

Staff Report

Report To: Service Review Implementation Ad Hoc Committee
Report From: Tim Simmonds, City Manager
Meeting Date: February 12, 2025
Report Code: CM-25-005
Subject: Service Review Overview and Committee Update – Year 2

Recommendations:

THAT in consideration of Staff Report CM-25-005 respecting Service Review Overview and Committee Update – Year 2, the Service Review Implementation Ad Hoc Committee recommends that City Council receive the report for information purposes.

Highlights:

- Maintaining the momentum in the first year reflects a commitment to operational excellence, fiscal responsibility, and strategic oversight.
- The initiatives have achieved approximately \$950,000 in direct savings.
- The work presented at the Committee has reinforced Owen Sound's leadership in innovative municipal management.
- Owen Sound is maintaining its trajectory toward operational excellence and financial prudence, ensuring sustainable services for its citizens and businesses.

Strategic Plan Alignment:

[Strategic Plan](#) Priority: Service Excellence.

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-CM-014 Service Review Overview and Committee Update](#)

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.

Analysis:

In 2024, the Service Review Ad Hoc Committee received 31 Reports that provided project status updates. The reporting timelines for the year were set out in the above-noted Previous Report/Authority section. Mapping out the report timeline brought greater transparency and accountability to the process, both of which are benchmarks for Service Review.

After a thorough review of the 31 reports presented in 2024 to Committee, the following Service Review Projects (chart 1) will have additional report(s) to the Committee in 2025 and 2026 for various reasons such as progress, highlights of cost savings and efficiencies, further review of policy or procedure, requesting an annual review, etc. Currently, the committee dates for the follow-up reports are still being determined.

CHART 1: 2024 Follow-Up Report List

Original Report Date	Project Identifier	Project Title
April 26, 2024	5a1	Project Management System
	1a6 2b2	Lean Continuous Improvement
	3a5	Conversion of Water Meters
June 12, 2024	1a3	Parks and Public Works
	3a4	MAT Proceeds
	3a6	Digital Online
	2b4	Cloud Permit
	4b1 4b2	Leaf and Yard Waste
October 9, 2024	1d1	Fleet Strategy
	1a1	Onboarding
	1b1	Integration of MS TEAMS
	1d2 1d3 1d4	AVL Program
	3a3	Tourism/TTAG Pilot
December 11, 2024	5b1	Winter Maintenance

Continuing with the success of scheduling reports for year one, Chart 2 below outlines the proposed report scheduled for 2025.

Furthermore, from time to time, staff members working on individual projects will change due to various reasons, such as new and competing projects impacting their annual work plans. One change that is being highlighted for the Committee is with project 1d1 Fleet Strategy.

The fleet strategy was presented to the committee at the October 9 Service Review meeting. Effective immediately, Greg Nichol will take over as team lead. Fire Chief Phil Eagleson has done a great job getting the strategy off the ground, but with other key priorities like Physician Recruitment, this transition ensures the work keeps moving forward. Mr. Nichol will build on the strong foundation already in place, bringing fresh focus and momentum to the next phase.

Lara Widdifield remains the Project Sponsor, providing ongoing support and guidance. This shift keeps the project on track while ensuring strong leadership continues.

CHART 2: 2025 Report Schedule

Proposed Report Date	Project Identifier	Project Title
February 12, 2025	2a1	Investigate cloud-based solutions for a digital timecoding solution
	4c2	Agreement Development Toolkit
	3b1	Grey County Joint Municipal Task Force
	N/A	Year 2 Service Review Update and Schedule
April 9, 2025	1a5	Assess the Provision of Civil Marriages
	5a2	Development of an Allocation Policy
	4c1	Review and catalogue the current agreements the City has entered into with various user groups – financial and operational.
	2b3	Determine policy requirements for the use of mobile technology
June 11, 2025	4c3	Process for Fees and Charges
	2b1	Mobile Technology Options with Cloud-Based Software
	1a4	SOP Overtime
September 11, 2025	4c4	All Services with User Fees

Proposed Report Date	Project Identifier	Project Title
September 11, 2025 (cont.)	1c5	Bylaw Enforcement Compliance v. Enforcement
November 12, 2025	1b2	Templates for Change Management
	4c5	Sponsorship and Naming Policy
	4a1	KPI's and Revenue Targets
	4a3	Strengthen Annual Workplans and Annual Operational Plan

Financial Implications:

Delivering Results: As reported in December 2024, the initiatives associated with the Service Review actions presented in 2024 have achieved approximately \$950,000 in direct savings thus far, which includes \$240,000 in annual savings from initiative 3b5 advocating for critical court security funding. Overall, the 49 service review projects are projected to deliver \$2 million in combined direct and indirect savings, demonstrating the real benefits of these projects. Indirect savings, such as reduced staff time on certain tasks, play a significant role in improving overall efficiency. Work is ongoing to develop a framework to measure these indirect savings, which will provide a clearer picture of the full impact of these initiatives.

Communication Strategy:

Communication about the Service Review projects is 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 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 at tsimmonds@owensound.ca or 519-376-4440 ext. 1210.