

SERVICE DELIVERY REVIEW

Final Report / February 2021





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Executive Summary

In December 2020, through a competitive process, North Kawartha selected Strexer Harrop to complete a third-party Service Delivery Review (SDR). Strexer Harrop worked with staff using Lean Six Sigma tools to complete the SDR. Lean Six Sigma is an internationally recognized, project-based methodology that focuses on eliminating nonvalue added work and errors, reducing variation and increasing efficiency and effectiveness of processes both financially and operationally. The result is improved service delivery providing better value for the customer.

Feedback from the public and stakeholders was overwhelmingly positive; there were no immediate 'red flags' that had to be addressed.

Working with staff, Strexer Harrop created process maps and jointly discussed ideas for potential improvements for more than 30 different processes.

The recommendations in this Service Delivery Review have a **total five year savings of \$309,602** and **additional revenue potential of \$302,144** before expenses. Several recommendations require further investigation for their savings/revenue opportunities.

\$546,286

**Total Savings &
Increased
Revenue
After Expenses**

Project Support

“Staff, with the direction of Council, aim to provide enhanced customer service, appropriate programs and services and to utilize tax dollars as efficiently and effectively as possible to sustain a united and healthy community.

This third-party review will help guide us into the future.”

Alana Solman, CAO

“Council is pleased to be undergoing a Service Delivery Review of our municipal programs and services.

Through this process we hope to have a more engaged community, to better align local government services with the needs of all residents, along with finding efficiencies and cost-savings.”

Mayor Amyotte



Definitions

DMAIC

Define a problem or improvement opportunity.

Measure process performance.

Analyze the process to determine whether the process can be improved or should be redesigned.

Improve the process

Control the improved process

SIPOC

Supplier – who provides the information/request

Inputs – what does the process need to complete the request

Process – what are the steps to complete the process

Output – what is the end result

Customer – who are the internal and/or external customers

VOC Voice of the Customer

VOB Voice of the Business

AMP Asset Management Plan

CVOR Commercial Vehicle Operator's Registration

FIR Financial Information Return - the data collection tool used by the Ministry of Municipal Affairs and Housing to collect financial and statistical information on municipalities.

