

Staff Report

Report To: Service Review Implementation Ad Hoc Committee
Report From: Tim Simmonds, City Manager
Meeting Date: April 26, 2024
Report Code: CM-24-014
Subject: Service Review Overview and Committee Update

Recommendations:

THAT in consideration of Staff Report CM-24-014 respecting Service Review Overview and Committee Update, the Service Review Implementation Ad Hoc Committee recommends that City Council approve the consolidated project list and reporting schedule identified in the report.

Highlights:

- It is anticipated that over this term of Council, Service Review will achieve direct and indirect savings of approximately \$2 million.
- Implementing the Service Review Priority Opportunity Action Plan has created the first-of-its-kind three-year work plan for the City Manager and Strategic Leadership Team, elevating the accountability and transparency of the organization.
- Completing the 49 actions identified in the plan will improve administrative operations and set a clear policy and role directive from Council; that is, to ensure that the municipality's financial and organizational resources are well managed, more transparent, and accountable.

Strategic Plan Alignment:

[Strategic Plan](#) Priority: This report supports the delivery of Core Service.

Climate and Environmental Implications:

Completing the 49 Actions as outlined in the Endorsed Service Review Project supports the objectives of the City's Adaptation and Mitigation Plans.

As individual projects progress, those reports will articulate the climate and environmental implications directly related to the action.

Previous Report/Authority:

[CM 24-007 Service Review – Building Service Excellence – Initial Report](#)

Background:

The Service Review Priority Opportunity Action Plan (Plan), ratified by Council at the July 17, 2023 special meeting, is the first-of-its-kind three-year work plan for the City Manager and Strategic Leadership Team, elevating the accountability and transparency of the organization to Council and the citizens of Owen Sound. The Plan is built on the premise that beyond the service title, the City's services are complex and interrelated, and the 49 actions in the plan, once completed, will continue to build and further accelerate the efforts to make the Corporation a better managed, more transparent, and accountable organization.

At the first meeting of the Service Review Ad Hoc Committee, the conversation focused on the plan and how information should flow through the Committee. The City Manager explained that this corporate-led initiative was a first for many of the Team Leads and that not only would service review implementation provide cost and efficiency savings, but it was also a valuable tool in raising the overall skills and expertise of the Staff within the corporation regarding project management skills, presentation skills, and critical thinking processes. During the discussion, the City Manager and Committee members agreed that a forward-facing dashboard/landing page would be a valuable resource to internal and external audiences and a timeline of when the committee should receive reports on the numerous projects and a glossary.

Analysis:

Enhanced Landing Page Now Active on the City's Website

Staff have developed a forward-facing landing page on the city's website that will be used to communicate all of the Service Review projects that are underway. The landing page has a section that serves as a glossary of definitions, illustrates how to read the Service Review projects, an overall Gantt chart of all projects, and links to previous reports. Each Service Review project can be individually accessed. When reviewing a project, the reader can easily link to the project's charter, R.A.C.I matrix and update reports specific to the project and other project-specific information.

Staff will continue enhancing the landing site as the Service Review progresses throughout the Council term. Items still being worked on about the landing page include a more user-friendly Gantt chart that is scaleable to different screen sizes. Thus far, staff have not been able to find a suitable app, web extension, or piece of software that could be embedded into the landing page to accomplish this. Secondly, staff will be working to build an easy-to-read ledger-styled graphic that will reflect the overall effectiveness of the service review projects. This will include direct cost savings and efficiencies translated into cost savings.

Consolidation of Some Service Review Projects

As staff moves forward working in their respective Service Review teams and continue having cross-team conversations, a few of the individual projects that would be better suited, from a reporting perspective, to be combined into one project were identified. To be clear, this consolidation is not an elimination of a project; it simply means that rather than having more than one report on a single project, they will be aggregated together. The consolidation noted below would result in having 13 unique reports for the Committee, as originally planned, now becoming five reports. These consolidated projects will be identified on the Service Review landing page. If somebody clicks on a consolidated project, it will inform the reader of the consolidation and direct them to the appropriate information.

As we advance, the projects identified for consolidation will be referred to using the first of the consolidated projects' service review unique reference number. As an example, individual Service Review projects 4b1, 4b2, and 4b3 will be consolidated as each project deals with aspects associated with the City's Compost (Yard and Leaf Waste Site) – all of the related work will

be undertaken with each of those projects but consolidating them will provide one report to Committee. The new project will be identified as 4b1 (the first Service Review reference number of the three consolidated projects) Compost.

Below is a chart that identifies the consolidated projects:

New Consolidated Reference Number	Original projects	Original Project Titles
4B1	4b1/4b2/4b3	Compost Site
3B3	3b3/4c2	Partnership Policy/Service Agreements/Toolkit/Alternative Methods
1D2	1d2/1d3/1d4	Fleet-related add-ons- AVL, Logs, Data
1C2	1c2/1c3/1c4	HR Market Review and Evaluate Employee Benefits/Compensation
1A6	1a6/2b2	Lean Practices/Manual Processes

Summary Information Regarding Consolidated Projects

4B1: Compost Site

This will improve coordination between evaluating current services and planning future enhancements, resulting in more effective management of the compost site and its resources. Rather than three distinct tasks, these action items are better described as steps toward a common goal of developing a long-term business plan for the municipal compost and yard waste site.

