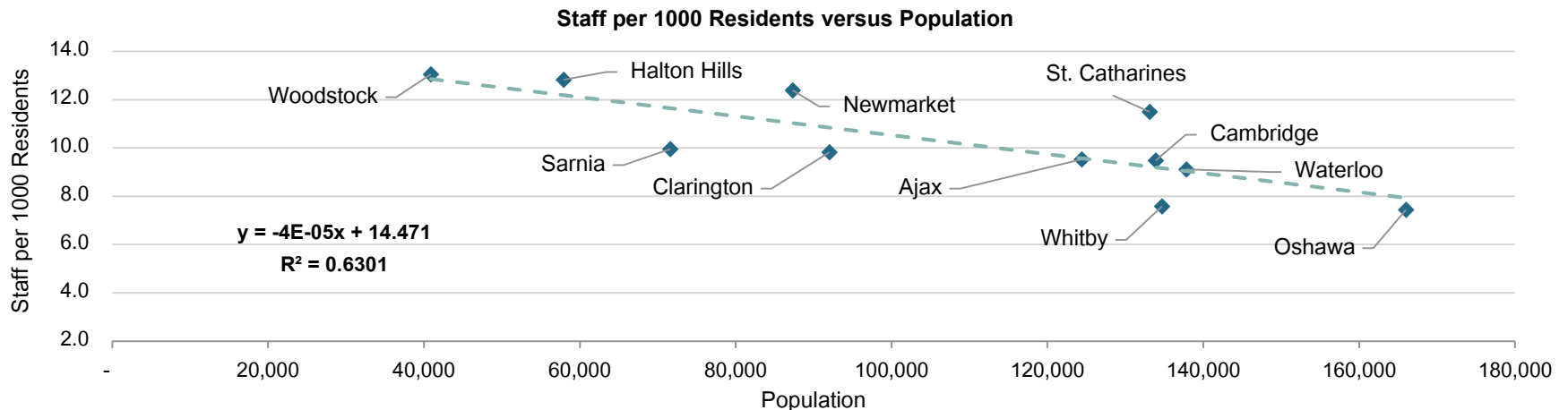
### Observations:

- ▶ When comparing staffing and population characteristics, there was a wide spread among the peer group, as provided in the table below.

	Min	Median	Max
Total Staff	534	1,134	3,012
Population	40,902	128,757	246,700
Staff per 1000 Residents	7.4	9.9	13.1

### Observations:

- ▶ The graph below illustrates that, the peer group (excluding Kitchener) has a trend as it relates to headcount. As population increases, the staff headcount ratio decreases, indicating that there is a minimum staff count required to deliver lower tiered municipal services. Beyond this minimum, it is the municipality's discretion to staff as it sees fit.
- ▶ However, given this trend, this begs the question, what is that turning point? At what population is more staff required?



Source: Publicly available information from FIRs.

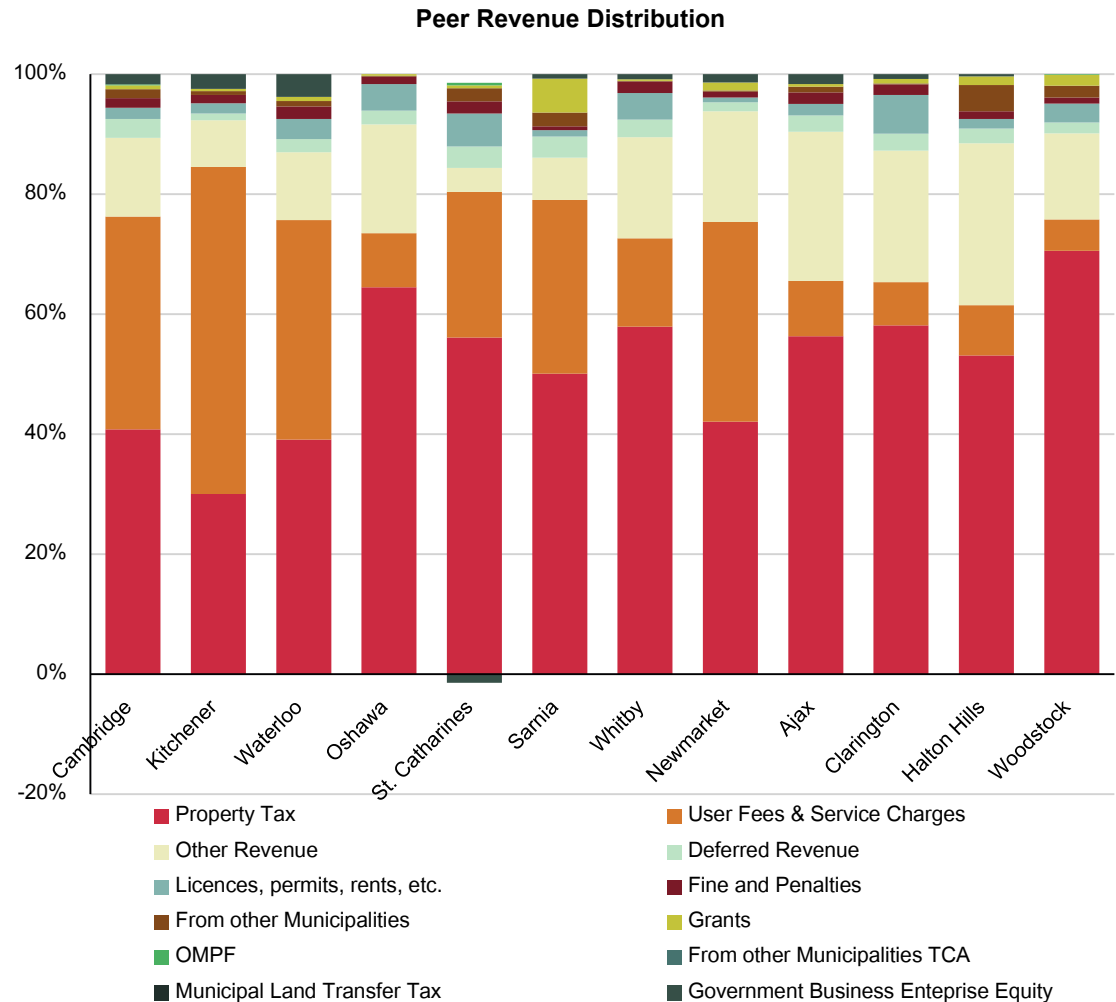
\* Kitchener was an outlier, with 246,700 residents, and 12.2 staff per 1000 residents