SDR – Service Delivery Revue

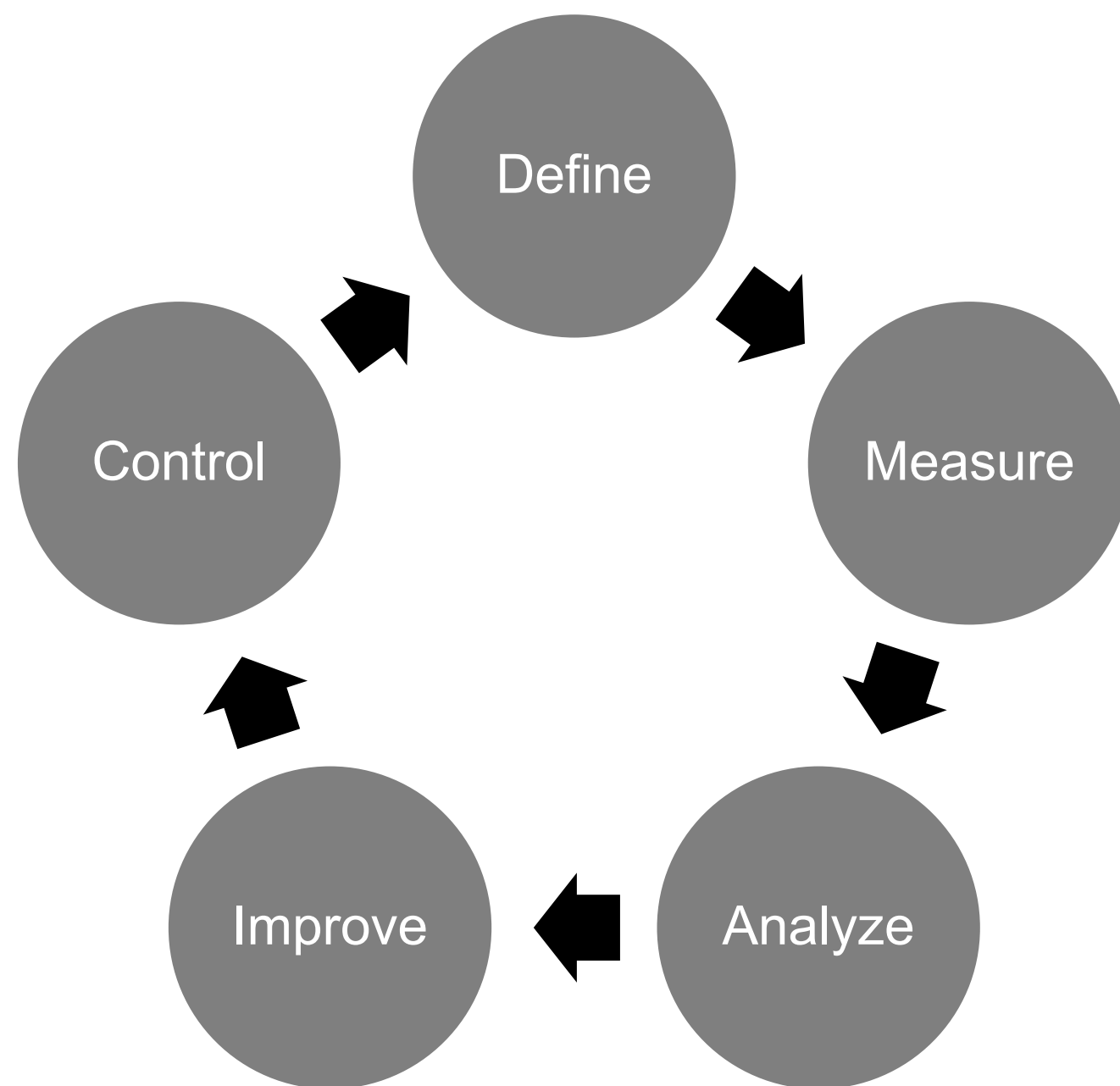
TOMRMS – The Ontario Municipal Records Management System

FIR

0250	General Government (Includes Finance & Clerks Department)
	Protection Services
0410	Fire
0420	Police Services
0430	Conservation Authority
0440	By-Law Enforcement
0445	Building Permit & Inspection
0450	Emergency Planning
0612	Roads
0850	Environmental & Waste Management
1010	Health
	Recreational & Cultural Services
1610	Parks
1620	Recreation Programs
1634	Recreation Facilities
1640	Library
1810	Planning & Development



Methodology



Phase One: Define & Measure

Voice of the Customer: surveys, interviews and process mapping with internal and external stakeholders.

