



Town of Kingsville: Service Delivery Review

Service Delivery Review –
Final Report

November 2020



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Executive Summary

Project Methodology

Project Context

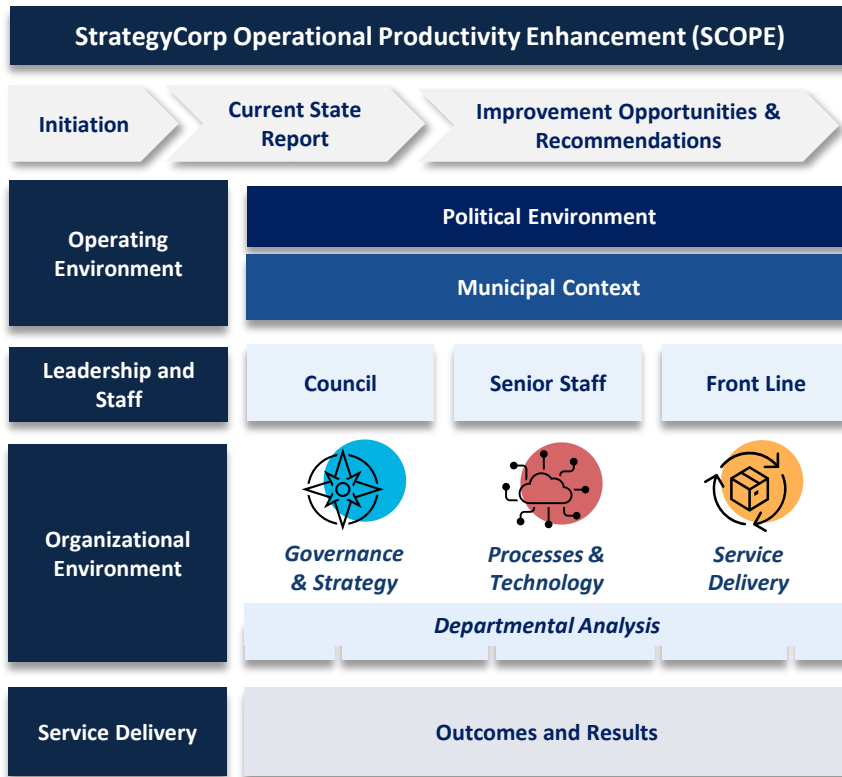
The Town of Kingsville engaged StrategyCorp to conduct a Service Delivery Review to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources.

The primary focus of this review is to evaluate the Town's services in order to achieve a more efficient and effective service delivery model, without compromising customer/ratepayer services or local control.

Methodology and Approach

Our approach to conducting the third phase of work utilized multiple sources of inputs and extensive engagement, including:

1. Deep dives into organizational and service delivery data for identified improvement initiatives;
2. Comparative analysis of current state findings to peer comparators and municipal best practices;
3. Direct engagement with senior management on proposed recommendations of the implementation considerations; and
4. Development of key recommendations and implementation considerations for each identified improvement initiative.



Summary of Scope and Results

Findings & Impacts

During this service delivery review, working with Municipal staff, leaders, and stakeholders, StrategyCorp developed a detailed service inventory, identified and inventoried 20 enterprise-wide and department-specific improvement opportunities as part of its Current State Report. These opportunities were prioritized, assessed, and organized using our *Municipal Target Operating Model*, and three initiatives were further investigated in the third phase of work to evaluate potential areas of improved performance, productivity, and cost for delivering services. The initiative themes, findings, and potential outcomes are described below:



Strategic Governance Review

Overview: Conduct a Governance Review to Identify how Kingsville Might Achieve More Effective Corporate Planning and Decision-Making Structures

Findings:

Kingsville has a strategic plan in place and would benefit from a more robust framework for cascading strategy through governance and the administration.

There is also a need for further clarity on Council's vision for the Town to direct strategic use of resources in alignment to the Official Plan and the Service Master Plans. This is made more complicated by a large committee structure and a division of responsibility that can be unclear.

Recommendations:

- Implement a Corporate Strategic Planning Framework and align Decision-Making Structures to the Framework (Slide 10).



Process Modernization Opportunities

Overview: Evaluate Kingsville's Asset Management Planning Process to Identify Value-Add Improvements

Findings:

Kingsville has made strides in its capital spending, asset management, and overall fiscal discipline. However, more work remains, especially in light of the Town's infrastructure deficit.

As the community updates its Asset Management Plan in advance of the July 2021 deadline, it will be critical to take stock of long-term infrastructure needs and asset lifecycles. This must occur through a clear and effective planning process.

Recommendations:

- Implement a suite of organizational structure, technology, and performance evaluation recommendations to strengthen compliance and team cohesion over the next eight months (Slide 34).



Service Delivery

Overview: Establish capacity to support Strategic Initiatives and Continuous Improvement on an Ongoing Basis

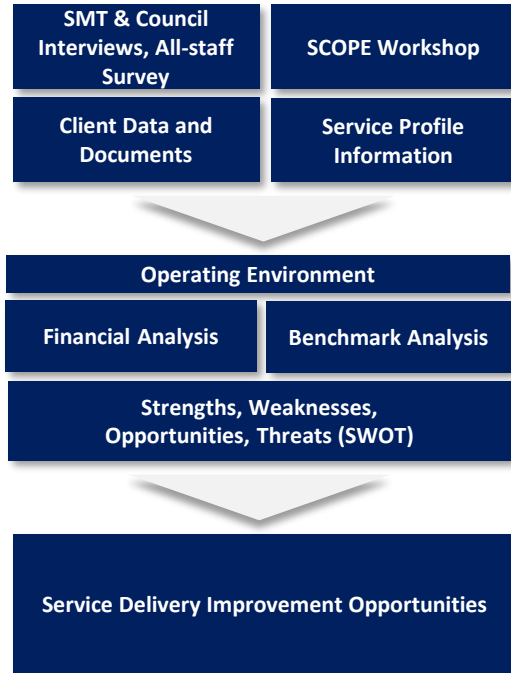
Findings:

A dedicated capacity to support Strategic Initiatives and Continuous Improvement can better support the successful implementation of change initiatives. Ideally, a senior member in the CAO's office would take an accountability lead to address enterprise-wide initiatives, such as development of a new strategic plan and implementation of further continuous improvement initiatives to improve efficiency and effectiveness.

Recommendations:

- Implement process changes for the purchasing and work order processing processes, and gain Council support to build dedicated capacity to support continuous improvement initiatives, such as ongoing process mapping workshops (Slide 52).

Key High-Level Findings from the Current State Review



Existing data and documents, specific details on all core services, Senior Management Team (SMT) and Council interviews, an all-staff survey, and a workshop with staff informed the following outputs, which in turn were used to develop service delivery improvement opportunities. The key takeaways were as follows:

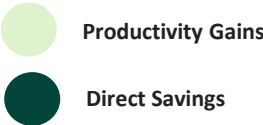
- I. Kingsville is presented with two competing visions for the long-term strategic outlook of the Town – maintaining a ‘small-town feel’ or embracing economic development to spur growth. There is a need for Council to align on and realize a unified vision and growth strategy for the Town.
- II. Kingsville is a lean organization confronting change – both internally and within the community. To realize better service delivery, the Town requires a truly comprehensive corporate strategic planning framework that embraces continuous improvement.
- III. Kingsville must continue to strengthen its infrastructure and increase its capital investment, both through the development of its new Asset Management Plan and its amortization policies, and by making its Reserve Policy more specific.
- IV. Kingsville must ensure its staff are equipped with appropriate and modern tools to succeed and ensure its talent achieves better use of its existing technology.
- V. Kingsville’s capacity needs are well-captured in the Town’s Organizational Review. Implementation planning and accountability mechanisms must be put into place to operationalize the review’s findings and boost employee engagement across the enterprise.

Overview of Service Delivery Improvement Opportunities

20 opportunities for improved service delivery were identified. Below is an overview of enterprise-wide, departmental, and shared services opportunities:

Enterprise-Wide Opportunities		Departmental Opportunities	
Governance and Strategy	Service Delivery	Office of the CAO	Municipal Services
1. Adopt a comprehensive corporate planning framework.	4. Build upon the previously developed internal and public communications plan to create a master communications plan, with a supporting implementation and resourcing plan.	8. Refresh the Town's economic development strategy to align with the strategic plan and resource the effort with a dedicated staff lead.	16. Update and resource the Town's Asset Management Plan with long-term lifecycle budgeting and a strong replacement schedule at the heart of the plan. Relatedly, refine the Town's Reserve Policy and update its existing Amortization policies.
2. Have Council commission a review of committee mandates and size to ensure alignment to Council's priorities.	Processes and Technology	Building	17. Update and resource an annual maintenance program that is linked to the long-term asset management plan to meet increasing demand and expectations for infrastructure maintenance.
3. Establish capacity to support Strategic Initiatives and Continuous Improvement.	5. Review and prioritize the development of a new procurement policy.	9. In support of an IT and customer service standards, further enable modules of KingsvilleWorks for customer communications on applications.	18. Explore the development of a Transportation Unit within Municipal Services to manage increase in traffic related request processing.
	6. Develop an IT Strategy and Master Plan.	10. Conduct a process and technology review for the building inspection process.	Corporate Services
	7. Improve front-desk customer service by addressing process and communications challenges.	11. Conduct a by-law policy and capacity review.	19. Develop an information and records management policy and examine opportunities for shared service delivery.
		Fire	
		12. Review and improve the cost recovery model.	
		Planning and Development	
		13. Conduct a resource, process, and technology review for the planning application process.	
		14. Establish the necessary foundations to implement the affordable housing strategy.	
		Parks and Recreation	
		15. Assess and address the resourcing requirements to implement the Parks, Recreation, Arts & Culture Master Plan.	
Shared Services Opportunities			
20. Explore the development of a south shore shared services initiative or corporation.			

Achieving Value-for-Money for Staff and Residents



Given the Town of Kingsville’s revenue constraints, deriving greater value-for-money is critical for the success of the organization. In its Service Delivery for the Town, StrategyCorp uncovered several opportunities to accomplish this. Estimates of the resulting cost savings are outlined below.

Governance and Strategy	
Modifying Advisory Committee Remuneration Structure.....	\$79,000
Governance and Strategy	
Dissolving Four Additional Advisory Event Committees.....	\$57,000
Transitioning to eSCRIBE Reporting for Statutory Committees.....	\$10,000
Continuous Improvement	
Procurement	\$79,000
Work Order Processing.....	\$17,000

Note: While immediate improvements are outlined here, at maturity, other quantifiable savings could be significantly greater, as identified on pages 10, 34, and 54.

Total Annual Savings \$242,000

Governance & Strategy

Initiative Overview



Conduct a governance review to identify how Kingsville might achieve more effective corporate planning and decision-making structures.

Findings:

- Kingsville developed its five-year strategic plan in 2017 but since then has experienced considerable internal and external change across the organization. There is an opportunity to conduct a refresh of the strategic plan to re-align Council, staff, and the community around a realistic plan for success. To realize the full impact of the strategic plan, strategic planning needs to be a regular and permanent feature of the Town's governance, with regular reviews and adjustments to reflect progress in achieving its strategic goals and changes in the local context (opportunities and challenges).
- There is also a need for further clarity on Council's vision for the Town to direct strategic use of resources in alignment to the Official Plan and the cascading Service Master Plans. This is made more complicated by a large committee structure and a division of responsibility that can be unclear.

Risks and Considerations

- Timely completion and approval of the Town's refreshed strategic plan will create an anchor for all priority setting, service levels, and performance measurement.
- Staff and Council capacity to undertake plan and policy development and implementation.
- Developing necessary templates and staff training to support implementation of new plans, policies, and approaches.
- There should be some level of engagement with the public when developing and validating the Strategic Plan.

Recommendations:

1. **Corporate Strategic Planning Framework:** Implement a Corporate Strategic Planning Framework to unify all Town efforts around a vision and clearly articulate the relationship among the Corporate Strategic Plan, the Official Plan, and the Service Master Plans along with the components of regular policy and by-law reviews, annual budgets and workplans, and the long-term financial plan (includes asset management plan, water and waste rate study, DC study, capital financial plan, etc.), with a performance measurement framework to monitor and evaluate progress.
2. **Decision-Making Structures:** Align council agendas, staff reports, and Council advisory committee work to best practice and measures to increase effectiveness and in the near-term with the priorities set through the Corporate Strategic Planning Framework.

Cost-Benefit Overview

- Institutionalization of key policies and processes for the Town's strategic management.
- Streamlining of roles and responsibilities within the governance infrastructure of the Town (i.e., Council and its committees).
- Approximately **\$146,000** in annual savings from adopting efficiency opportunities related to Committee work.
- Research into best practices in the private sector indicates that comprehensive business planning practices can support businesses in realizing efficiency gains of 6% of the bottom line. When considering the Town's unique context, a conservative estimate indicates that the Town could realize efficiency gains valued at 0.5% of the Town's overall budget YOY.



Initiative Overview – Summary of Recommendations

1

Corporate Strategic Planning Framework

- ✓ Adopt the corporate strategic planning framework, focused on the following elements:
 - ✓ Strategic plan refresh
 - ✓ Master plan suite (official plan, long-term financial plan, long-term capital/asset management plan, service-based master plans)
 - ✓ Town policy suite (municipal policies and by-laws)
 - ✓ Annual operating and capital budget
 - ✓ Annual departmental work plans

2

Decision-making Structures

- ✓ Align council agendas to the strategic plan.
- ✓ Align staff reports to the strategic plan, with new additional focus on risk management.
- ✓ Develop, adopt, and implement an overarching general by-law on non-statutory advisory committees.
- ✓ Dissolve the following four events committees and delegate event planning authority to staff: Communities in Bloom, Fantasy of Lights, Migration Fest, and Kingsville Highland Games.
- ✓ Modify the name and Terms of Reference for the Personnel Committee.
- ✓ Modify the remuneration structure for advisory Committees.
- ✓ Transition statutory Committee meeting reporting onto eSCRIBE, as recently done for Council meeting reporting.

Underpinning these initiatives are best practices with respect to relations among the Mayor, Council, and staff, where there is clear delineation of roles and responsibilities but also productive collaboration.



Current State Findings

Opportunity and Rationale:

Opportunity: Adopt a comprehensive **corporate strategic planning framework** to align the Corporate Strategic Plan, the Official Plan, and the Service Master Plans, connecting them to annual budgets and the long-term financial plan and supporting them with a performance measurement framework to monitor and evaluate progress.

Rationale: While key documents, such as the strategic plan, are in place, they are not coordinated and utilized to their full potential. There is opportunity to structure an annual corporate strategic planning framework that:

- Allows for a mid-term refresh of the strategic plan to align to Council's Vision and priorities;
- Builds out and measures progress through the development of balanced scorecards (i.e. dashboards), implementation plans, performance monitoring and reporting; and
- Develops budgets to connect the organizational strategy to day-to-day department work.

The planning cycle would also consider best practice timelines for regular policy and by-law reviews within Master Plans. Furthermore, the cycle would establish communication protocols between Council and staff to promote buy-in and semi-annual performance measurement.

Potential Outcomes

- ✓ **Efficiencies**
- ✓ **Value-Add**
- ✓ **Cost-Savings/
Revenue Generation**

Opportunity and Rationale:

Opportunity: Have Council commission a review of Committee mandates and size to ensure alignment to Council's priorities.

Rationale: Building upon the recently completed organizational review, there is opportunity for the CAO's office to conduct a review of the number of Committees and their mandates to assess how the Committee structure can be optimized to assist in delivering on Council priorities. An optimal number of Committees can result in significant time-savings, provide Council oversight on the overall agenda, and reduce staff resources needed to support Committees – thereby creating internal capacity to focus on priority initiatives. Moving forward, the Committees should align to Council's Vision and priorities, maintain best practice membership of 5-7 individuals, involve appropriate staff support complement, strive to minimize duplication with staff efforts, and should seek to have clarity on decision-making, roles and responsibilities between Council and staff members involved.

Potential Outcomes

- ✓ **Efficiencies**
- ✓ **Value-Add**



Approach to Initiative

The following captures the objectives set and process taken by StrategyCorp to understand, assess, and identify improvement opportunities for Kingsville's corporate planning and decision-making structures.

Objectives

1. Integrating strong governance and strategic management as a core focus and competency for Council and administration.
2. Expanding key concepts in the governance and strategic management of the Town based on leading practices and policies.
3. Building institutional capacity and processes for the strong governance and strategic management of the Town.

Process Steps

1. Research best practices for **Council-staff relations**, select **decision-making structures**, and **corporate strategic planning framework**.
2. Consult Kingsville to assess current and desired future governance practices related to the three areas identified above.
3. Identify recommendations for Kingsville's governance practices, noting the benefits and potential associated risks of implementation.
4. Develop a high-level implementation timeline for the recommendations.