# Appendix B

## Comparator Analysis: Revenue Information

### Observations:

- ▶ The breakdown of revenue varies between the peers. As expected, property tax is commonly the largest revenue category, accounting for 55% of total revenue (median of the group).
- ▶ The large disparity among peers in the User Fees and Service Charges category is indicative of the wide variety of services offered.
- ▶ The Other Revenue category includes revenue sources such as donations, sales of publications and equipment, revenue from Ontario Lottery and Gaming Corporation, and many others. The variety of revenue sources in this category explains the variation among peers.
- ▶ Revenue from grants is also highly variable, demonstrating that there is potential for each municipality to increase future grant revenue.



Source: Publicly available information from FIRs.

Note: St. Catharines reported a negative as it derecognized its investment in Horizon as a result of the formation of Alectra

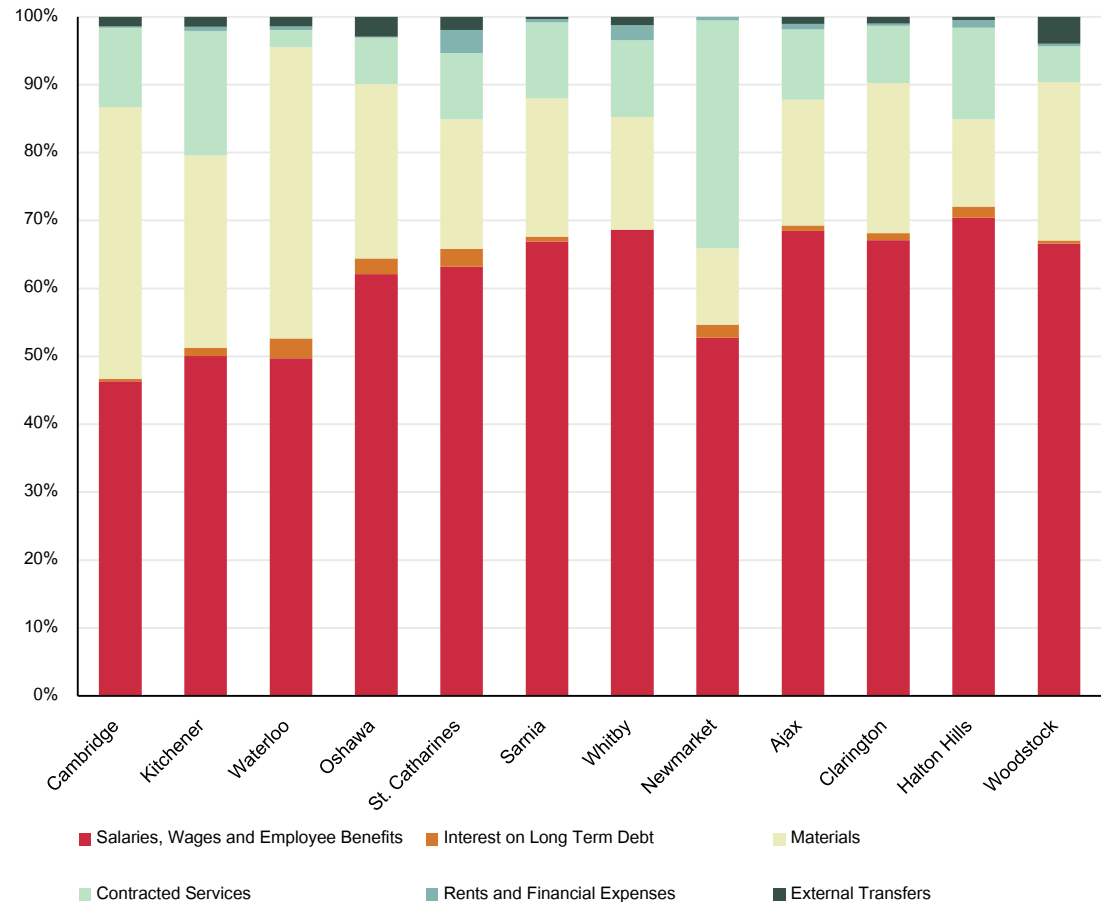
## Appendix B

# Comparator Analysis: Expenditure Information

### Observations:

- ▶ Salary, Wages and Benefits is the largest category, making up 65% of total expenses (median of the peer group).
- ▶ Materials is commonly the second largest category for the peer group. It ranges from 11% to 43%, with a median of 21%.
- ▶ The cost of contracted services is highly variable among the peer group, ranging from as low as 3% to as high as 34% of the total revenue. Suggesting that some municipalities rely more heavily on contracted services.
- ▶ From a cost category perspective, should the peers desire, any major cost efficiency gains would have to impact Salary, Wages and Benefits, Materials or Contracted Services.

Peer Expenditure Distribution



## Appendix B

# Comparator Analysis: Use of Technology



### Online Program Registration

Each Municipality within the peer group offers online program registration for a variety of recreational programs and facility bookings.



### Online Application Forms and Enforcement Services

This includes business, building and planning permits, dog tags etc. The peer group offer online application forms in various formats, with the most common being PDFs. One member of the peer group is unique with it's use of an enforcement public portal, which provides full service to the resident, from submitting the application and supporting documents, to printing the issued license. While another has begun a pilot for full service business licensing.



### Mobile App

Two of the municipalities offer their residents a mobile app to provide access to information including news, road closures, school and bus alerts as well as report problems such as graffiti, parking complaints, pot holes, etc.