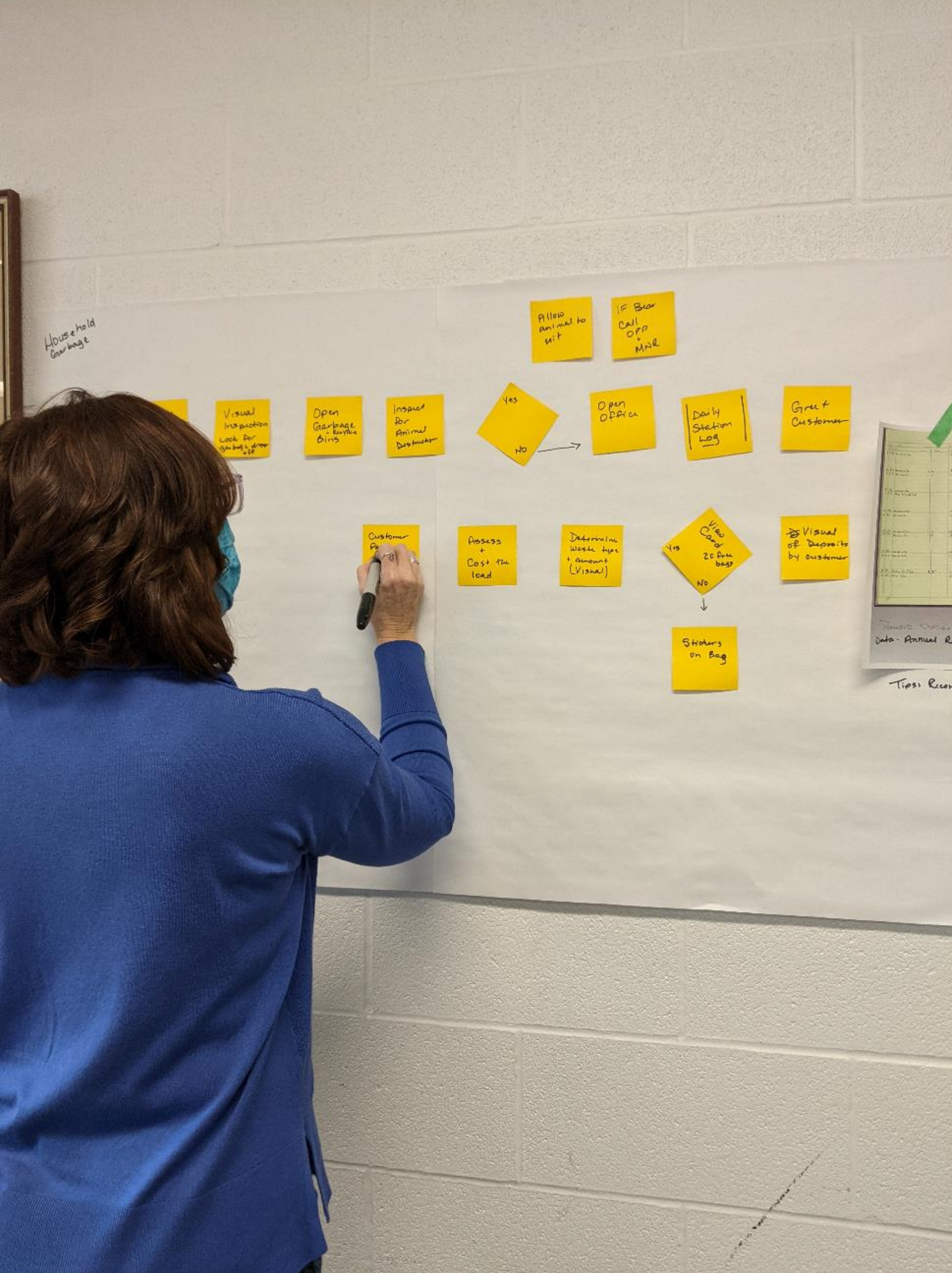
Phase Two: Analyze

Data compiled and presented to understand the workflow and customer experience.

Phase Three: Improve & Control

Stakeholder consultations and ‘future state’ process mapping to enhance customer experience and potential cost savings/avoidance. Waste is eliminated from processes, work becomes quicker and more efficient.

Guiding Principles



- Use the resources we already have in house and expand use where possible – people, software, systems, assets.
- Partner where possible to provide service for North Kawartha residents and businesses.
- Continue to build relationships to enhance knowledge, access to service and best practices.



Define & Measure

North Kawartha Profile - 2016 Census

- Land area 776 sq.km
- Population: 2479
- Median age: 55.4
- Total private dwellings: 3552
- Private dwellings occupied by usual residents*: 1114
- Median full time income: \$42,617
- Median total income of economic families \$70,766
- Median total income of economic families without children or other relatives \$69,248
- Median total income of economic families with children \$89,771