- While governance pertains to the decision-making processes that direct the organization's efforts, StrategyCorp's approach to designing effective municipal governance begins with establishing productive behaviours and relationships between Council and staff.
- The following initiative begins with an overview of best practices in Council-staff relations and then takes a deep dive into decision-making structures in which both Council and staff play a key role.
- For the purposes of this review, StrategyCorp has built out a corporate strategic planning framework that integrates the various components of decision-making structures and strategic planning into a regular cycle. In the final component of this governance initiative, StrategyCorp has focused on decision-making structures related to Council agenda-setting, staff reporting, and Committee structures.



Leading Municipal Practices: Staff-Council Roles

StrategyCorp's approach to Kingsville's governance and strategy is informed by research on leading municipal practices.

The municipal governance model is enabled by two key roles: Staff and Council. Michael Fenn and David Siegel in, "The Evolving Role of City Managers and Chief Administrative Officers", provide perspective on the relationship between both groups and identifies what behaviours and practices underpin good relations and strong governance.

"While the ultimate goals of both Council members and management staff may be similar, how each gets to that goal reflects their fundamentally different roles. From the staff viewpoint, any major initiative will have practical administrative, logistical and budgetary dimensions. From the elected representative's position, an initiative may pose policy, precedence, or community considerations. It is vital that each party in the relationship understand its own goals, as well as understanding and respecting the goals and responsibilities of the other."

When conducting a review of governance practices at Kingsville, StrategyCorp began with understanding the roles and responsibilities of Staff and Council, as well as the mechanisms in place to support collaboration among both groups. The following slide captures municipal best practices on Staff-Council roles that serve as guidance for the Town of Kingsville.



Leading Municipal Practices: Staff-Council Roles

Michael Fenn and David Siegel in, *“The Evolving Role of City Managers and Chief Administrative Officers”*, share best practices in staff-Council relations.

Ten Best Practices for Good Council/Staff Relations

1

Whatever their differences in experience and abilities, all Council members must be treated equally by staff.

2

Elected representatives at the municipal level are not elected to be managers or technical experts. They are elected to represent their community. Staff are hired to offer viable policy options, but also to make recommendations.

3

No matter what type of relationship exists between staff and Council, the core must be respect for one another.

4

There should be no surprises. As a general rule in municipal government, working together produces the best results.

5

Fundamentally, the public doesn't want to see municipal officials air their grievances with one another in a public forum. They expect them to do the job that they were hired or elected to do.

6

A Council member's job is to make decisions, ideally based on the overall good of the *whole* community and the municipal corporation.

7

Council should ensure that decision-making time is safeguarded by not letting staff presentations or delegations consume all the time to debate and decide an issue.

8

It is important for Councils to use of their staff resources to best advantage. Every staff report costs the taxpayers money and takes staff time away from some other issue or problem that needs attention.

9

Council members should be aware of 'who's in charge of what', so that they can deal with the appropriate member of senior management on anything of significance.

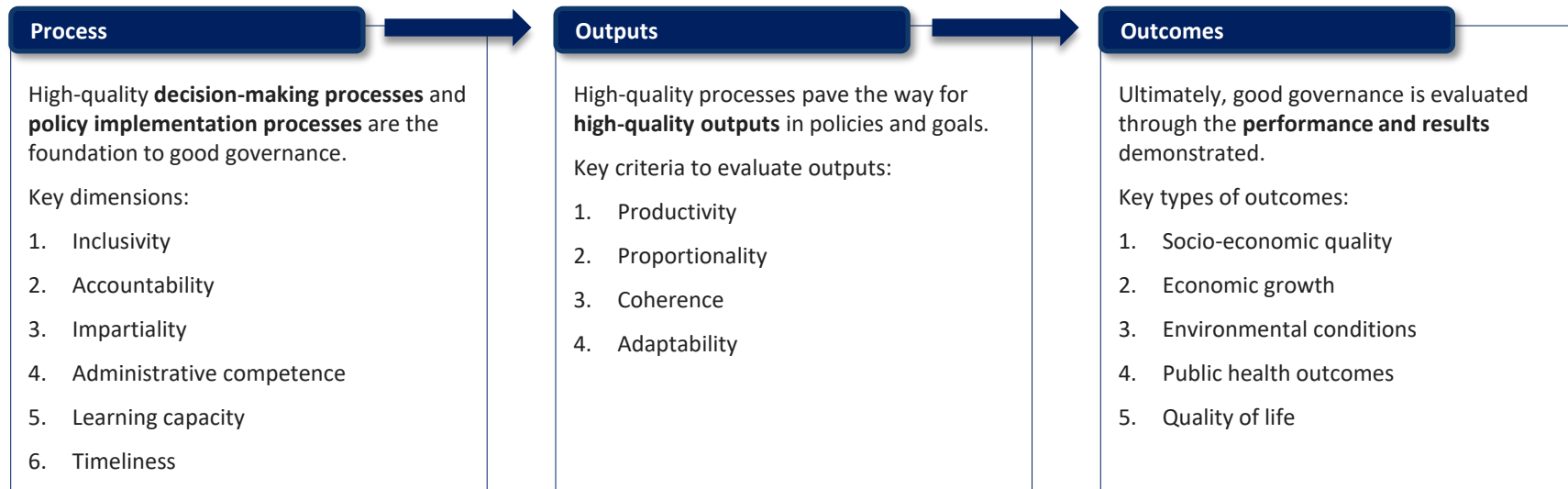
10

On matters of public debate and public policy, that's more properly the job of elected officials, with staff providing information and advice, preparing communications materials.



Leading Municipal Practices: Processes and Structures

Zack Taylor's "Good Governance and the Local Level: Meaning and Measurement" identifies three components to high-quality governance:



Leveraging this model, Kingsville's governance model was reviewed with a specific focus on **corporate planning processes** and **decision-making structures**, particularly Committee work.

More details on the model can be found on slides 77-80 of the Appendix.



Implementation Considerations – Corporate Strategic Planning Framework

Current State Observations

- The municipal strategic plan was developed in 2017 but lacks quarterly progress reporting and mechanisms for mid-point refresh, especially during times of change such as appointment of a new CAO.
- The official plan has been updated as per its five-year review cycle but still requires Council adoption and County and Province approval.
- The Town lacks a long-term financial plan that can guide short-term and long-term strategic investments.
- An asset management plan is in place but requires renewal.
- The Town lacks master plans for key service areas, except for a Parks, Recreation, Arts & Culture Master Plan. While the Plan is in place, it has not been appropriately resourced and executed.
- Beyond policies and by-laws that require review on a legislated cycle, key municipal policies and by-laws are reviewed on an ad-hoc basis and lack a regular review cycle.
- An annual operating and capital budgeting process is in place, but there is opportunity to support this with development of annual departmental work plans that show clear alignment to the strategic and master plans.

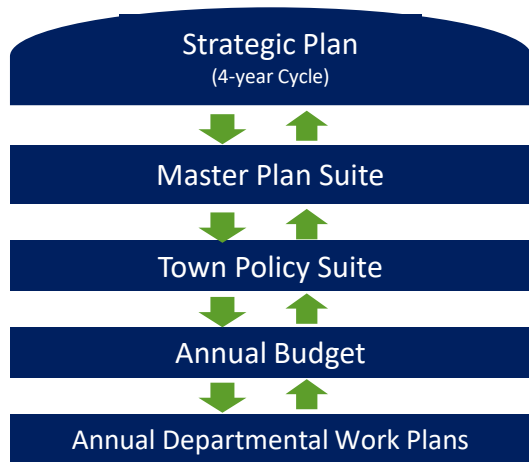
Recommendations

- Adopt the strategic planning cycle as outlined in slide 18, with a scheduled mid-point refresh.
- As a priority item, secure Council, County, and Provincial approval of the September 2019 updated Official Plan. Adopt cycle to formally renew every 5 years.
- In addition to a strategic plan renewal, develop a distinct long-term financial plan. Adopt cycle to formally renew every 5 years, with a mid-point refresh aligned to the strategic plan refresh.
- Complete current process of renewing the Town's long-term capital and asset management plans. Adopt cycle to formally renew every 5 years, with a mid-point refresh aligned to the strategic plan refresh.
- Building upon the Parks, Recreation, Arts & Culture Master Plan, assess need and develop service-based Master Plans for key services. Adopt cycle to formally renew every 5 years, with a mid-point refresh aligned to the strategic plan refresh.
- Assess the need for review of select municipal policies on an annual basis, such as purchasing and procurement, code of conduct, delegation of authority, etc.
- Each year, review 25% of by-laws – that are legislated standards requiring reinforcement – and assess the need for any changes. The goal is to complete full review of by-laws over a four-year cycle.



Leading Municipal Practices: Corporate Strategic Planning Framework

Strategic Planning Framework Elements



Benefits of Framework

- ✓ Clear guidance on priorities administration and community
- ✓ More effective decision-making on allocation of scarce resources
- ✓ Better role understanding and cohesion between Council and staff
- ✓ More efficient and effective service delivery

A leading municipal practice is to establish a Corporate Strategic Planning Framework (“CSPF”) that aligns the key plans and policies of a municipality. As noted by the green arrows in the figure (left), working to ensure this alignment is an ongoing process and needs to be a key focus of Council in delivering its oversight and policy-setting roles. The following captures key categories of plans and policies in a Strategic Planning Framework, endorsed by StrategyCorp as a best practice for municipalities:

- **The Municipal Strategic Plan:** This is the plan that sets out the core strategic goals and associated priorities as developed in consultation with the community and staff, and approved by Council. This plan is refreshed at-least every four years.
- **The Master Plan Suite:** This is the suite of master plans developed by the Town and approved by council. Typical plans in this suite include the Official Plan, Long-Term Financial Plan, Long-term Capital/Asset Management Plan, and service-based master plans such as Recreation, Communications, Water, Wastewater, etc. These plans are to inform, and be informed by, the Strategic Plan.
- **Municipal Policy Suite:** This is the suite of Municipal policies (e.g., Council Code of Conduct, HR, financial, purchasing, procedural, etc.) that guide Council and administration actions in conducting the affairs of Kingsville. Municipal policies are to be informed by, and to also inform, the strategic plan and the suite of master plans.
- **Annual Budget:** This is the annual operating and capital budget approved by Council. The annual budget, and the priorities set therein, is to be informed by the strategic plan, master plans, and policies.
- **Annual Departmental Work Plans:** These are the work plans set by administration management to execute the strategy, master plans, and policies as expressed in the choices made within the annual budget.

Kingsville has many of the elements of the Framework already in place. The focus of the recommendations is on making the development of the **strategic plan a regular and permanent feature of the Town’s practices** and to also shape governance practices to support execution of the framework.



Leading Municipal Practices: Strategic Planning Cycle

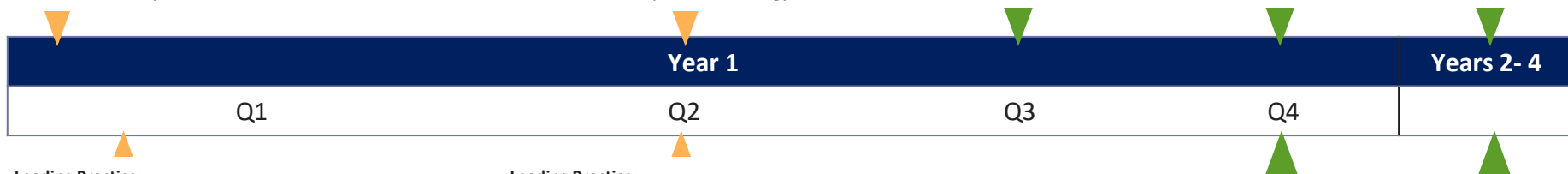
The Town of Kingsville should soon refresh its current strategic plan. With changes in the Town's internal and external environment, such as new leadership and the COVID-19 pandemic, there is a need to reassess vision and priorities and demonstrate progress. Strategic planning, properly done, is a **regular and repeating process** of good governance, in partnership with administration and the community. Benefits include increased cooperation, among Council, Staff, Departments and the Community, and productivity resulting from performance against a set direction and plan. The leading practice is to have Council establish a strategic planning cycle and to enshrine this cycle in its Corporate Strategic Planning Framework. The recommended strategic planning cycle for Kingsville, based on leading municipal practices, is provided and explained in the figure below.

Recommended Strategic Planning Cycle

Commence strategic planning process in Q1 of 2021 calendar year.

Once approved, align Council, Committee, and staff work plans to strategy.

Quarterly progress reporting (Corporate Services) on delivering against the strategic plan (done at the end of every quarter to end of Council term). See Appendix for sample reporting dashboard (Slide 83).



Leading Practice:

- Planning is collaborative process between Council and senior administration officials.
- Process is decided by Council – can be as narrow or wide as needed.
- Community to be engaged in the process.
- When building off a preceding strategic plan, start with previous plan as base for scoping the process and setting priorities.

Leading Practice:

- Council to focus agendas and work of committees to priorities set in strategic plan.
- Staff develop implementation plan as part of budget process, including departmental plans and advice to Council on actions to align rest of the framework.
- Note: In year 1, there may be timing differences in the development of the strategic plan and the passage of the budget that become less of an issue over time as strategic plans are renewed.

Leading Practice:

- In Q4 of every calendar year, Council with senior administrative staff should conduct a special council meeting for the purposes of reviewing the strategic plan, progress in achieving the goals set in the plan, and to re-calibrate any element of the plan to reflect any change in circumstances. This review then informs budget and work planning for the next calendar year. Leading practice is to have someone run, implement and track (develop a score card that reflects current standards and data collection) from a corporate position (process should be overseen by CAO and Corporate Services Director).



Implementation Considerations – Decision-Making Structures

Current State Observations

- Overall, there is a well-functioning process in place for designing Council agendas, whereby agenda items are informed by key initiatives in departments and resident- or Council-requested items. However, the current procedural by-law requires motions for routine business and reports be filed separately for each item, which can be time consuming.
- Staff reports are standardized, with ad hoc reporting on strategic plan priorities and risks.
- There is a need for regular training and orientation for Committee members when they are established.
- While Committees have Terms of Reference that outline mandates, roles and responsibilities, formal work plans aligned to the strategic plan are lacking.
- Many ad hoc events committees have been established and can be collapsed under the PRAC committee or created as informal working groups to streamline administrative work.
- Further efficiencies can be achieved through transitioning statutory Committee meeting management onto eSCRIBE, as recently done for Council meeting management.

Recommendations: Aligning Agendas, Reports, and Committee Work

Leading practices to keep council and staff **focused on the strategic priorities** of the Town include:

1. Structuring Council agendas to place majority of time and focus on strategic priorities through tactics such as a consent agenda approach;
2. Aligning staff reports to reflect strategic priorities and incorporate risk management; and
3. Structuring and delegating work to committees of Council to support implementation.

Performance Measurement and reporting on a predictable and continuous basis is key to these practices.

Aligning Agendas



The following provides a recommended agenda structure for Kingsville, adapted from municipal best practices.

Current Council Agenda*

- Call to Order
- Moment of Silence and Reflection
- Playing of National Anthem
- Disclosures of Pecuniary Interest
- Delegations/Presentations
- Matters Subject to Notice
- Amendments to the Agenda
- Adoption of Accounts
- Staff Reports
- Business/Correspondence-Action Required
- Minutes of the Previous Meetings
- Minutes of Committees and Recommendations
- Business Correspondence – Informational
- Notices of Motion
- Unfinished Business, Announcements, and Updates
- By-Laws
- Closing Session Matters
- Confirmation By-Law
- Adjournment

The current standard agenda for Council includes a “Recommendation Action” section, but there is opportunity to specifically identify a section that links an action item to the strategic plan. Furthermore, structuring an agenda where action items are clearly distinguished from other items will help to focus Council on its priorities, particularly once the strategic plan is approved

A **consent agenda approach** may be considered for informational or routine items so that more time can be dedicated to action items. Should Council want to discuss a particular report, there is the flexibility to remove it from the consent agenda for discussion or directly questioned in meetings.

Illustrative Council Agenda

- Procedural agenda items

5% to 10% of Council’s Time

Action Items
(with time allocations
for deliberation)

- 1.
- 2.
- 3.

Link to Strategic
Plan priorities
(if any)

60% - 75%
of Council’s
Time

Information Items

- 1.
- 2.
- 3.

15% - 30%
of Council’s
Time



Aligning Reports

The following provides a recommended staff report structure for Kingsville, adapted from municipal best practices.

Current Staff Report Structure

- Aim
- Background
- Discussion
- Link to Strategic Plan
- Financial Considerations
- Consultations
- Recommendations

A new feature to staff reports is recommended: **Risk Considerations**

This new feature will help Council in understanding the key risks and potential mitigations around approving, or alternatively, not approving a recommendation.