### Online Payments

Majority of the peers offer online payment options for items such as parking tickets. Each Municipality offers tax payment through online banking and pre-authorized payments. Interestingly, one of the peers provide a self-service customer account portal for utilities in their SAP.

## Appendix C

# Smart City Examples

Example	Description
Farmers Market Online	The farmers market in Nanaimo B.C. has an online market where residents are able to buy locally grown and made goods. Their aim is to provide an easy and efficient online shopping experience with delivery to homes from the farmers market.
Online Assistance	An embedded live chat solution for your website and mobile platforms that allows people to connect with customer service staff.
Sensors for Tracking Conditions	The Birmingham Urban Climate Laboratory (BUCL) is a dense sensor network located in Birmingham, UK. It is being used operationally as a testbed for condition monitoring on infrastructure, including winter road maintenance.
Smart Lighting Designs	Lighting can be used to enhance the perceptions of safety and increase park usage. Energy efficient lighting motion sensors and fixtures can maximize park resources, making it easier to adopt energy-efficient, cost-saving strategies.
Smart Parking	Utilizes hardware data with software analysis to power smart parking applications with a continuous, comprehensive and accurate flow of occupancy data for effective parking policy decisions and parking guidance.
Smart Urban Parks	Smart irrigation controllers can determine the optimal amount of watering needed, based on weather patterns and soil conditions, thus reducing water use and maintenance costs. Interactive play structures use customizable software to meet community needs based on language and cultural background.
Smart Walking Apps for Routs	Routs analyzes over 2 million street trees and thousands of urban parks to find beautiful routes through tree-filled streets and parks. Research has shown that walking through streets with plenty of trees and parks increases feelings of happiness and reduces stress.
Smart Waste Collection	Track waste levels and provide route optimization and operational analytics. This includes: sensors that monitor fill level and other indicators such as temperature and tilt within waste containers, a communication node to transport data and a software suite for accessing, managing and analyzing that data.
Virtual Reality (VR) for Plan Approval	Streamline documentation, 3D scan as-builts, and collaborate with ease. With Matterport, creating 3D models takes almost no time at all. Their all-in-one 2D and 3D solution is good for any industry that uses, modifies, communicates about, or markets real-world places.