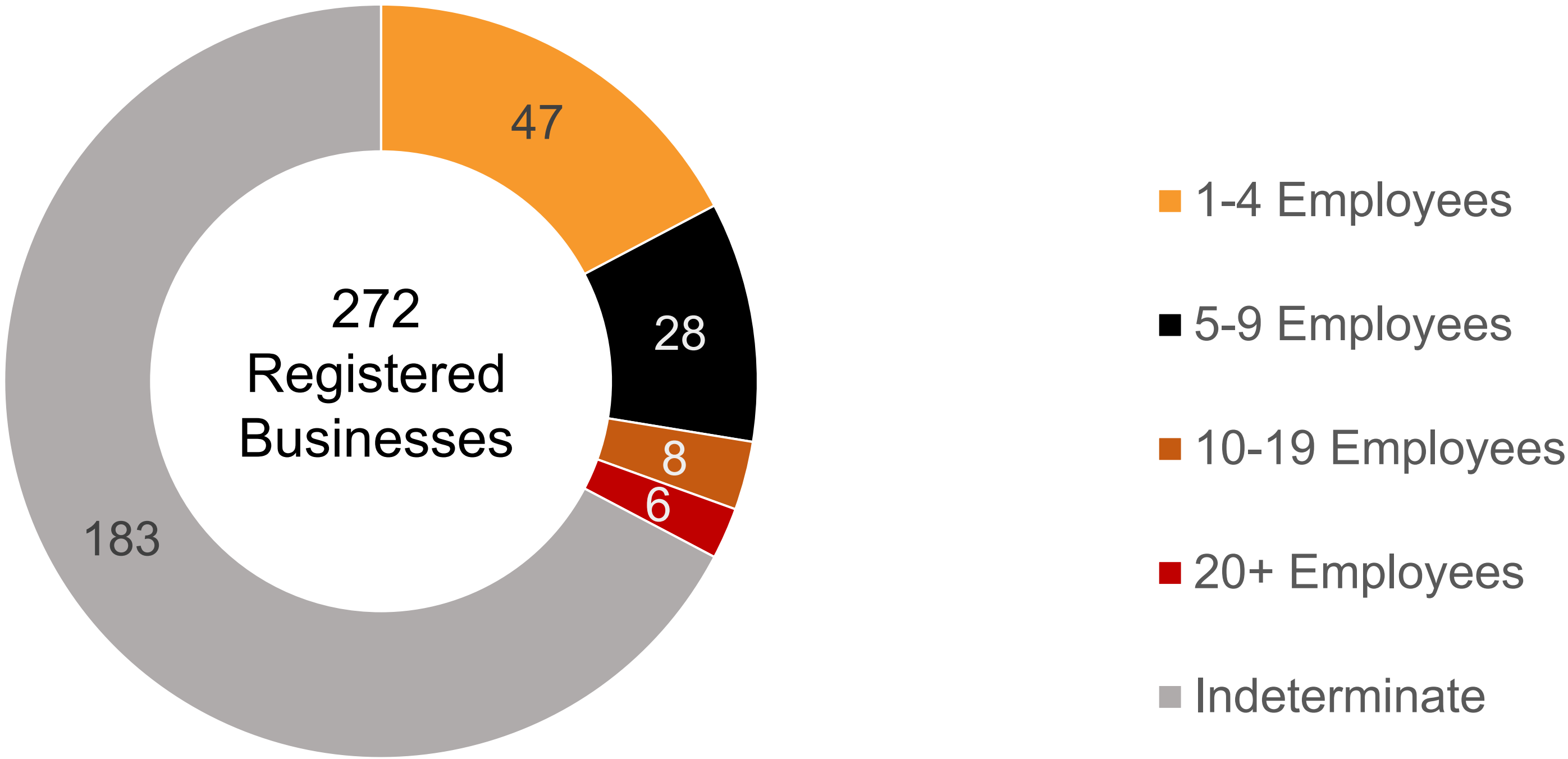
*Private dwelling occupied by usual residents' refers to a private dwelling in which a person or a group of persons is permanently residing.

Average family size of economic families 2.6

Average family size of couple economic families with children 4.0

In the context of economic families, total income refers to receipts from certain sources of all of its family members, before income taxes and deductions, during a specified reference period.

Businesses – OMAFRA Analyst



Public Survey Summary

561 individuals completed the public survey:

- 42% are permanent residents
- 53% are seasonal residents
- 72% have lived in North Kawartha 10+ years
- 60 business owners completed the survey
- 45% are retired or not in the workforce
- 50% work full-time or part-time

How Are We Doing?

Take Our Survey So We Can Improve Services For You.

Win
\$250
Gift Card



Public Consultation Summary

6 public consultations were held virtually

- Participants overwhelmingly preferred virtual consultations to in-person, several participated from their permanent residences outside the region and stated they would not normally be able to participate

The following main themes were identified in the public survey as opportunities for discussion:

- Business Attraction
- Business Retention
- Internet
- Parks & recreation
- Roads
- Waste Management



You're Invited.
Join us to discuss how the Township can improve customer service for you.