Recommended Staff Report Structure

- Aim
- Background
- Discussion
- Link to Strategic Plan
- Financial Considerations
- **Risk Considerations**
 - Strategic
 - Governance
 - Management
 - Operational
 - Stakeholder
 - Financial (additional)
 - Other
- Consultations
- Recommendations



Aligning Committee Work

The Town has 23 Advisory Committees of Council – seven of which are statutory and 16 of which are creations of Council. In the Current State Report and recent organizational review, an opportunity was identified to **conduct a review of advisory committee structures, roles, and responsibilities** to:

1. Establish clear guidelines for creating, mandating, and resourcing committees;
 2. Define the accountability relationship to Council and the role of committees in delivering on the Town's strategic priorities; and
 3. Identify efficiency opportunities in Committee work.
- This opportunity was based on feedback from Council, committee members, and staff that indicated misalignment in the desired outcomes of the committees, a drain on staff resources, as well as unsatisfied committee members and councillors.
 - The following slides address each of these key review elements.



Aligning Committee Work

The Town has established Terms of Reference for each of its statutory and non-statutory advisory committees. However, the Town does not have an overarching general policy on non-statutory advisory committees. It is recommended that Council **develop, adopt, and implement an overarching general by-law on non-statutory advisory committees** that sets out, in addition to standard clauses related to legislative and other authorities, the following:

1. The general purpose and role of non-statutory advisory committees, including committee relationship to Council and limits to their mandates;
2. Criteria to guide Council in deciding when to create, amend, or retire an advisory committee;
3. Process for regular Council review of committee mandates, structure, and responsibilities;
4. Process for annual work planning (for Council approval) and regular and annual reporting of committee activities to Council;
5. Acceptable levels of staff support and attendance at committee meetings;
6. Work and participation expectations of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries; and
7. Process for setting budgets for committees, including spending authorities and a full cost accounting of staff time to committee deliberations.

The tables on the following slides explore the rationale for each of these elements in detail, along with the anticipated benefits. If this recommendation is adopted, it is expected to address the concerns about roles, responsibilities, accountabilities, results, and resourcing identified during the Current State Report.



Aligning Committee Work

General Policy Element	Recommended Inclusions	Benefits
The general purpose and role of non-statutory advisory committees, including committee relationship to Council and limits to their mandates	<ul style="list-style-type: none"> General policy should state explicitly, among other things, that: <ul style="list-style-type: none"> Committees are advisory in nature and do not have decision-making authority. They are to be working committees (meaning committee members do the work) Work is to be delegated by Council and aligned with Council's approved strategic plan/priorities Committees are not to give direction to municipal staff (Council shall be the only body to direct the administration) 	<ul style="list-style-type: none"> Clearly setting the scope of committees' roles and authority, articulating their advisory capacity Aligning committee work with Council's priorities and avoiding scope creep that distracts staff and Council
Criteria to guide Council in deciding when to create, amend, or retire an advisory committee	<ul style="list-style-type: none"> Criteria should include goals and priorities established in strategic plan and other priorities set within the Town's CSPF The creation or change in membership of a Committee should include orientation training on roles and responsibilities. 	<ul style="list-style-type: none"> Purposeful reflection of the role of committees in delivering strategy and examining if committee structure needs amendment to achieve this support
Process for regular Council review of Committee mandates, structure, and responsibilities	<ul style="list-style-type: none"> Council should review all committee mandates, structure, and responsibilities over the course of a four-year term (i.e., review 3-4 committees per calendar year) 	<ul style="list-style-type: none"> Deliberate and ongoing review of mandates to ensure ongoing alignment with priorities and value of contribution (value for money)
Process for annual work planning (for Council approval) with regular and annual reporting of committee activities to Council	<ul style="list-style-type: none"> Council should require and approve an annual work plan from each committee (in advance of the start of a new fiscal/calendar year). Work plan would set out planned engagement with the community and the form and timing of those engagements. Committees should be required to report progress on a quarterly basis and given one opportunity annually to present to the full Council 	<ul style="list-style-type: none"> Council approved work plans to facilitate Council-committee relationship and provide clear direction for supporting staff Regular reporting to ensure ongoing alignment and progress and provide committees with "face time" with Council



Aligning Committee Work

General Policy Element	Recommended Inclusions	Benefits
Acceptable levels of staff support and attendance at committee meetings	<ul style="list-style-type: none"> Policy should provide for Council, on advice of CAO, explicitly stating the role and the number of hours a staff member may give to a committee, with any additional requirement for staff time to be brought back to Council for approval 	<ul style="list-style-type: none"> This will ensure that staff time is properly valued, expectations of effort are clear, and that resourcing pressures are properly addressed
Work and participation expectations of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries	<ul style="list-style-type: none"> Explicitly state that committees are “working committees” and they are expected to develop all meeting materials, reports, and minutes Policy should set out expectations for Councillor participation at committee and their role in keeping Council apprised of committees’ works The role of chair, vice chair, and recording secretary should be explicitly set out in the policy Council should consider making training available to chair, vice chair and recording secretary 	<ul style="list-style-type: none"> Ensure that there is a direct link to Council and ownership over committee mandate and use of time This will ensure that staff time is properly valued, expectations of effort are clear, and that resourcing pressures are properly addressed
Process for setting budgets for committees, including spending authorities and a full cost accounting of staff time to committee deliberations	<ul style="list-style-type: none"> Budget requests are to be linked to strategic priorities and annual work plans Council to consider budget requests in context of work plan and to make adjustments to either budget and work plan, or both, when setting budgets 	<ul style="list-style-type: none"> This will ensure that resourcing matches mandate and that staff level of effort is clearly articulated



Efficiency Opportunities for Committees – PRAC Committee

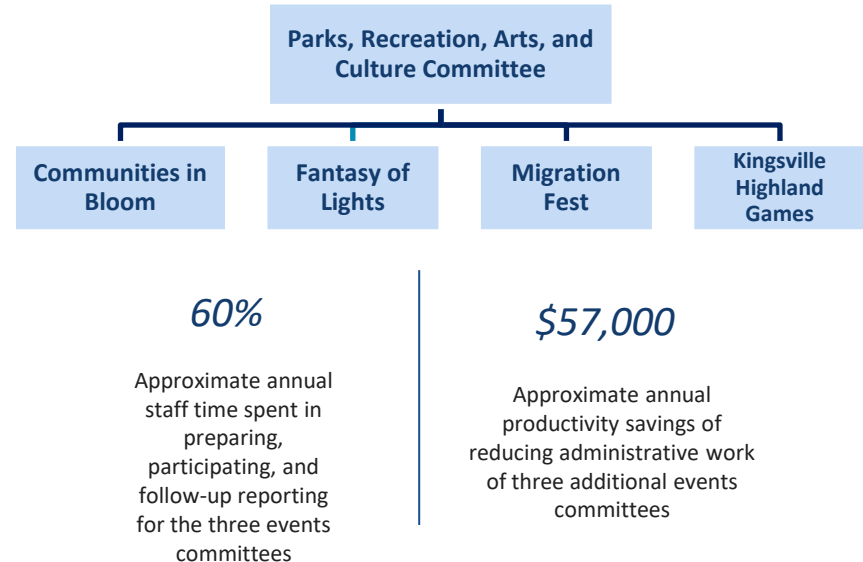
Development of an **overarching general by-law on non-statutory advisory committees** should occur over the next calendar year. However, immediate opportunities also exist to realize efficiencies and improve effectiveness of Committees.

Opportunity

Four ad-hoc events committees have been established but focus on event planning that is operational in nature, with work ultimately completed by staff. There is opportunity to dissolve these committees and delegate event planning authority to staff. High-level strategic guidance on events can be sought through the PRAC committee.

Benefits

- Dissolving the events committees can reduce the time spent on preparing and distributing the agenda, participating in meetings, and preparing and distributing material for follow-up meetings.
- Operational matters can also be kept within the administration.
- If necessary, there can be informal working groups established to support event planning.





Efficiency Opportunities for Committees – Personnel Committee

Development of an overarching general by-law on non-statutory advisory committees should occur over the next calendar year. However, immediate opportunities also exist to realize efficiencies and improve effectiveness of Committees.

Opportunity	Benefits
Currently, the Personnel Committee Terms of Reference indicates opportunities to delegate greater authority to the administration on staffing matters. As a result, the Committee should only convene as needed, with priorities largely managed at the administrative level and reported on in the annual budget. Furthermore, it is suggested that the Committee be renamed to “Human Resources Committee”, in alignment with leading municipal practices and scope.	<ul style="list-style-type: none"> Best practices suggest that providing administration with decision-making authority on operational personnel matters leaves greater room for Council to guide administration on strategic matters such as collective bargaining process and agreement approvals, SMT related personnel matters, the CAO’s performance, health and safety policies, and organizational reviews.

Terms of Reference – Scope of Work

3.0 SCOPE OF WORK

The Committee shall:

- ✓ 3.1 Review and make recommendations regarding the adoption of human resources policies that are brought forward by Administration.
- ✓ 3.2 Be kept informed, in regular intervals, of personnel matters generally.
- ✓ 3.3 Be consulted, with the opportunity to provide comments and recommendations, prior to any hiring or terminations decisions being made regarding employees that report directly to the CAO.
- ✓ 3.4 Provide feedback to be included in the C.A.O.’s annual performance evaluation.
- 3.5 In the Committee’s discretion, act as a forum to allow employees to discuss issues that were not resolved to that employee’s satisfaction and which issues are not covered by any collective agreement.

Note: This responsibility is operational in nature and not an appropriate use of Council’s time in Committee meetings.



Efficiency Opportunities for Committees – Remuneration Structure

Development of an overarching general by-law on non-statutory advisory committees should occur over the next calendar year. However, immediate opportunities also exist to realize efficiencies and improve effectiveness of Committees.

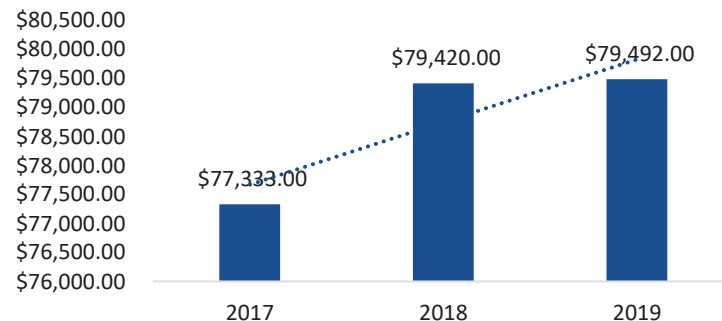
Opportunity

Currently, Council members are compensated per select advisory Committee meeting, in addition to regular Council honorarium. As seen in peer municipalities, such as the Municipality of Leamington, Committee members are only compensated for statutory committees. There is opportunity to modify the remuneration structure to remove compensation for non-statutory advisory Committees. This would exclude regular expenses, which should continue to be covered through policies such as the *Convention and Conference and Other Expenses Policy*.

Benefits

- Cost savings from modifying the remuneration structure for non-statutory advisory committees can be redirected to recruitment of more professional staff. This would reduce the reliance on community volunteers and Council advisory committees and provide Kingsville with greater opportunity to hire trusted and accountable expertise.

Advisory Committee Remuneration (2017-2019)



\$79,000

Approximate annual cost savings through modifying the remuneration structure.



Efficiency Opportunities for Committees – Committee Reporting

Development of an overarching general by-law on non-statutory advisory committees should occur over the next calendar year. However, immediate opportunities also exist to realize efficiencies and improve effectiveness of Committees.

Opportunity

Further efficiencies can be achieved through transitioning statutory Committee meeting management onto eSCRIBE, as recently done for Council meeting management.

Benefits

- While this will require training and change management efforts, using a consistent meeting reporting platform for all governance activities can simplify and streamline staff efforts.

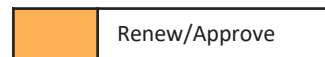
5%

Approximate time savings through expanding use of eSCRIBE.

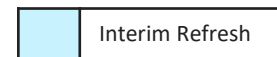
\$10,000

Approximate annual productivity savings through expanding use of eSCRIBE.

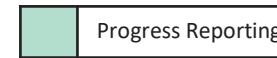
Implementation Considerations – Timeline



Renew/Approve



Interim Refresh



Progress Reporting



Recommended 5-Year Corporate Planning Cycle

Activities	2021				2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
(1) Municipal Strategic Plan	Renew/Approve	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Interim Refresh	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting	Progress Reporting
(2) Official Plan														Renew/Approve						
(3) Long-Term Financial Plan	Renew/Approve										Interim Refresh									
(4) Long-term Capital/Asset Management Plan		Renew/Approve																		
(5) Service-based Master Plans		Renew/Approve									Interim Refresh									
(6) Annual Review of Select Municipal Policies			Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve	
(7) Annual Review of Select By-Laws			Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve	
(8) Annual Operating and Capital Budget	Renew/Approve				Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve		
(9) Annual Departmental Work Plans					Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve		
(10) Align Council Agendas to Strategic Plan	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve	Renew/Approve
(11) Align Staff Reports to Strategic Plan	Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve		
(12) Align Committee Workplans to Strategic Plan	Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve		
(13) Develop General Policy on Advisory Committees	Renew/Approve	Renew/Approve	Renew/Approve																	
(14) Annual Review of Select Set of Advisory Committees (3-4/Y)				Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve				Renew/Approve
(15) Annual Council Education Plan	Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve			Renew/Approve	Renew/Approve		

Processes and Technology (Asset Management)



Initiative Overview: Asset Management – Findings

Lack of Clear Procedure

At present, there is no clearly defined asset management procedure that is supported by a schedule or timetable.

Division of Responsibility

The financial services department takes on an outsized role in the development of AMP strategic policies and regular AMP practices.

Council's Role

Council too often weigh into infrastructure development details even after projects have been budgeted for and approved.

Lack of Priority Funding

A shortage of allocated funding and resources constrains management's ability to dedicate the requisite time and energy to robust asset management practices.

Team Coordination and Awareness

Kingsville team members lack awareness of an asset management team or committee, its leader, the right roles and responsibilities.

Integration and Sharing of Data

While Kingsville maintains much of the correct data, this information is stored in disparate databases complicating informed decision-making.

Extending Capital Budget Approval Cycles

Kingsville currently conducts its capital planning based on 5-year schedules for most infrastructure assets, to accommodate responsive needs forecasts. The Town could benefit from greater economies of scale, however, by extending its planning approval to a longer time horizon.



Initiative Overview: Asset Management – Recommendations



Policy and Governance

- Codify a long-term financial plan and fully integrate it with the Asset Management Plan under development for July 2021.
- Define a clear-cut procedure for Asset Management Planning; ensure the procedure is made available for team members for reference and training.



People and Leadership

- Establish Steering and Working Committees to replace the current Asset Management Team. The Steering Committee should be chaired by the CAO and the Working Committee may be chaired by a Departmental Manager on a rotating basis. Appoint the hired external AMP consultant and GIS technician to the Working Committee.



Data and Information

- Ensure more effective use of existing Citywide software or consider alternative software to help facilitate the AMP process.
- Conduct regular polling of customers and key staff to identify areas for improvement on an on-going basis.



Decision-Making and Planning

- Establish cross-departmental access to the CityWide database/platform, and work toward pragmatic integration.
- Define 5 to 10-year capital reporting cycle to achieve economies of scale and facilitate continuous reporting.



Contribution and Learning

- Allocate internal communications resources to Asset Management Planning to educate staff and residents and to make the case for change.
- Invest in asset management education and training for key staff, such as the GIS technician to enable greater responsibility.

Idealized Future State

- A risk-based approach to asset management can enable municipalities to focus constrained resources on the right assets as required.
- According to research from Leadership in Sustainable Infrastructure, optimized asset management approaches to road maintenance have shown a **7%-17%** improvement in cost efficiency over lifecycle.

StrategyCorp projects that when fully realized, the Town of Kingsville could save at least **\$280,000** in long-run savings or 7% of total maintenance and capital expenditures related to the upkeep of capital assets

Cost-Benefit Overview

Institutionalization of key policies and processes for the Municipality's strategic management needs; Application of a risk management approach to decision-making and priority setting; Investment in the Asset Management Team's professional development to enhance performance and execution of critical role; Streamlining of roles and responsibilities within the governance of infrastructure in the Municipality.

Current State Findings



Opportunity and Rationale:

Opportunity: Update and resource the Town's Asset Management Plan with long-term lifecycle budgeting and a strong replacement schedule at the heart of the plan. Relatedly, refine the Town's Reserve Policy and update its existing Amortization policies.