3B3: Partnership Policy/Service Agreements/Toolkit/Alternative Methods

In evaluating the following actions under themes 3 and 4, both appear to envision the development of a policy around new or updated agreements. Staff determined that one policy should be developed to satisfy both actions. Further, it is proposed that a “tool kit” be designed to support policy implementation.

1D2: Fleet-related add-ons- AVL, Logs, Data

The rationale for combining the projects is that the fleet strategy will likely recommend that the City expand its fleet tracking software program to all City vehicles. This will include the installation of hardware in more City vehicles and the ongoing use of associated software to collect both GPS and vehicle usage data. The fleet strategy will identify vehicles that can be allocated as shared resources across the organization, and the data collected through the City's fleet hardware/software will be used to monitor and adjust these needs as required. Staff will be able to consider the extension of the City's current hardware/software application or will determine the requirements for a replacement solution to be included in a future budget. Staff will also work with future technology upgrades, such as work order and payroll software, to attempt to automate information sharing across these platforms.

1C2: HR Market Review and Evaluate Employee Benefits/Compensation

During the identification of the team and the subsequent drafting of the project charter, as well as the Request for Proposal for the market and benefits review, the project lead and sponsor recognized the value of combining these three actions into one project and having one consistent team of staff members involved in the project, and evaluation of results by the proposal consultant – Gallagher Benefit Services (Canada) Group Inc. In addition, it was recognized that the Compensation Policy will directly reflect the results of both the HR Market Review and the Employee Benefits review.

By having a consistent team of staff from the City, we can ensure consistency in comparators, project timelines, and project completion while having one external partner assist with analyzing the compensation (market review) and team member benefits.

1A6: Lean Practices/Manual Processes

During the identification of the team and the subsequent drafting of the project charter, the project lead and sponsors recognized the value of combining these two actions into one project and having one consistent team of staff members involved in the development of the LEAN framework and following implementation which will include reviewing processes and looking for opportunities that could be enabled through technology.

By having a consistent team of front-line staff from cross-functional teams across the organization, we can build staff capacity in leading process improvement work and utilize these champions to increase engagement in the program.

Service Review Annual Schedule of Reports

The Service Review is a huge undertaking, and sharing an annual schedule of individual project reports with the Committee will give members and staff a clear picture of what's happening and when. The schedule will help the Committee make informed decisions with better insight into what is coming to each Committee and when. This schedule will indicate the status of the individual projects and allow the Committee to discuss them. As evident in the schedule below, each Committee meeting will require significant effort from staff and Committee members.

Staff would like to ensure that every project will follow the reporting schedule; some projects will be impacted by other factors, which will either create a delay or potentially an opportunity to advance the report. The schedule will allow staff to identify impacts to ensure everyone knows what's important, what's going well, and what needs attention.

As discussed at the inaugural Committee meeting, the schedule is not intended to create a performance metric but encourages teams to stick to deadlines and meet goals. The schedule below should build trust, promote teamwork, and help the Committee do their job well, keeping the organization moving smoothly.

June 12 Meeting:

Project Report Reference Number	Project Title
2b4	Cloud Permit
1a3	Parks Service Levels
1d1	Fleet Management Strategy
3a6	Increase Online Services
3a4	Utilization of MAT
1c2/1c3	Complete HR
4b1/4b2/4b3	Compost Site

3b4	Request for the Province to review Lower Tier/Upper Tier responsibilities
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October 9 Meeting:

Project Report Reference Number	Project Title
1a1	Onboarding
1a4	SOP - Overtime
1a5	Civil Marriages - update
1b1	Teams
4a3	Strengthen Annual Workplan
1d2	Fleet add-ons
3b3	Partnership Policy/Toolkit
5b1	Winter Maintenance
4a1	Establish KPI's
3a2	Parks Classifications

December 11 Meeting:

Project Report Reference Number	Project Title
1a2	Switchboard with Police Services
1b4	Customer Service Strategy
2b3	Policy for Mobile Technology
3a3	Tourism with the TOM and Library
3b2	Document Services by non-residents

February 2025 Meeting:

Project Report Reference Number	Project Title
1c5	Bylaw Compliance v. Enforcement

2a1	Digital Timecoding
2b1	Mobile Technology Options with Cloud-Based Software

April 2025 Meeting:

Project Report Reference Number	Project Title
4c1	Catalogue Partnership Agreements
4c5	Sponsorship and Naming Policy

June 2025 Meeting:

Project Report Reference Number	Project Title
1a5	Civil Marriages
4a2	Grants Position
4c3	Process for Annual Fees and charges to standardize
5a2	Allocation Policy

September 2025:

Project Report Reference Number	Project Title
1c5	Bylaw Compliance v. Enforcement
4c4	All services with user fees (waste, transit, etc..) incorporate an annual review.

November 2025:

Project Report Reference Number	Project Title
1b2	Templates for Change Management and Projects

Financial Implications:

Financial implications for each project will be reported in the individual project reports. The overall budget for Service Review implementation does not have a dedicated operating budget.

Communication Strategy:

Overall communication about the Service Review projects will be available on the city’s website at www.owensound.ca/ServiceReview. Service Review projects may require additional public engagement and communications. Those tactics will be highlighted in the individual project reports.

Consultation:

Service Review Project Sponsors and Team Leads

Attachments:

None.

Recommended by:

Tim Simmonds, City Manager

Submission approved by:

Tim Simmonds, City Manager

For more information on this report, please contact Tim Simmonds, City Manager, at tsimmonds@owensound.ca or 519-376-4440 ext. 1210.