Virtual Meetings.

Wed. Jan. 20th 7pm-8pm
Fri. Jan. 22nd 8am-9am
Fri. Jan. 22nd 12pm-1pm
Fri. Jan. 22nd 3pm-4pm
Sat. Jan. 23rd 9am-10am
Sat. Jan. 23rd 11am-12pm

THE CORPORATION OF
THE TOWNSHIP OF
NORTH KAWARTHA

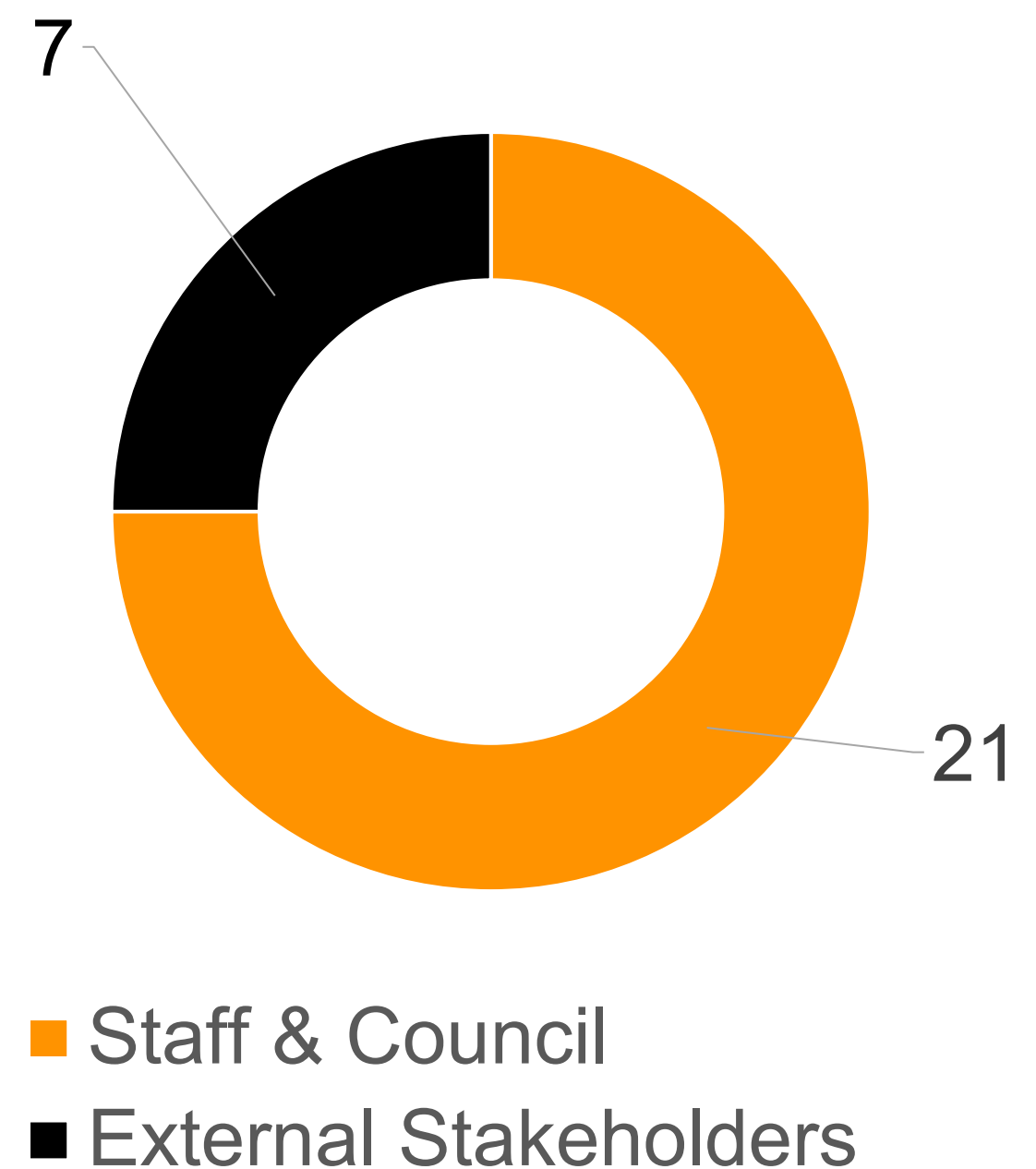
Choose one session that fits your schedule and
RSVP to info@strexe-harrop.com