Rationale:

- The Town has underperformed in the maintenance, replacement, and renewal of its assets, falling short of the MMAH's target Asset Sustainability Ratio and Asset Consumption Ratio. As the Town is updating its Asset Management Plan for the July 2021 deadline, this provides an important opportunity for refinement that supports adherence to a replacement schedule. This effort will require an Asset Management Lead and can be a potential initiative for the proposed role focused on Strategic Initiatives and Continuous Improvement (see opportunity #3).
- There is also opportunity to refine the Town's Reserve Policy to achieve greater specificity, including more robust allocations for long term capital reserves and post-retirement benefit reserves. While the current Reserve Policy (2018) stipulates that the year-end general Levy budget surplus will be allocated to the Budget Contingency Reserve, and Kingsville has shown strong improvement in building reserves in recent years, further adjustments would support greater reliance on lifecycle budgeting and strong fiscal management. The Town may benefit from extending its strong fleet replacement reserve strategy to other capital infrastructure, like bridges and roads.
- Finally, the Town's amortization policies are out of date and relatively aggressive. This distorts some MMAH ratios to look worse than they are and is a barrier to accurate information collection.

Potential Outcomes

- ✓ **Efficiencies**
- ✓ **Cost-savings/**
- ✓ **Revenue Generation**

What We Heard

- Kingsville has made strides in its capital spending, asset management, and overall fiscal discipline. However, more work remains, especially in light of the Town's infrastructure deficit.
- As the community updates its Asset Management Plan in advance of the July 2021 deadline, it will be critical to take stock of long-term infrastructure needs and asset lifecycles. This must occur through a clear and effective planning process. StrategyCorp has sought to provide recommendations for the immediate deadline and to support the longer-term management of capital assets.

The Impetus for Change



Building Construction Price Index

BCPI Q1 2013

91.1

BCPI Q2 2020

111.1

Estimated 2020 Annual Replacement Amount



Roads

\$8,413,599



Bridges and Culverts

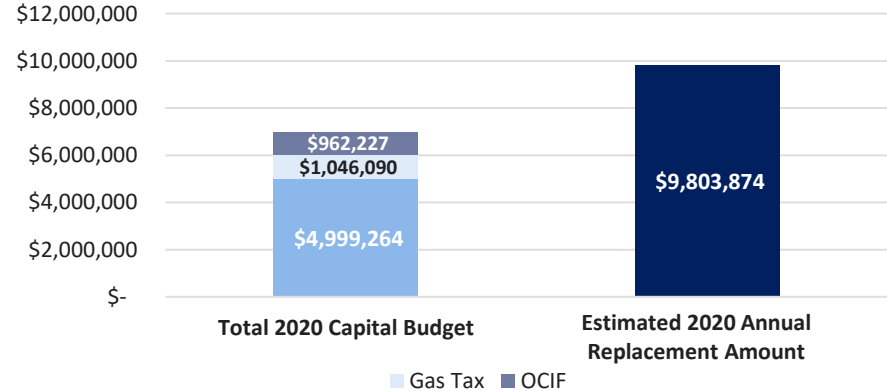
\$747,577



Storm and Sewer

\$642,697

Relative to Total Capital Budget



- Although there is a widespread understanding of the need for increased capital investment, the Town of Kingsville has more work to do to bridge its infrastructure gap. The extent of the deficit remains not fully understood.
- As the Town updates its Asset Management Plan in advance of the July 2021 deadline, it will be critical to take stock of long-term infrastructure needs and asset lifecycles – backed by robust data.
- While only a portion of the total infrastructure gap, the estimated Annual Replacement Amount, underscores the impetus for change in the Town's Asset Management Practices.

Approach to Initiative



In undertaking this investigation of Kingsville's process and technologies, StrategyCorp has sought to answer five key questions, informed by the Federation of Canadian Municipalities (FCM) Asset Management Readiness Scale.

The Foundations of Sound Asset Management Planning



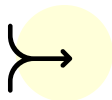
1. Are the right **policies and governance** mechanisms in place?



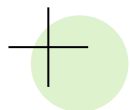
2. Is there clearly defined **leadership to support people** and their roles in the Asset Management process?



3. Is there strong **data and information** to support decision-making?



4. How effective are the Town's practices with respect to **planning and decision-making**?



5. How well does the town make **contributions to its asset management** practices?

The SCI AMP Evaluation Model

1. Gather Information

- a. Visualize high-level AMP process and identify who does what.
- b. Plot performance of key AMP activities using maturity rubric.

2. Identify Pain-Points

- c. Examine information from Step 1, highlight lowest performing areas.
- d. Engage key stakeholders directly to more fully understand lowest performing areas.

3. Propose Recommendations to Drive Savings

- e. Propose improvements that address the lowest performing areas.
- f. Quantify recommendation savings, where possible.

Current State Policy and Document Check-List

U

Unconsolidated

O

Out of Date

R

Needs Review



Key Policies and Documents

Asset Management Plan	O
Asset Management Procedure	✓
Robust Data Inventory	✓
Asset Management Roadmap	N/A
Asset Management Policy	✓
Asset Management Team	✓
A Capital Plan	U
Financial Information	O

Data Inventory

General Asset Information		Asset-Class Specific	
Size	✓	Type	✓
Material	✓	Make	✓
General Location	✓	Model	✓
Installation Date	✓	Design Capacity	N/A
Location Coordinates	✓		
Anticipated Lifecycle	R		

- While the Town of Kingsville maintains most of the right documents, policies, and data, there are starkly divergent perceptions on the quality and applicability of these tools. Moreover, there is room for improvement in the consolidation of Asset Management data between the Municipal Services and Financial Services Departments – related information that is now kept separately in GIS and Citywide platforms.
- Going forward, a unified Asset Management team with a clear leadership structure should work to overcome these gaps and equip the Town with the most complete information possible to support informed decisions.**

Policy and Governance Scorecard



Kingsville's Overall Performance	Ideal Future State
2.4 / 5	<i>Kingsville maintains the policy structure in your organization that lays out your asset management goals and how they will be achieved, leading to organizational alignment and commitment.</i>

Outcome Area	Observations and Risks	Score / 5
<i>To what extent is the Town's asset management policy an evolving document that reflects community needs?</i>	<ul style="list-style-type: none"> Although Kingsville has developed a good Strategic Asset Management Policy in 2019, the document has not been realized. There is a lack of a unified perspective. Many members of the core asset management team are unaware of the 2019 Policy or feel that it does not currently address the Town's needs. 	2.3
<i>How well does the Town adhere to its asset management roadmap or asset management plan?</i>	<ul style="list-style-type: none"> Kingsville has not developed an official roadmap, and some believe that such a tool would not benefit the Town. 	1.5
<i>How well does the Town monitor and measure the performance of its assets?</i>	<ul style="list-style-type: none"> Kingsville does a relatively good job monitoring and measuring the performance of its assets. Its reporting is complicated, however, by out-of-date amortization policies. 	3.5

Policy and Leadership Scorecard



Kingsville's Overall Performance	Ideal Future State
2.1 / 5	<i>Kingsville maintains a cross-functional team with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.</i>

Outcome Area	Observations and Risks	Score / 5
<i>To what extent is a permanent AMP team in place that supports successful practices?</i>	<ul style="list-style-type: none"> Although an Asset Management Team was defined in the 2019 Strategic Asset Management Policy, meetings have been very infrequent since then, and some important stakeholders are unaware that a team is even in place. 	2
<i>To what extent are AMP roles and responsibilities clearly defined to support success?</i>	<ul style="list-style-type: none"> See above. Team roles and responsibilities are defined in 2019 Strategic Asset Management Policy but are relative high-level. Asset Management Planning responsibilities are not built into the performance appraisals of most team members, limiting the Town's ability to incentive the prioritization of Asset Management. 	2
<i>To what extent is Council committed to ongoing improvement of asset management practices?</i>	<ul style="list-style-type: none"> Although Town Council has endorsed the 2019 Asset Management Policy, there is a feeling among staff that the appropriate resources will not be dedicated to achieve meaningful improvement. 	2.5

Data and Information Scorecard



Kingsville's Overall Performance	Ideal Future State
2.1 / 5	<i>Kingsville is collecting and using robust asset data, performance data, and financial information to support effective asset management planning and decision-making. In short, the Town has the information it needs about its assets when it needs it.</i>

Outcome Area	Observations and Risks	Score / 5
<i>How good is the current inventory data for most assets?</i>	<ul style="list-style-type: none"> Although Kingsville maintains much of the right data, this information is stored across the TCA and GIS databases. The Town is behind in updating some projects and some of the old data is missing asset attribute information in particular fields – particularly for underground infrastructure. 	2.6
<i>To what extent are there clearly defined levels of service?</i>	<ul style="list-style-type: none"> Service levels for Asset Management Planning are not defined by the Town of Kingsville. 	1
<i>How well is financial data collected on assets used to support larger financial plans?</i>	<ul style="list-style-type: none"> Kingsville's replacement costs require review and updating. Overall, the Town's data could be better shared between departments and across functions, aided in the immediate term by quick-win centralization in City Wide; and perhaps strengthened over the long-term by investments in additional AMP software. 	2

Planning and Decision-Making Scorecard



Kingsville's Overall Performance	Ideal Future State
2.4 / 5	<i>Kingsville is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets. The Town maintains the right asset management policies, objectives, and information to consistently inform broader organizational plans.</i>

Outcome Area	Observations and Risks	Score
<i>How consistent and structured is the current asset management approach?</i>	<ul style="list-style-type: none"> Kingsville's current Asset Management Procedure is understood by some, but generally considered to be inconsistent and undocumented. 	2.3
<i>To what extent does the Town's AMP include accurate risk and needs forecasts?</i>	<ul style="list-style-type: none"> The Town maintains good risk and asset condition information for roads and bridges, but not for other asset classes, like underground infrastructure. 	2.3
<i>How well does the Town prepare multi-year needs-based capital and operating budgets?</i>	<ul style="list-style-type: none"> The Town's municipal services department maintains some short term (5-year) capital replacement schedules for roads, bridges, watermain, and vehicles, but corresponding financial strategies have not been developed. The Town has a good handle of both the immediate and trending need. However, the current level of funding is not sustainable. As conditions deteriorate, more funding is required. 	2.6

Contribution and Learning Scorecard



Kingsville's Overall Performance	Ideal Future State
2.9 / 5	<i>Kingsville is supporting its staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.</i>

Outcome Area	Observations and Risks	Score
<i>To what extent are staff proactively trained to support the AMP process?</i>	<ul style="list-style-type: none"> Kingsville's staff do not receive training in Asset Management Planning – either from internal or external sources. 	1.6
<i>To what extent are AMP staff knowledgeable and willing to share that knowledge among the team?</i>	<ul style="list-style-type: none"> The Town of Kingsville's staff are very knowledgeable and willing to cooperate and share information and learnings with their colleagues. With further training, staff would be even more willing to share knowledge and be a part of the solution. 	4
<i>Has Kingsville conducted 3rd party Asset Condition Analysis? Does Kingsville utilize best practices from peer municipalities Asset Management Planning?</i>	<ul style="list-style-type: none"> Kingsville's 3rd party condition assessments for roads and bridges are up-to-date and industry trends, including peer municipality practices, are commonly used. 	3



Proposed Asset Management Organizational Structure

Town Council – Approval, Vision, and Direction Setting

Mayor

Councillors

Steering Committee – Supervision, Budgeting, and Strategic Input

CAO

Director of Municipal Services

Director of Financial Services

Working Committee – Implementation

Chair/ Asset Management Lead

Manager, Municipal
ServicesManager of Planning
Services

Manager of Public Works

Manager of Facilities and
Properties

GIS Technician

Manager of Financial Services

Supporting Outside Consultant

Roles and Responsibilities

Town Council

Approve AMP; articulate community values and priorities; approve funding and resources; implement AMP requirements; approve long-term financial plan

Steering Committee

Oversee the realization of the AMP on a regular basis

Working Committee

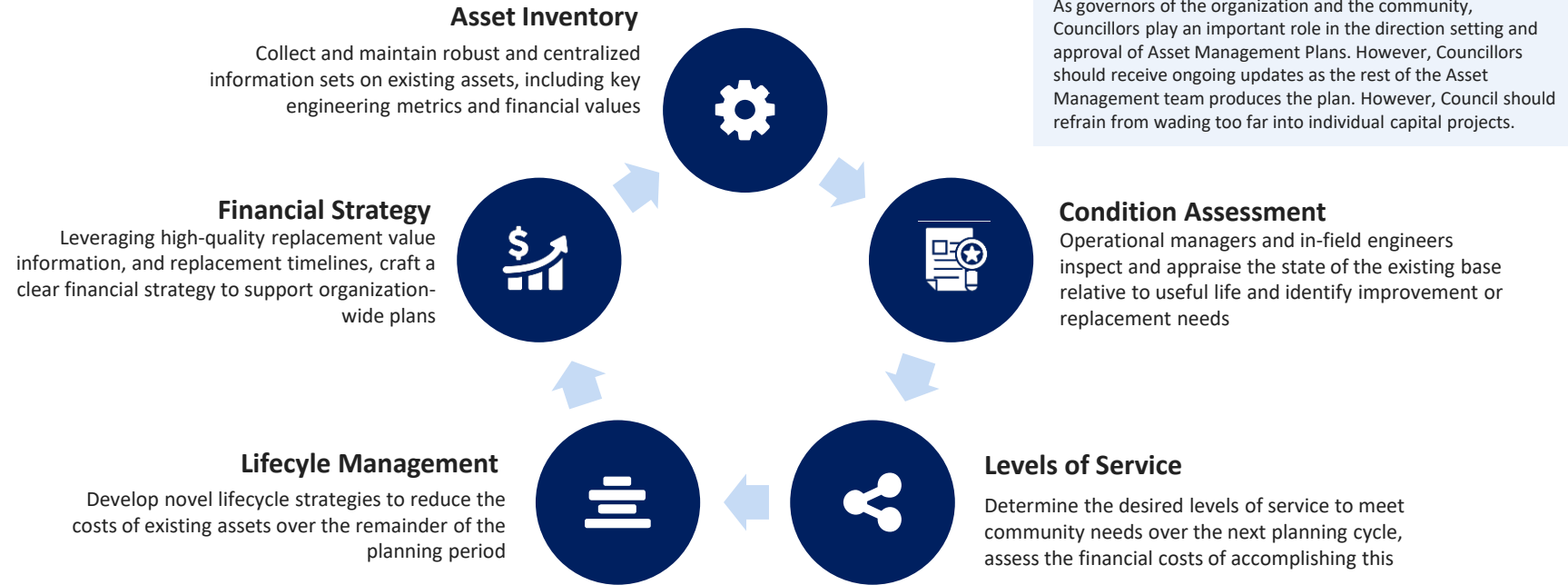
Allocate resources, communicate buy-in, and ensure adherence to plan across departments

All Staff

Understand, work towards, and observe progress against AMP

- Although an Asset Management Team is already prescribed in the Town of Kingsville's Asset Management Policy, collaboration is too infrequent and there is limited awareness of the team's existence. To strengthen the Town's consistency and whole-of-organization approach to asset management, the above structure is proposed.
- Here, the CAO would serve in a critical role to facilitate synchronization between financial and municipal services. The GIS Technician would also take on an expanded responsibility to promote more robust data and information tracking. ***Underpinning all of this is the role of the asset management lead, an appointed rotating position on the Working Committee – accountable for guiding major task completion and liaising with the Steering Committee.***

Codifying an Asset Management Procedure



Although there is a strong understanding of Asset Management Planning among select members of the senior management team, there is not a widely understood common procedure for all staff to follow. Outlined above are the core steps the Town of Kingsville takes in its Asset Management Procedure. It is recommended by this report that the Town use these steps to develop and codify a more granular procedure.



Supporting Enterprise-Wide Accountability and Buy-In

Bridging the Town's infrastructure deficit and strengthening the tracking and management of capital assets will bring transformative value for Kingsville's leadership, staff, and residents. However, accomplishing this goal requires organization-wide buy-in, cohesion, and accountability.

In response, StrategyCorp proposes the introduction of new responsibilities, motivations, and performance measurements that encourage widespread support for Asset Management goals and enable every team member to see themselves in the Town's overarching objective.












For individual departments and managers, this means that goal setting and performance will be rooted in: 1) how their core asset management function is being fulfilled; and 2) how other asset management priorities are being supported by their work.

In the immediate term – the outside consultant the Town has hired should engage directly as a member of the Working Committee, under the leadership of the Asset Management Lead. The Lead should be an individual chosen by the Town. At the outset, StrategyCorp recommends that the Manager of Municipal Services serve as lead on the Working Committee.

Accountability Matrix: The Working Committee

 Responsible
  Accountable
  Informed
  Consulted



								
	<u>Activity</u>	<i>Asset Management Lead</i>	<i>M. Municipal Services</i>	<i>M. Public Works</i>	<i>M. Facilities and Properties</i>	<i>M. Financial Services</i>	<i>M. Planning Services</i>	<i>GIS Technician</i>
 Asset Inventory	Collect and Maintain PSAB Data	A	C	C	I	R	I	C
	Complete and Submit Financial Reports	A	C	C	I	R	I	C
	Ensure Synchronization of Data	A/R	R	C	C	R	C	C
 Condition Assessment	Inspect Assets in the Field	A	R	R	C	I	C	R
	Articulate Improvement Needs	A	A	R	C	C	C	C
 Levels of Service	Determine Yearly Service Levels	A	R	R	R	C	R	I
	Determine Cost of Achievement	A	C	C	C	R	C	I
 Lifecycle Management	Develop Maintenance Strategy to Reduce Costs	A	R	R	C	C	C	C
	Ensure Adequate Implementation	R	A	A	C	C	C	C
 Financial Strategy	Collect Robust Replacement Value Information	A	R	C	I	A/R	I	R
	Estimate Replacement Dates	A	R	C	I	R	I	I



Proposed Key Performance Indicators (KPIs) – Activities and Talent

Key Activity - Team KPIs



Asset Inventory

- The extent that PSAB data was collected accurately across all assets.
- The ability for managers to access data across departments.



Condition Assessment

- The extent that assets were accurately evaluated against their useful lives.
- The extent that data was updated in a timely fashion with new information.



Levels of Service

- The extent that service levels are clearly defined and accurately reflect the needs of the community.
- The extent that the estimated financial costs of achievement are realistic given other spending priorities.



Lifecycle Management

- The extent that annual maintenance strategies met annual maintenance needs.
- The extent that annual maintenance strategies contributed to cost reductions.



Financial Strategy

- The extent that robust and accurate replacement information is shared with Financial Services.
- The extent that the resulting financial strategy is clearly communicated across the organization.

Working Committee – Individual KPIs

Manager of Public Works

- How well they promote awareness of services to better coordinate maintenance needs of assets

Manager of Facilities and Properties

- How well they help advance the management of natural assets, including any legislative requirements

Manager of Financial Services

- The extent to which the Town has prepared financial reports and capital asset accounts that capture progress against Asset Management Plan

Manager of Planning Services

- How well they helped improve and structure dialogue regarding the relationship between development, growth and maintenance

GIS Technician

- How well they helped enable access to information that supports analysis and development of AMP recommendations to Steering Committee and Council



Proposed Key Performance Indicators (KPIs) – Organization-Wide

Key Financial Indicators

While accurately measuring the Town's Infrastructure Deficit remains a top priority, the following financial metrics will assist Kingsville in charting its progress against its AMP.

Asset Consumption Ratio

Taxes Receivable as a % of Levies

Debt to Reserve Ratio

Operating Surplus or Deficit

Key Qualitative Indicators

While the Financial Indicators may provide a window into the efficacy of the Town's AMP, the following metrics provide clearer insight into internal operations: whether given AMP activities are performing as they should.

Approval by Council

Working Committee Feedback

Regularity of Steering and Working Committee Meetings

Information Sharing and Interoperability of Data

In addition to measuring high-level organization performance through key financial metrics, the Town of Kingsville should also conduct regular polling of staff and residents to support strong procedural awareness, identify risks early, and accelerate continuous improvement by soliciting new ideas to strengthen Asset Management Planning.



Operational Risks and Suggested Implementation Timelines: A Living Document

Implementation Timeline									
Activities	2020		2021						Thereafter
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
(1) Define and articulates roles, responsibilities, and structures of Asset Management Personnel									
(2) Engage Asset Management Consultant to support process									
(3) Establish cross-departmental access to existing databases and provide requisite training									
(4) Stage Asset Inventory and Condition Assessment									
(5) Determine Levels of Service									
(6) Develop Lifecycle Strategies and Finalize Financial Approach									
(7) Secure Council Approval									
(8) Formalize and Codify a Long-Term Financial Plan, New Managerial Assessment Metrics, Implement Asset Management Training and Dedicate Communications Resources									

Risks & Barriers

Staff Complement and Reporting

- Amid broader staff complement challenges across the organization, it may be difficult for the Town to implement new processes quickly and with widespread support.

Lack of Clarity Around Processes and Timelines

- A potential for confusion exists leading up to the July 2021 deadline, as staff adapt to new roles and expectations.

Managerial Resistance to Performance Metrics and Responsibility Shifts

- Team members may be reluctant to take on new performance targets, especially in a condensed timeframe.

Service Delivery (Continuous Improvement)

Initiative Overview: Continuous Improvement



Establish capacity to support Strategic Initiatives and Continuous Improvement

Recommendations:

1. Secure approval for dedicated capacity to support Strategic Initiatives and Continuous Improvement across the organization. In the interim, this capacity can be filled by a new full-time Director position as suggested in the organizational review, with support from other Senior Management Team members.. In the mid to long-term, the Town should seek development of a continuous improvement office, with dedicated resourcing.
2. Implement proposed process changes emerging from continuous improvement workshops on procurement and purchasing and work order processing.*

Risks and Considerations

- Staff may not have the capacity and sufficient training to complete improvement projects.
- Council approval on hiring a new senior-level position for strategic initiatives and continuous improvement.
- Council approval on changes in procurement and purchasing by-law.
- Willingness and ability of contractors to digitize work order processes.

Cost-Benefit Overview

- Efficiencies to the processes can drive not only time savings and reduce defects, but also improve the quality of experience for internal staff, residents, and external vendors.
- Approximately **\$79,000** in annual savings from adopting efficiency opportunities related to procurement and purchasing.
- Approximately **\$15,000** in annual savings from adopting efficiency opportunities related to work order processing.*

* Note: Outcomes of the continuous improvement workshop on the planning department to follow in Draft 2 of the report.

Current State Findings



Opportunity and Rationale:

Opportunity: Establish capacity to support Strategic Initiatives and Continuous Improvement.

Rationale: During this time of transition and change initiatives, there is opportunity to establish capacity to support Strategic Initiatives and Continuous Improvement in the CAO office – building upon best practices seen in other Ontario municipalities such as Newmarket.

- In the interim, this capacity can be filled by a full-time Director of Planning and Development role, suggested in the organizational review, with support from other Senior Management Team members.
- This new role would adopt lean best practices, such as Process Mapping, to focus on driving enterprise-wide process modernization to improve service outcomes. The recommendation is to apply the best practices to select processes, such as the Accounts Payable process, to demonstrate how process mapping can drive continuous improvement.
- There is further opportunity for to prioritize recommendations emerging from the Organizational Review. The Town is encouraged to assign a senior accountability lead, such as the CAO, to review and action priority recommendations from the review, such as addressing staffing needs, compensation review, culture building efforts, staff development and retention, and communication.

Potential Outcomes

- ✓ Efficiencies
- ✓ Value-Add
- ✓ Cost-Savings/Revenue-Generation

Findings:

- A dedicated capacity to support Strategic Initiatives and Continuous Improvement can better support the successful implementation of change initiatives.
- As a lean organization, Kingsville can benefit from adopting regular procedures and habits that promote the critical examination of its current state review findings aligned to the organizational review recommendations. By assigning a senior accountability lead to action the recommendations, the organization can accelerate addressing some enterprise-wide priorities with respect to people and culture.



The North Star – Achieving a Culture of Continuous Improvement

Through its critical examination of the Town's approach to Procurement, Work Order Processing, and Planning Applications, StrategyCorp has sought to provide Kingsville's leadership with an exemplar of how the organization can evaluate its services and achieve value savings going forward. The approach to team member engagement, processing mapping, and process re-design are outlined in the following pages – integral steps to fostering a culture of continuous improvement.

Leading Practices and Assumptions

- In discussions with continuous improvement professionals, the typical departmental project yields on average **\$25,000 - \$50,000** in dark and light green dollars
- Cross-departmental projects yield on average **\$90,000 - \$120,000** per project in efficiency savings
- Municipalities such as Fredericton, Kawartha Lakes, and Mississauga have all developed continuous improvement programs and have had success in implementing these programs (see slide entitled *Municipal Examples of Initiatives*)

Given Kingsville's relatively small size and revenue constraints, a dedicated continuous improvement function would spur proportionally lower cost savings. However, the experience of other communities, like Kawartha Lakes, represents a True North final destination for the Town, of which process improvements in Procurement, Work Orders, and Planning are a first step toward.

Case Study: Kawartha Lakes



Pop. 75,423

- The Town of Kawartha Lakes implemented a continuous improvement program – called Make it Better – and realized over \$3M in savings in the first round of projects
- The first round of projects included organization wide projects and departmental projects.
- This project calculated savings by including actual savings/revenue, productivity savings, and cost avoidance savings
- The first wave of projects ran for only six months.

Kawartha Lakes' Make it Better Program illustrates a model best practice for Kingsville as it considers long-term development of a continuous improvement office.

Approach to Initiative

For this initiative, StrategyCorp took a Continuous Improvement approach – informed by the Lean Six Sigma methodology, a world-renowned continuous improvement methodology that is proven to deliver superior operational performance and support an unbiased view of the organization.

Benefits of Regular Examination of Key Processes

- ✓ Reduces process cycle time
- ✓ Improves product or service delivery time
- ✓ Reduces or eliminates the chance of defect generation
- ✓ Optimizes resources for key improvements
- ✓ Ensures high-quality customer service



Categories of Identifiable Waste



DEFECTS

Efforts caused by rework, scrap, and incorrect information.



OVERPRODUCTION

Production that is more than needed or before it is needed.



WAITING

Wasted time waiting for the next steps in a process.



NON-UTILIZED TALENT

Underutilizing people's talents, skills, and knowledge.



TRANSPORTATION

Unnecessary movements of products and materials.



INVENTORY

Excess products and materials not being processed.



MOTION

Unnecessary movements by people (e.g. walking).



EXTRA-PROCESSING

More work or higher quality than is required by the customer.

Using the Lean methodology, three organizational processes were assessed to identify which of the following eight types of wastes are present and can be removed. The outcome was a redefined process, captured through a process map and overview of efficiency opportunities.



Procurement and Purchasing

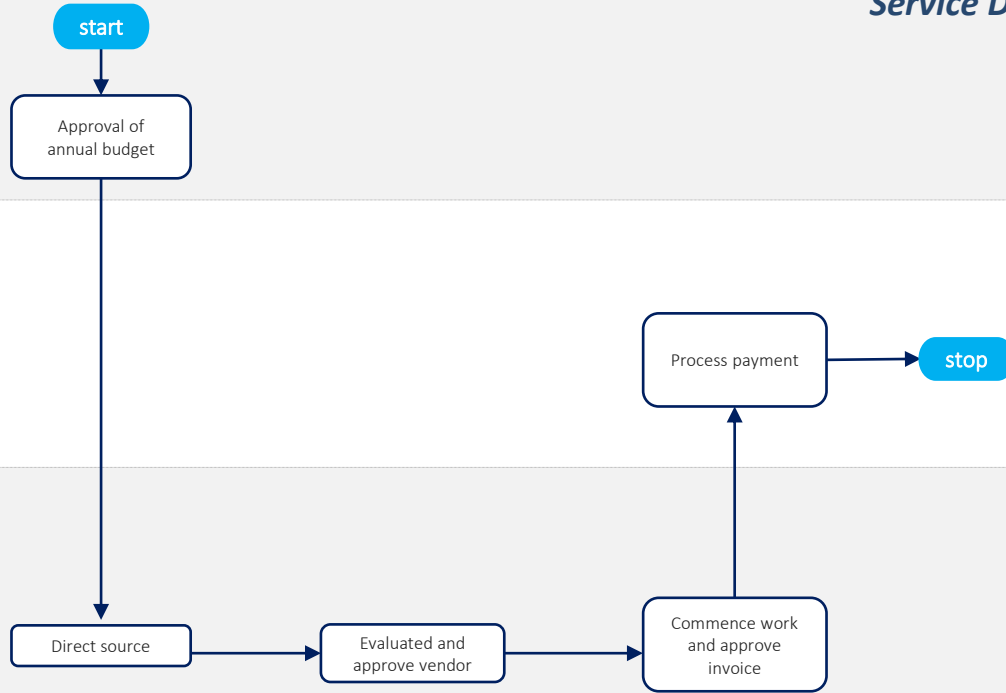
Service Delivery Procurement and Purchasing – Current State

For contract values of up to \$5,000

COUNCIL

TREASURER

MANAGER



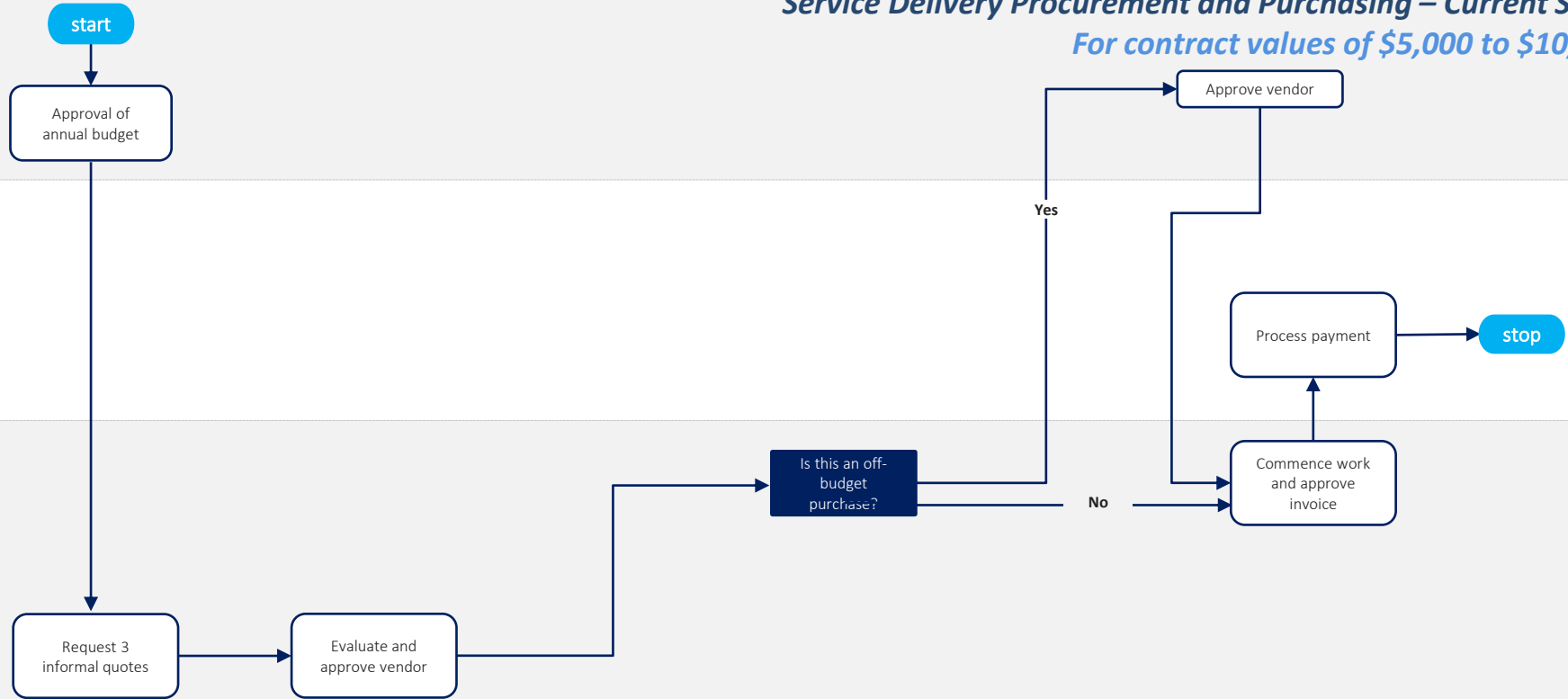
Service Delivery Procurement and Purchasing – Current State

For contract values of \$5,000 to \$10,000

COUNCIL

TREASURER

MANAGER



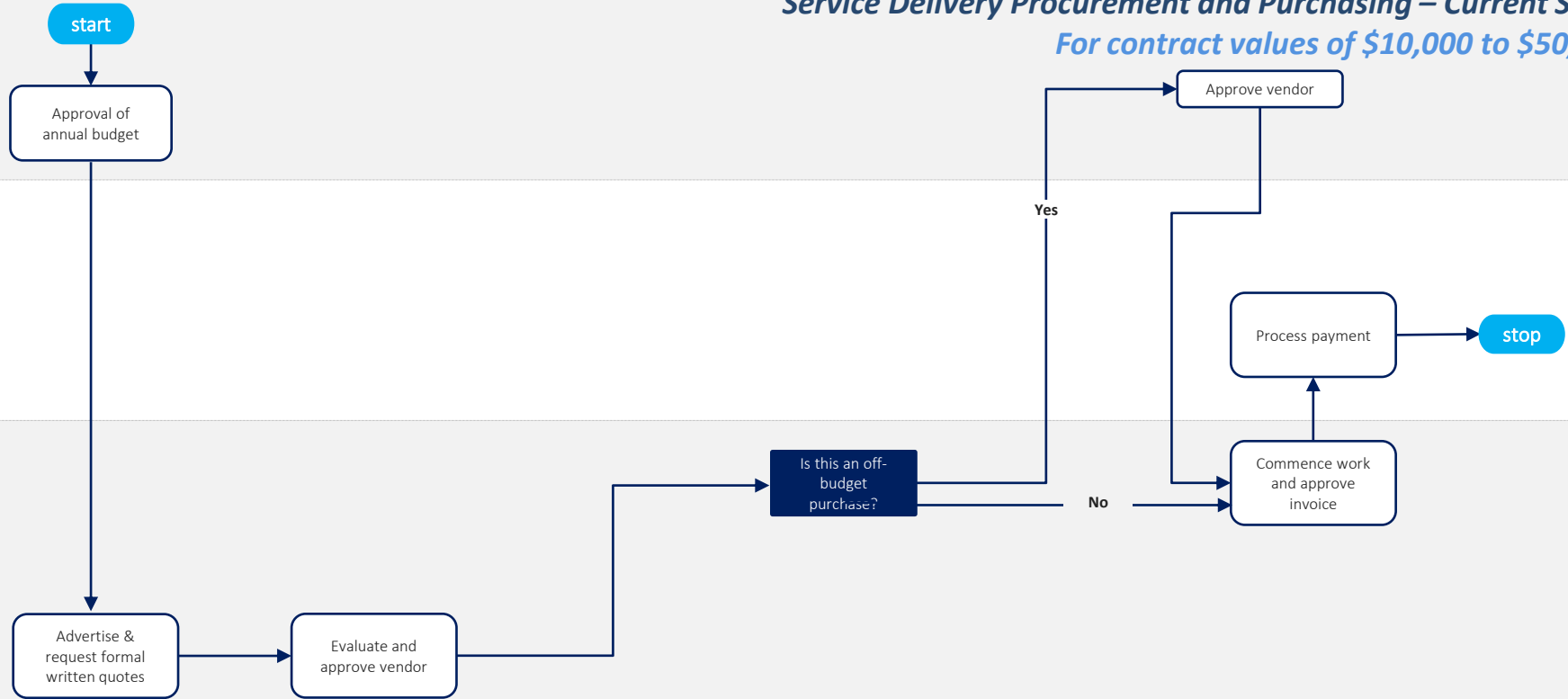
Service Delivery Procurement and Purchasing – Current State

For contract values of \$10,000 to \$50,000

COUNCIL

TREASURER

MANAGER



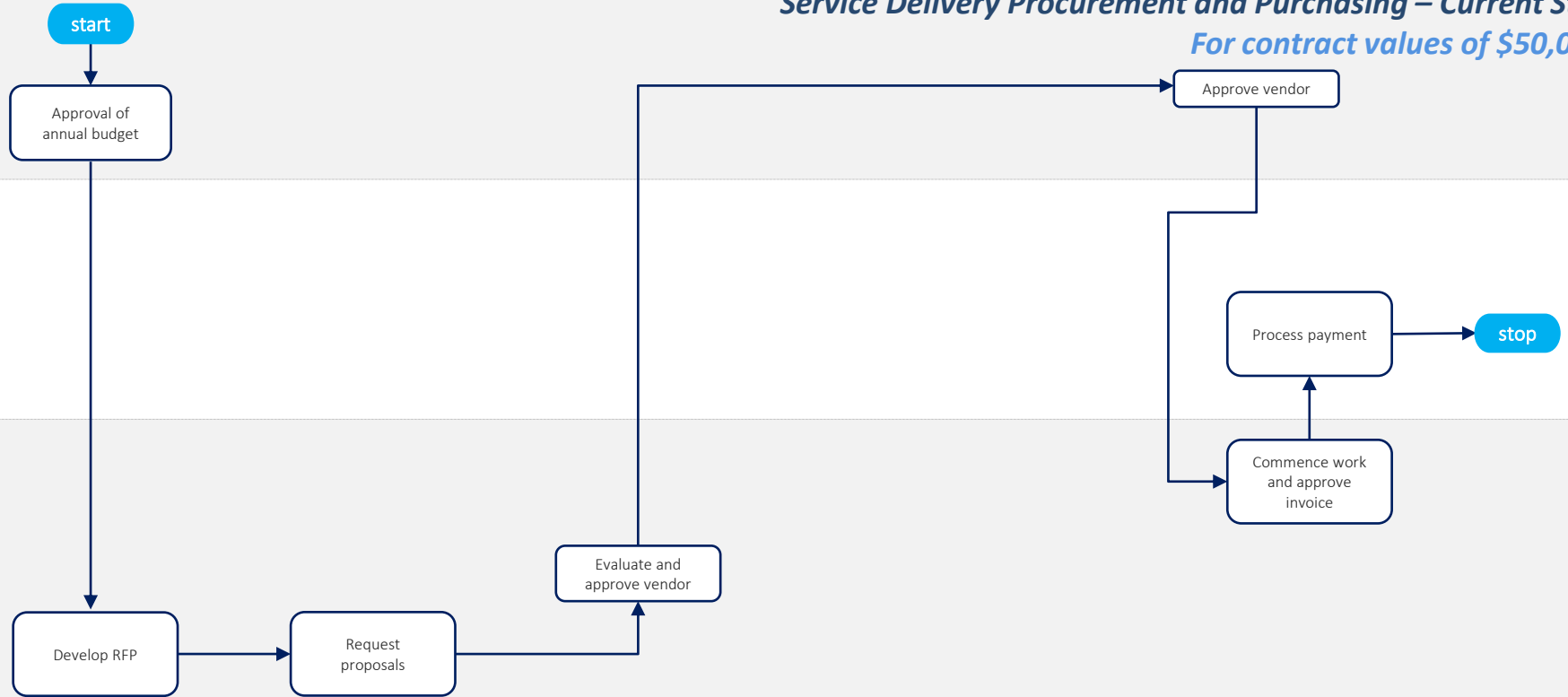
Service Delivery Procurement and Purchasing – Current State

For contract values of \$50,000+

COUNCIL

TREASURER

MANAGER



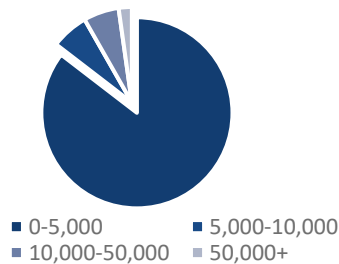
The Status Quo



Observations of Current State

Overall, the key pain point for staff are the high level of approvals and processes involved with relatively low spending amounts, some already approved by Council through the budgeting process.

Contracted Services (2019)



Process-light

Process-heavy

0-5,000	5,000-10,000	10,000-50,000	50,000+
3341	248	235	87

Process Wastes



WAITING

- Waiting for Council approval on an off-cycle purchase within the \$5,000-10,000 range.
- Waiting for Council approval on a \$50,000+ range when the cost has already been approved by Council in budgets.
- Gaining additional Treasurer approval on a \$5,000-10,000 range purchase.



EXTRA-PROCESSING

- Requesting 3 informal quotes for the \$5,000-10,000 range. Mandatory advertising for the \$10,000-50,000 range.
- Lack of standardized templates for RFP development can add an additional 10-15 hours of work for Managers.

- While 85% of purchases are covered in the \$0-5,000 range and require minimal process steps and approvals, the remaining 15% of purchases can require time-consuming and ineffective process steps. Great efficiencies can be achieved for the \$5,000-10,000 and \$10,000-50,000 range (which make up 85% of the process-heavy purchasing processes).
- Purchasing processes for \$50,000 budgets could be improved to reduce time spent on RFP development and ease vendor selection.

Service Delivery Procurement and Purchasing – Future State

For contract values of up to \$15,000

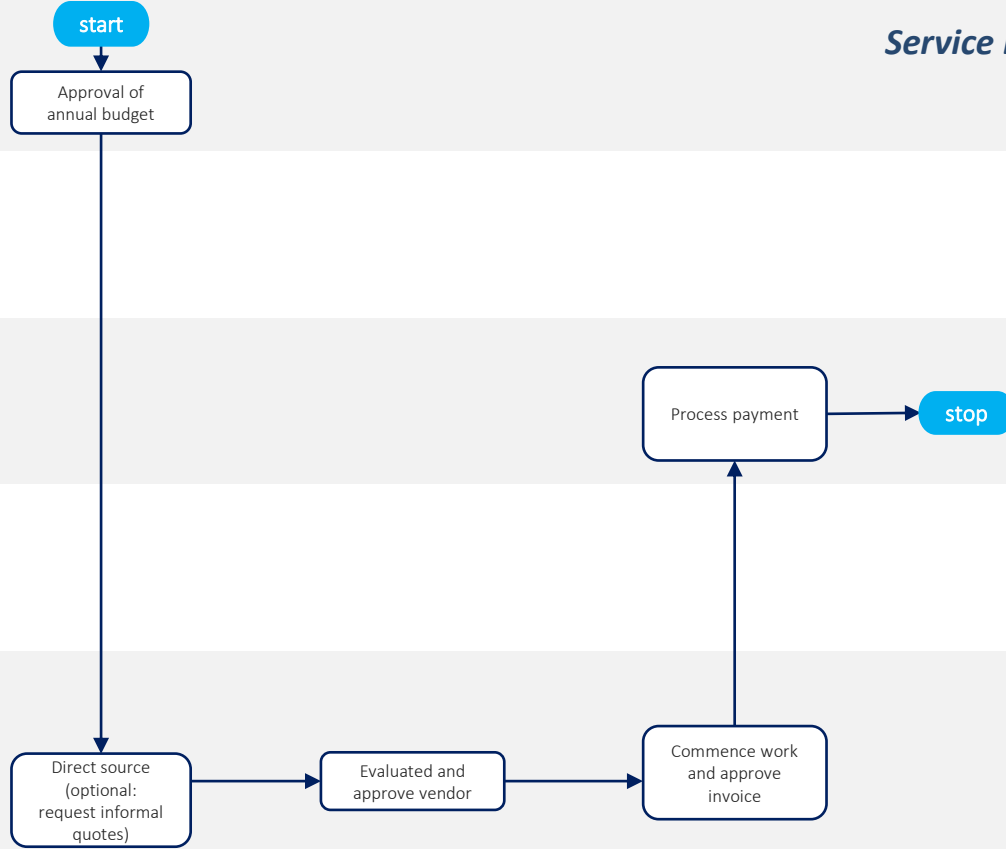
COUNCIL

CAO

TREASURER

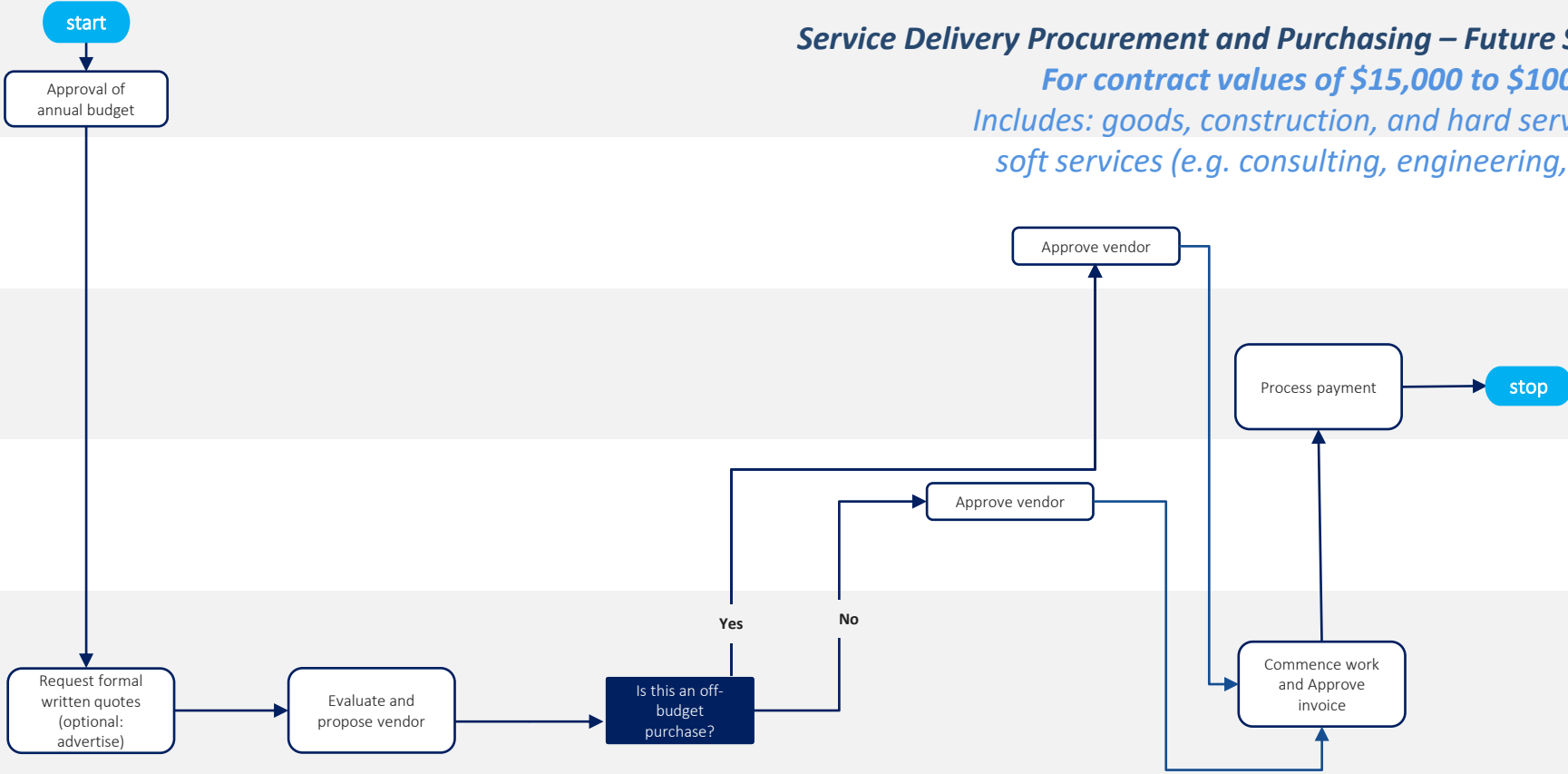
DIRECTOR

MANAGER



COUNCIL
CAO
TREASURER
DIRECTOR
MANAGER

Service Delivery Procurement and Purchasing – Future State
For contract values of \$15,000 to \$100,000
*Includes: goods, construction, and hard services;
soft services (e.g. consulting, engineering, etc.)*



COUNCIL
CAO
TREASURER
DIRECTOR
MANAGER

start

Approval of annual budget

Note: Approval can be included as part of the proposed **consent agenda**.

Service Delivery Procurement and Purchasing – Future State
For contract values of \$100,000+
Includes: goods, construction, and hard services; soft services (e.g. consulting, engineering, etc.)

Develop RFP using standardized template

Request proposals via Bids and Tenders

Evaluate and propose vendor for approval

Does this require Council approval?

Approve vendor

Process payment

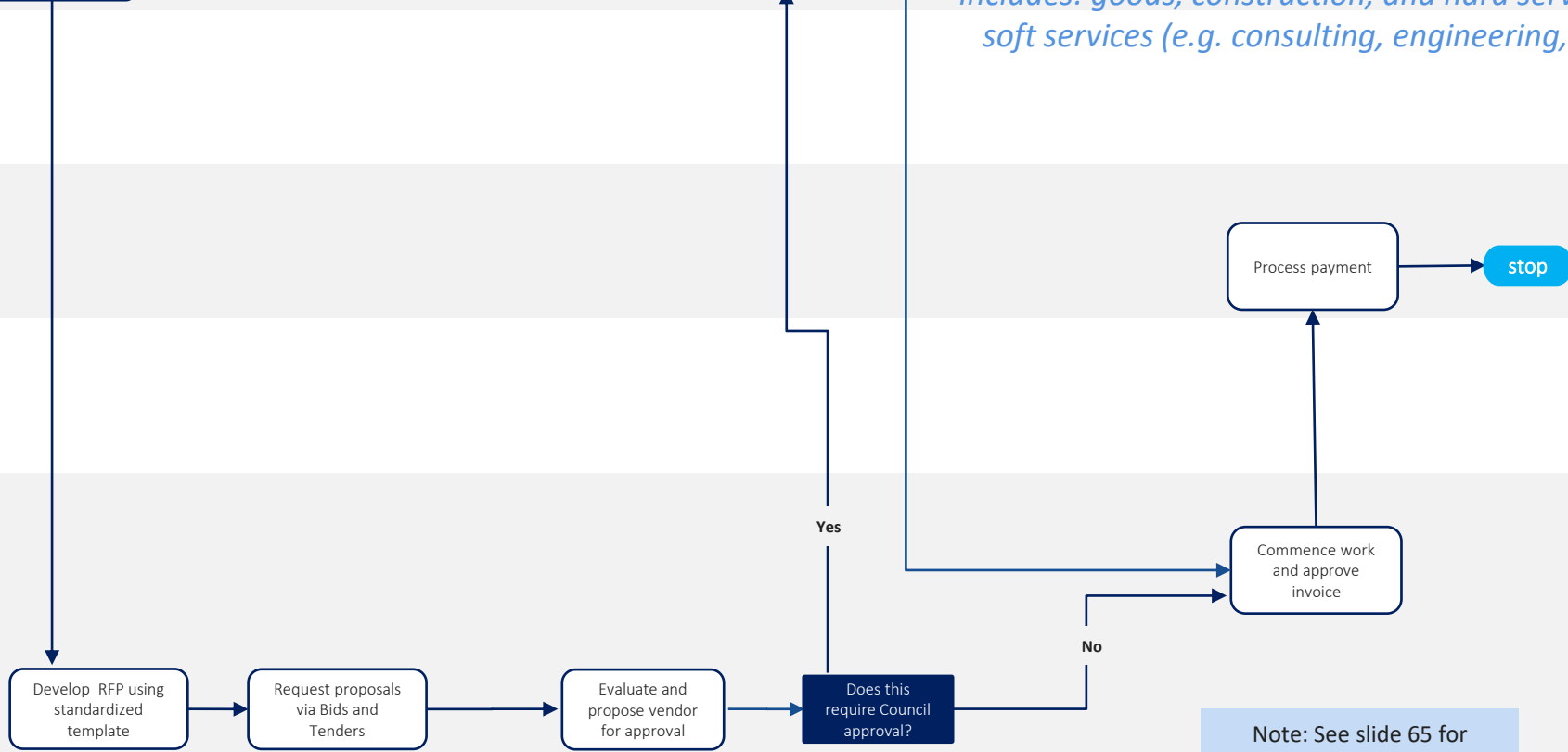
stop

Commence work and approve invoice

Note: See slide 65 for condition-based Council approval policy.

Yes

No



The New Process



Summary of Proposed Changes

Material Impact

In the new process:

- Managers have approval authority over contracts ranging up to \$15,000, and do not need to request quotations.

326

Approximate number of purchases within the \$5,000 to \$15,000 range in 2019

\$32,000

Approximate annual productivity savings of reducing Manager time requesting quotations.

- Advertising is optional for contracts in the \$15,000-\$100,000 range.

232

Approximate number of purchases within the \$10,000 to \$50,000 range in 2019

\$16,000

Approximate annual productivity savings of reducing Manager time advertising.

\$3,000 - 5,000 per purchase

Approximate savings per purchase by providing an opt-out option for advertising.

- For contracts over \$100,000 that require a formal RFP process, staff have standardized RFP templates available to drive efficiency and consistency.
- Additionally, Kingsville should adopt the leading practice of only seeking Council approval on a conditional basis, and not based on a minimum threshold. By switching to a condition-based Council approval policy, Council would be in a better position to review all purchases efficiently, only reviewing items that have either not met the budgeted conditions, policy requirement, or are of special interest.

~22

Approximate number of purchases that required formal RFPs and a second Council approval in 2019

\$47,000

Approximate annual productivity savings of providing Managers with standardized RFP templates.

2 to 4 weeks per bid

Approximate time savings per bid by providing Managers with standardized RFP templates and reducing Council approvals.



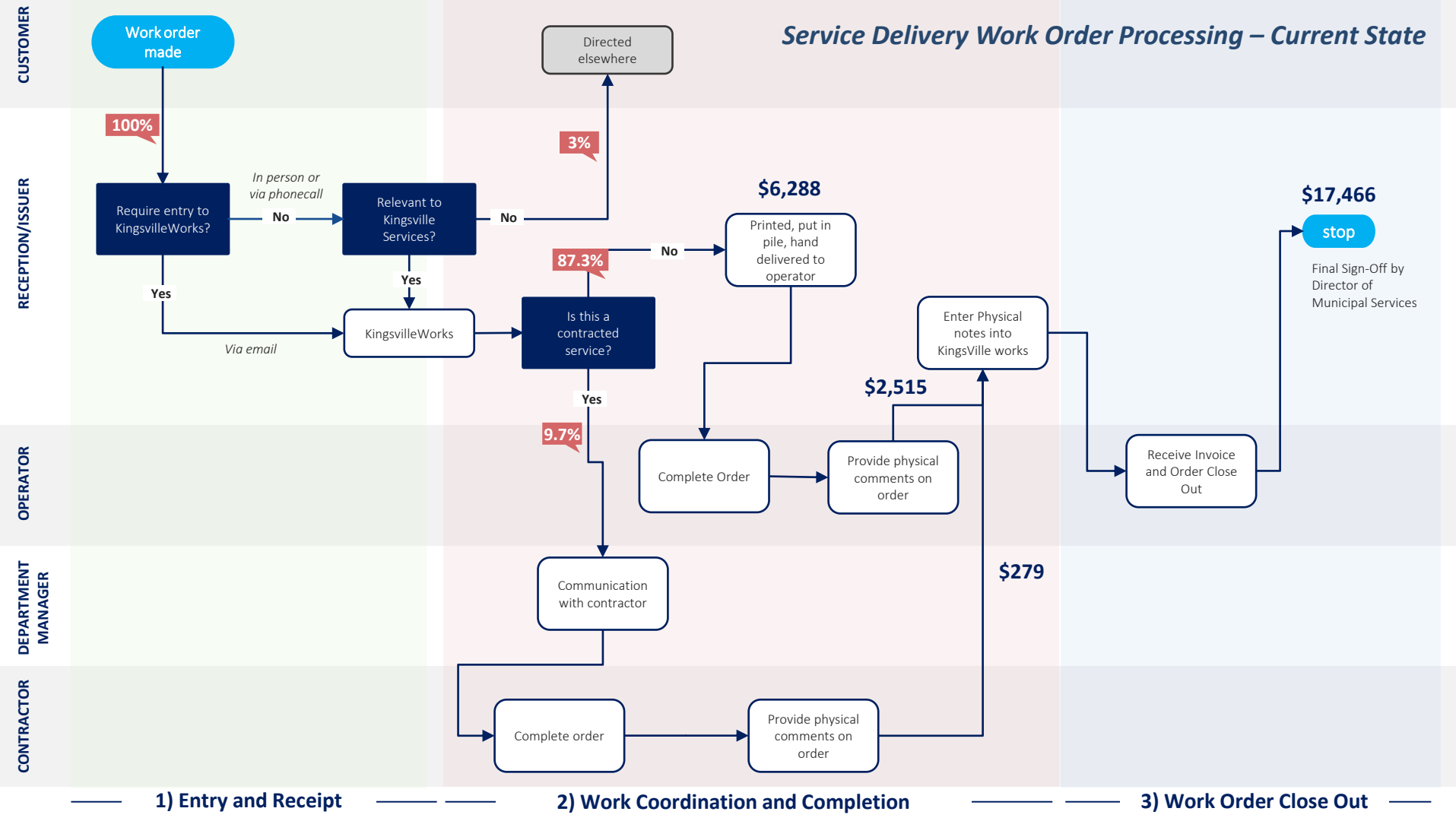
Additional Recommendations on Purchasing and Procurement

1. For repeat purchases, such as winter control, Kingsville can also consider establishing multi-year contracts with vendors that allow for the Town to procure services in a timely and reliable manner.
2. There is opportunity to explore shared procurement with other municipalities in the Essex County and agencies, such as the Ontario Clean Water Agency (OCWA) and the Ontario Education Collaborative Marketplace (OECM). This can result in purchase rates, more favourable than what is typically realized through a Vendor of Record approach for similar scale municipalities and organizations.
3. In the event an emergency repair is required and the Town must purchase emergency services that exceed the \$100,000 threshold for Council approval, there is opportunity to establish delegation of authority such that the CAO can approve emergency purchases. Council would then be notified at the next Council meeting on the emergency purchase.
4. Currently, Kingsville has a list of reliable contractors for frequent services, such as water services, many of which include local and small businesses. These contractors are often recommended to residents. There is opportunity to develop a similar list of local and small business contractors for emergency services, further providing recommendations to residents that promote reliable purchases and support the local economy.
5. While the proposed new process requires Council approval for off-budget purchases exceeding \$100,000, there is further opportunity to develop a budget policy on off-budget purchases that details which off-budget purchases should go to Council as opposed to being approved by the CAO through delegation of authority.
6. While Bids and Tenders is recognized as a great tool for large-scale purchases, there can often be limitations to the tool as it invites bids from out-of-province vendors that may not have the necessary local context. As a result, Kingsville is encouraged to have flexibility in where and how RFPs are advertised.



Work Order Processing

Service Delivery Work Order Processing – Current State



Status Quo – Municipal Services

Observations of Current State

	Individual Time	Process Time
1) Entry and Receipt		
Entry into Kingsville Works	1 hour	1-2 days
Redirection of Misplaced Requests	5 Minutes	5 Minutes
2a) Work Coordination and Completion – In-House		
Print, File, and Transmit Work Order	1 hour	1-2 days
Work Order Completion (Easy) 80%	8 hours	8 hours
Work Order Completion (Hard) 20%	3 days	3 days
2b) Work Coordination and Completion – Contractor		
Print, File, and Transmit Work Order	1 hour	1-2 days
Work Order Completion (Easy) 80%	2 weeks-month	2 weeks-month
Work Order Completion (Hard) 20%	3 days	3 days
3) Work Order Close Out		
Close Out by Reception and Manager	1 hour	3-5 Days
Approval and Sign-Off by Director of Municipal Services	30 minutes	1 Week

Approx. Fail Rate – Phase 2

10%

Approx. Fail Rate – Phases 1,3

10%



Process Wastes



MOTION

The receptionist and issuer must print, file, and carry physical copies of work orders to operators. Operators must return work order with comments.



EXTRA-PROCESSING

Work order comments must be made by operators and then entered into City Works by the issuer. Moreover, they must be closed out by the issuer and then await Director approval.



DEFFECTS

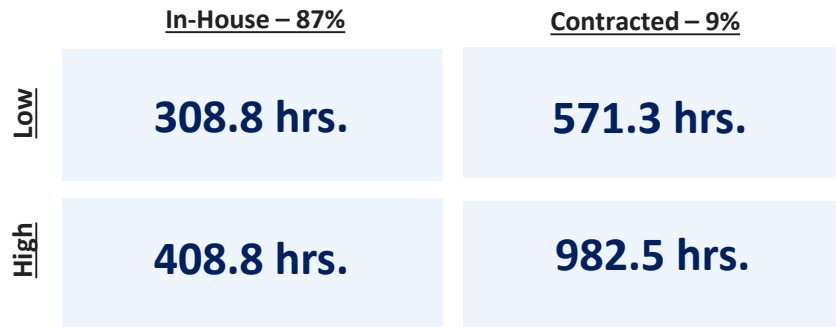
Work orders are generated by a large number of people – if they are not printed immediately and put in the tray, they can be lost. It is estimated that nearly 10% of all work orders fail to progress past the second phase of the process.

Work Order Processing is a vital customer service function – integral to the organization's ability to manage outstanding work. The current process places too much strain on one administrator, while making lackluster use of technology the Town of Kingsville already maintains. This contributes to longer wait times and a relatively high defect rate.

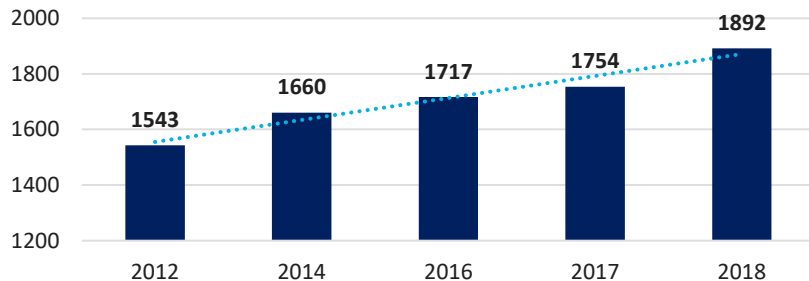
Status Quo – Municipal Services



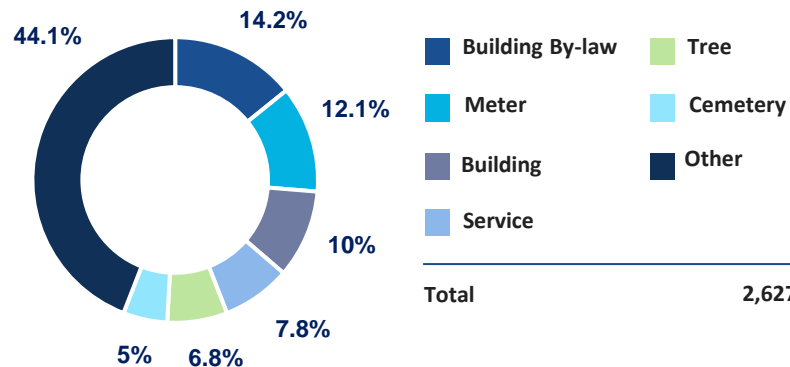
Estimated Total Process Time



CityWorks Requests Over Time



Top Request Categories – 2019



Total 2,627

Although total work orders in 2020 are expected to be lower due to the COVID-19 pandemic, on average, Kingsville's total work orders have been growing by 10% each year. Given this rising volume, small changes can spur important savings over the long-run.

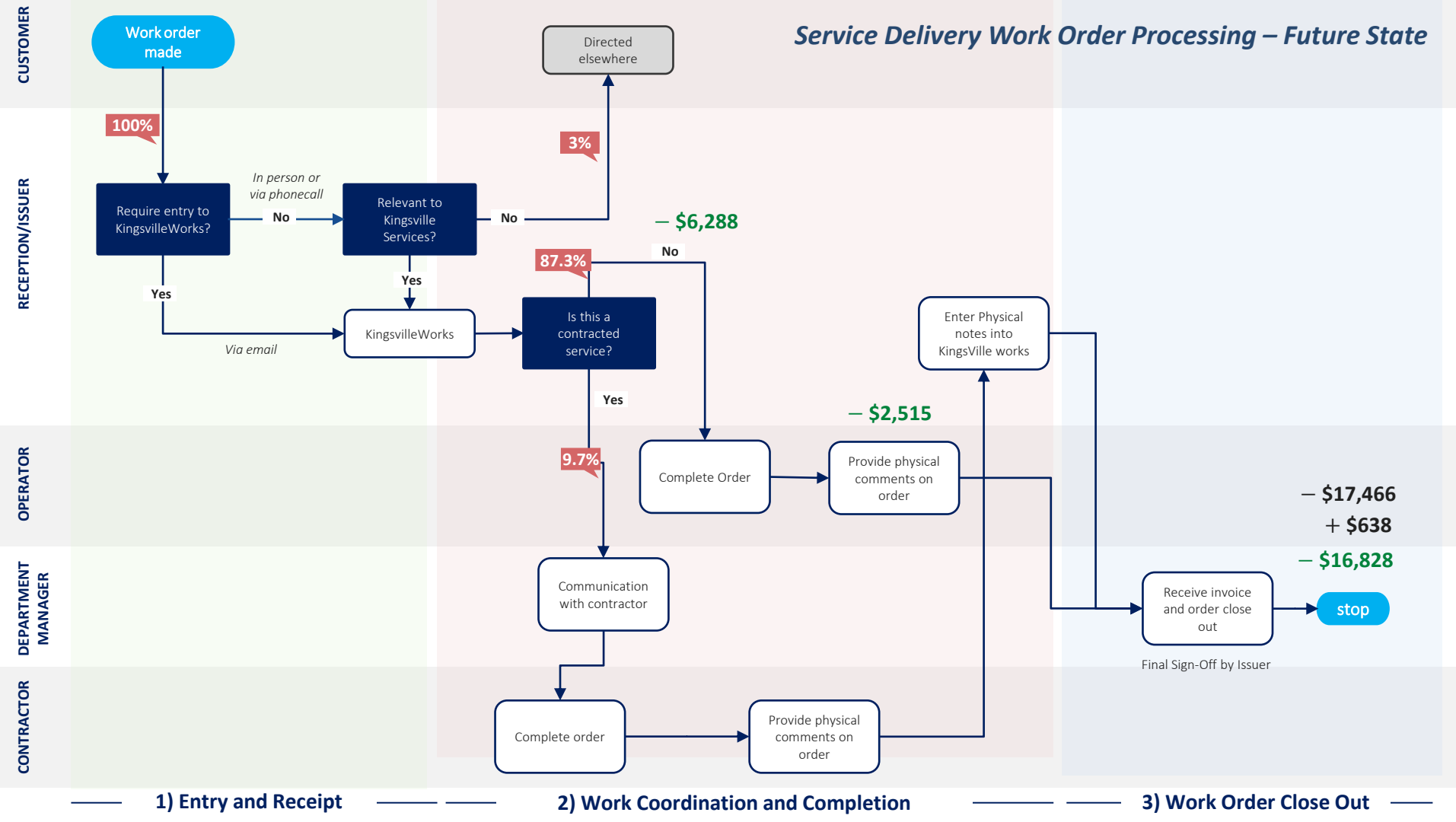
\$17,466

Est. Annual Cost of Work Order Close
Out in Director Time

\$8,803

Est. Annual Cost of In-House Operator
Processing in Administrator Time

Service Delivery Work Order Processing – Future State



The New Process



Summary of Proposed Changes



In-Field Data Entry

In-house operators would instead receive orders and enter comments directly through Kingsville works, reducing issuer movement and coordination time.



Contractor Evaluation

Kingsville would codify requirements that would allow the Town to evaluate contractors on their level of responsiveness to public requests and other soft skills. Some contractors, such as GFL, would shift to electronic processing if able.



Resourcing Support and Performance Evaluation

Kingsville would move forward with the hiring of its new administrator to support processing – reducing the time burden on the current administrator by up to **80%**. Moreover, Kingsville would introduce organization-wide service levels and KPIs to ensure appropriate customer response times.

Material Impact

Capital Investment – Truck WiFi Enablement.....	(\$1,500 - \$2500)
Half-Day In-House Training Session (Staff Time).....	(\$1000)
New Laptops and Hardware.....	(\$5000 - \$6000)
Director Quarterly Report Review.....	(\$638)

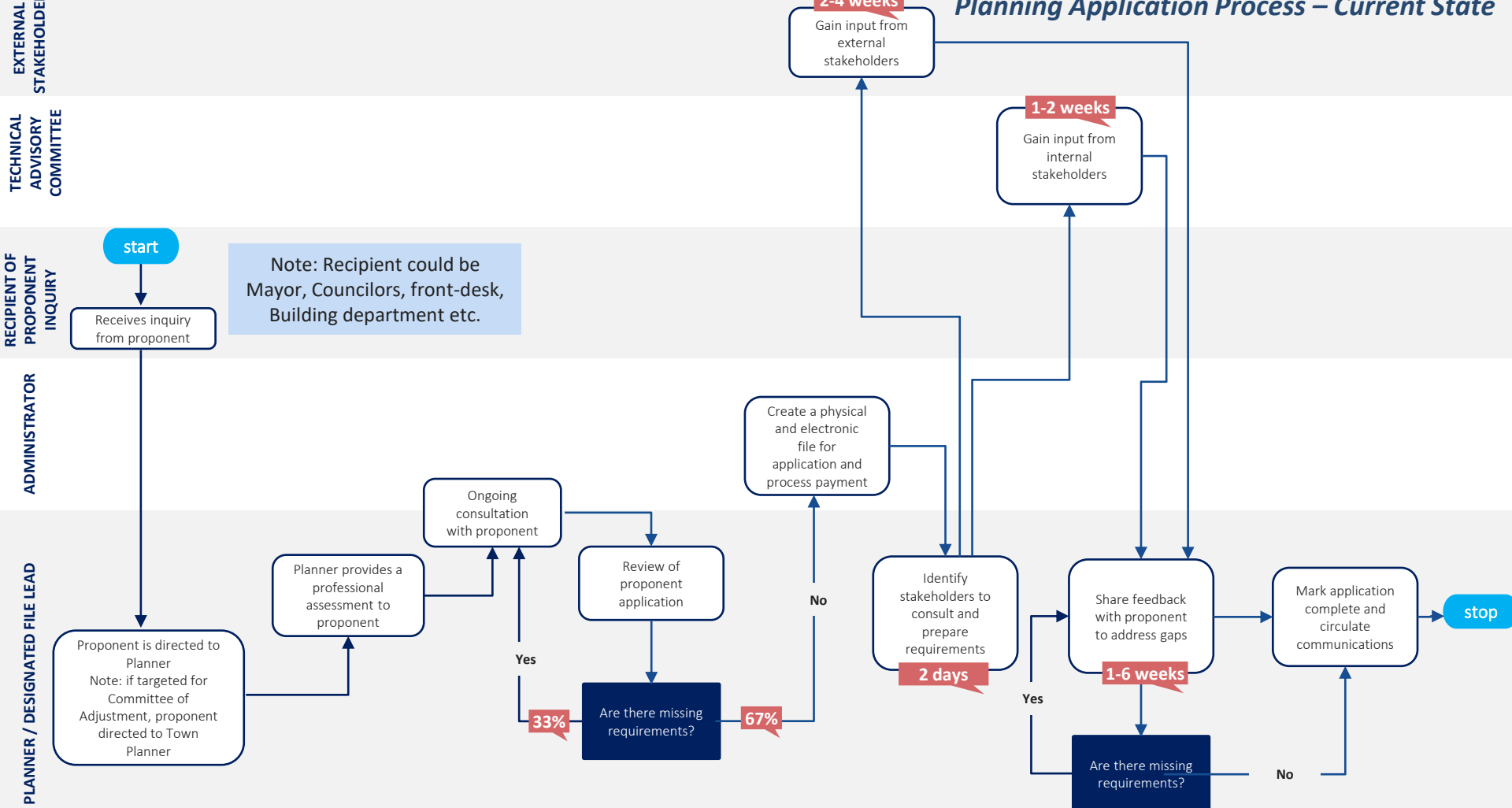
Total Up-Front Investment	(\$7,500 - \$9,500)
----------------------------------	----------------------------

Up-front Administrator Processing Time.....	\$6,288
Post-Operator City Works Time Reduction.....	\$2,515
Director Sign-Off Time Savings.....	\$17,466

Total Annual Cost Savings (2021)	\$26,269
---	-----------------

While many of the Kingsville's contractors have technical competency gaps that prevent them from accommodating a shift to the CityWorks platform, transitioning in-house operators to the technology would reduce unnecessary movement and duplication of writing on the part of the Issuer. Some major contractors, such as GFL, may also be able to transition to more streamlined and technically enabled communication, reducing downtime. Moreover, by delegating the authority to close out work orders to the Manager-level, Director time can be freed to address higher level strategic initiatives. Instead, StrategyCorp proposes that the Quarterly reports of completed and closed out work orders be presented for review to the Director of Municipal Services.

Planning Application Process



Service Delivery Status Quo



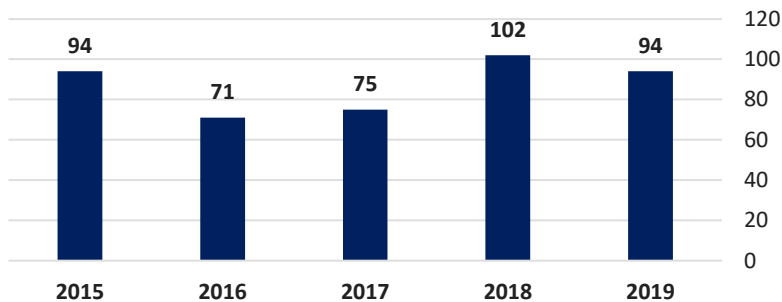
Observations of Current State

Overall, planning applications can range from a 2 week to multi-year process.

There are few opportunities to eliminate steps, as the service is tightly legislated, and most major bottlenecks are due to the proponent-driven nature of the process. Moreover, the planning department's role and longer-term approach is complicated by competing visions for the future development of the Town at Council.

However, other opportunities exist to improve the planning application process through more effective communications, delegation, and use of strategic resources.

Annual Planning Application Totals Over Time



Process Wastes



UNDER-UTILIZED TALENT

Currently, the designated 'file lead' spends a high amount of time performing customer service responsibilities in providing ongoing consultation to proponents. There is opportunity to delegate, train, and expand the department administrator's capacity to provide more customer service support.



EXTRA PROCESSING

Proponents are highly dependent on the planning department for application information. In addition to dedicating a customer service resource, the process can benefit from more information materials, such as FAQs and Application Checklist Handouts, to equip proponents with the tools to prepare more complete applications.



WAITING

The Planning department is too often left waiting by other departments and internal stakeholders. Greater communication and enforcement of timelines around Planning department's requests could reduce some bottlenecks.

The New Process



Summary of Proposed Changes



Customer Service Representative

The department administrator would take on additional responsibility for providing ongoing consultation to the proponent on completing the application. This process can be further enhanced through development of proactive informational materials for the proponent.



Digitization

With the incoming software that will formalize the application process, staff can benefit from more time and support in training.

Additional Recommendations

Delegation of Responsibility and Economic Development

- It is recommended that Council revisit delegation of responsibility to planners upon the refresh of the new strategic plan and within the context of the updated Official Plan. Delegating authority to planners to approve more routine applications can free up Council capacity on greater strategic planning decisions.
- Furthermore, there is opportunity to approve the proposed Economic Development Officer role and have them work closely with the planning department to support strategic growth and development within the Town.

Material Impact

While the exact dollar amounts may be difficult to reliably measure for this specific process, StrategyCorp anticipates that adopting these changes will result in improvements in a few key areas.



Time Savings and Effective Use of Managerial Talent

The department could free up the time of its manager and director-level talent to address longer term strategic planning initiatives.



Compliance and Reporting

The department could gain even greater confidence that it is fulfilling its provincially legislated mandates.



Economic Development and Community Growth

The department could achieve greater synchronization with Town Council around fulfilling the Town's vision for economic development and community growth.

Appendices



Leading Municipal Practices

StrategyCorp's approach to Kingsville's governance and strategy is informed by research on leading municipal practices. The following captures key takeaways from the research.

Zack Taylor's "Good Governance and the Local Level: Meaning and Measurement" identifies three components to high-quality governance:

Process

High-quality **decision-making processes** and **policy implementation processes** are the foundation to good governance.

Key dimensions:

1. Inclusivity
2. Accountability
3. Impartiality
4. Administrative competence
5. Learning capacity
6. Timeliness

- **Inclusivity** – Formal and informal processes of consultation and collaboration with the public and stakeholders in policy development and implementation.
- **Accountability** – Fair and competitive elections; open and transparent council deliberation; mandatory public reporting; robust audit and oversight systems; availability of recourse via complaint and appeal.
- **Impartiality** – Equal access to decision-making processes; equal treatment of individuals and stakeholders; meritocratic and non-partisan public service.
- **Competence** – Meritocratic public service; support for sharing and mobilization of expertise.
- **Learning capacity** – Sufficient resources and expertise to assimilate and mobilize evidence.
- **Timeliness** – No undue delay in making decisions.

Key determinants of high-quality processes: formal rules (e.g. laws, regulation, codes of conduct, and performance standards); societal and organizational norms; and institutional capacity (i.e., sufficiency of fiscal and human resources and adequacy of management systems)

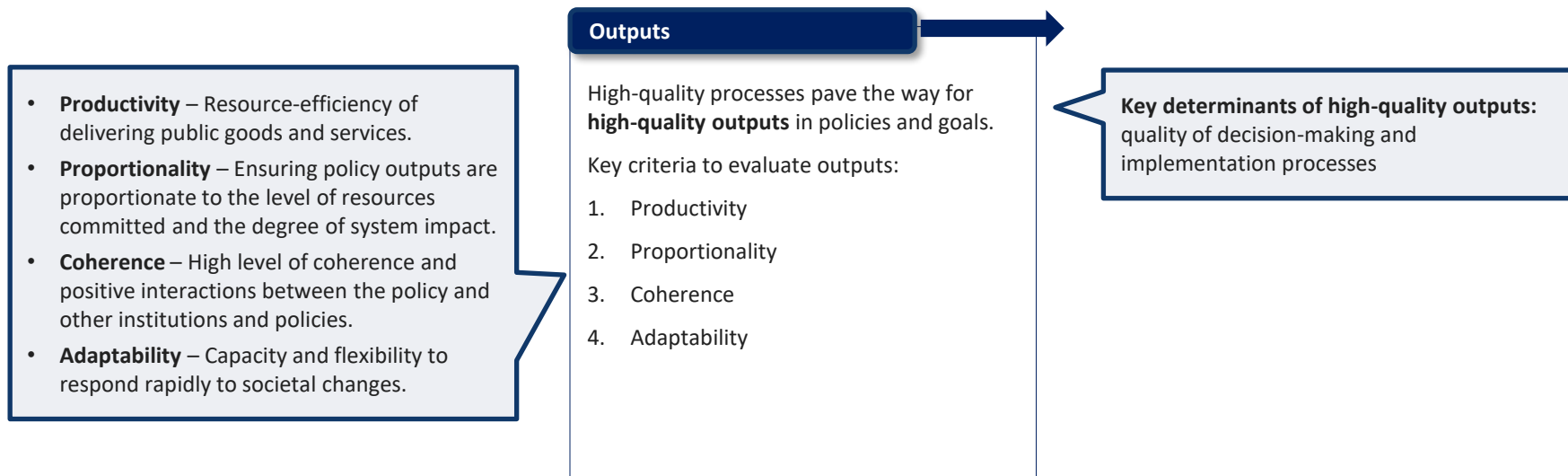
Leveraging this model, Kingsville's governance model was reviewed with a specific focus on **corporate planning processes** and **decision-making structures**, particularly Committee work.



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Three considerations when focusing on outcomes:

- **Prioritization** – Determining which outcomes matter and for what purpose, while considering different perspectives and the interdependency of outcomes.
- **Assignment of causality** – Attributing successes and failures to local governance systems, when a range of external factors can influence outcomes.
- **Measurement** – Identifying and assessing outcomes against effective social, economic, and environmental indicators.

Outcomes

Ultimately, good governance is evaluated through the **performance and results** demonstrated.

Key types of outcomes:

1. Socio-economic quality
2. Economic growth
3. Environmental conditions
4. Public health outcomes
5. Quality of life

Leveraging this model, Kingsville's governance model was reviewed with a specific focus on **corporate planning processes** and **decision-making structures**, particularly Committee work.



Leading Municipal Practices – Sample Balanced Scorecard

The following captures a performance measurement dashboard that can be leveraged to report progress on the strategic plan.

Performance Measurement Process Steps

Quick tips to building a performance dashboard:

1. Ensure your strategic plan has measurable key performance indicators (KPIs).
2. Transfer the KPIs onto a visual dashboard.
3. Host regular SMT meetings to review the performance dashboard and drive continuous improvement.
4. Report the dashboard to Council on a quarterly basis, as outlined in the CSPF.

			Budget	Actual	YTD	Potential risks
Strategic Objective 1	Key Result 1	<div></div>	\$0.00	\$0.00	\$0.00	E.g. delayed timelines
	Key Result 2	<div></div>	\$0.00	\$0.00	\$0.00	
	Key Result 3	<div></div>	\$0.00	\$0.00	\$0.00	
Strategic Objective 2						
Strategic Objective 3						



Approach to Continuous Improvement Initiative

The Town is encouraged to continue engaging in continuous improvement and process mapping workshops as part of a commitment to continuous improvement. The following provides guidance for facilitating improvement workshops.

What is a process map?

A process map is a planning and management tool that visually describes the flow of work, with the purpose of helping organizations improve efficiency.

- **Process maps provide insight into a process.** It shows a series of events that produce an end result and who and what is involved in a process.
- **They reveal areas where a process should be improved.** Process maps help teams brainstorm ideas for process improvement, increase communication and provide process documentation.
- **Process mapping will identify bottlenecks, repetition and delays.** They help to define process boundaries, process ownership, process responsibilities, and effectiveness measures or process metrics.

How do we build a process map?

- 1. Identify the process and its scope.**
 - What is the process that needs to be visualized?
 - At what level of detail are we visualizing the process?
- 2. Establish boundaries for the process.**
 - Where or when does the process start?
 - Where and when does the process stop?
- 3. Determine, sequence, and visualize the steps.**
 - What are the major steps in the process?
- 4. Identify improvement opportunities in the process.**
 - What types of wastes exist in the current process?
 - What needs to be done differently in the process?
 - How can we make this process more customer-centric?



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