Stakeholder Interviews

21 interviews were completed with staff and Council

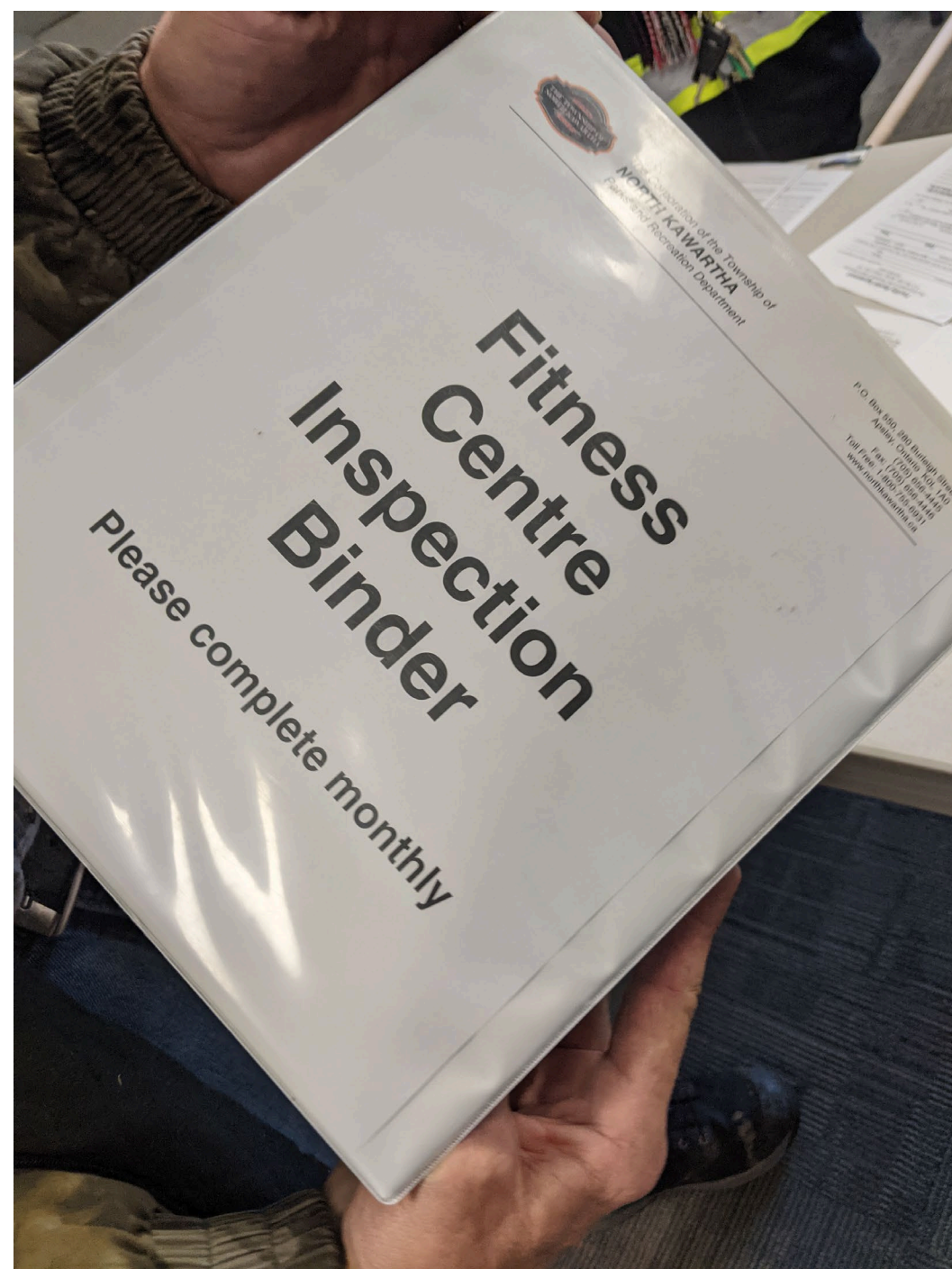
7 interviews were completed with external stakeholders:

- County of Peterborough
- City of Peterborough (providers of social services in North Kawartha)
- Peterborough & The Kawarthas Economic Development & Tourism
- Peterborough Public Health



Department Staff – Process Mapping

Strexer Harrop met with each department to map processes

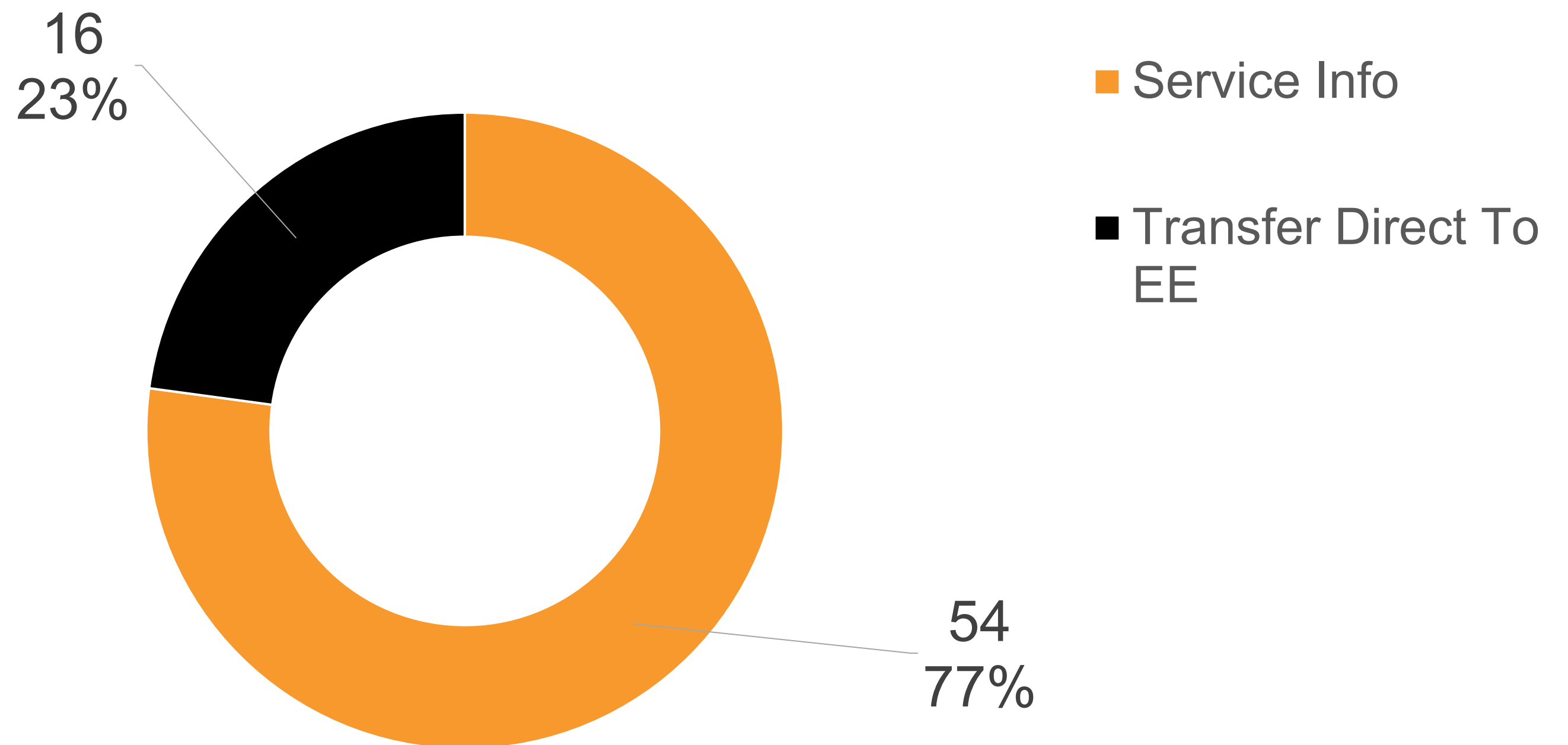




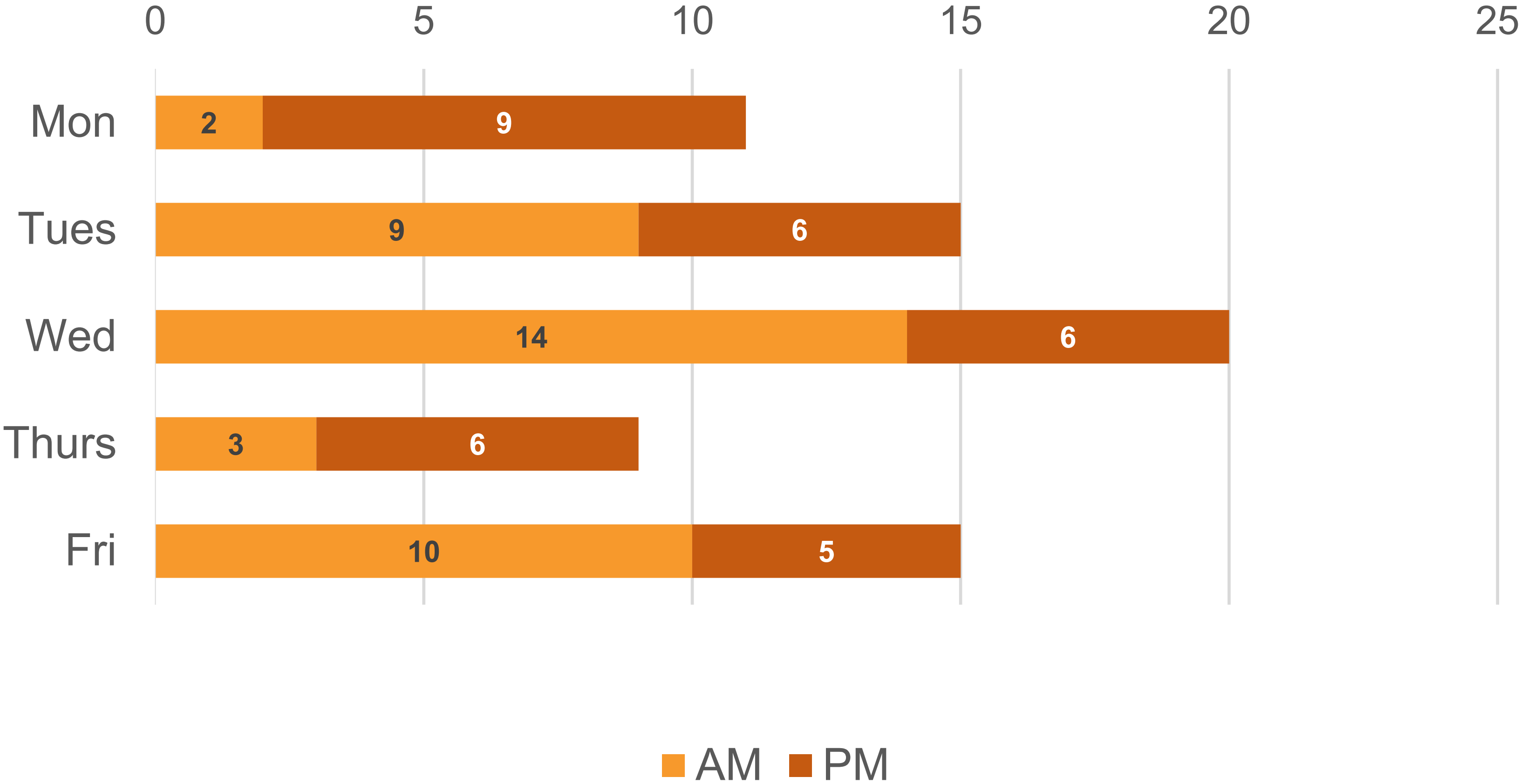
Analyze

Reception Data Collection

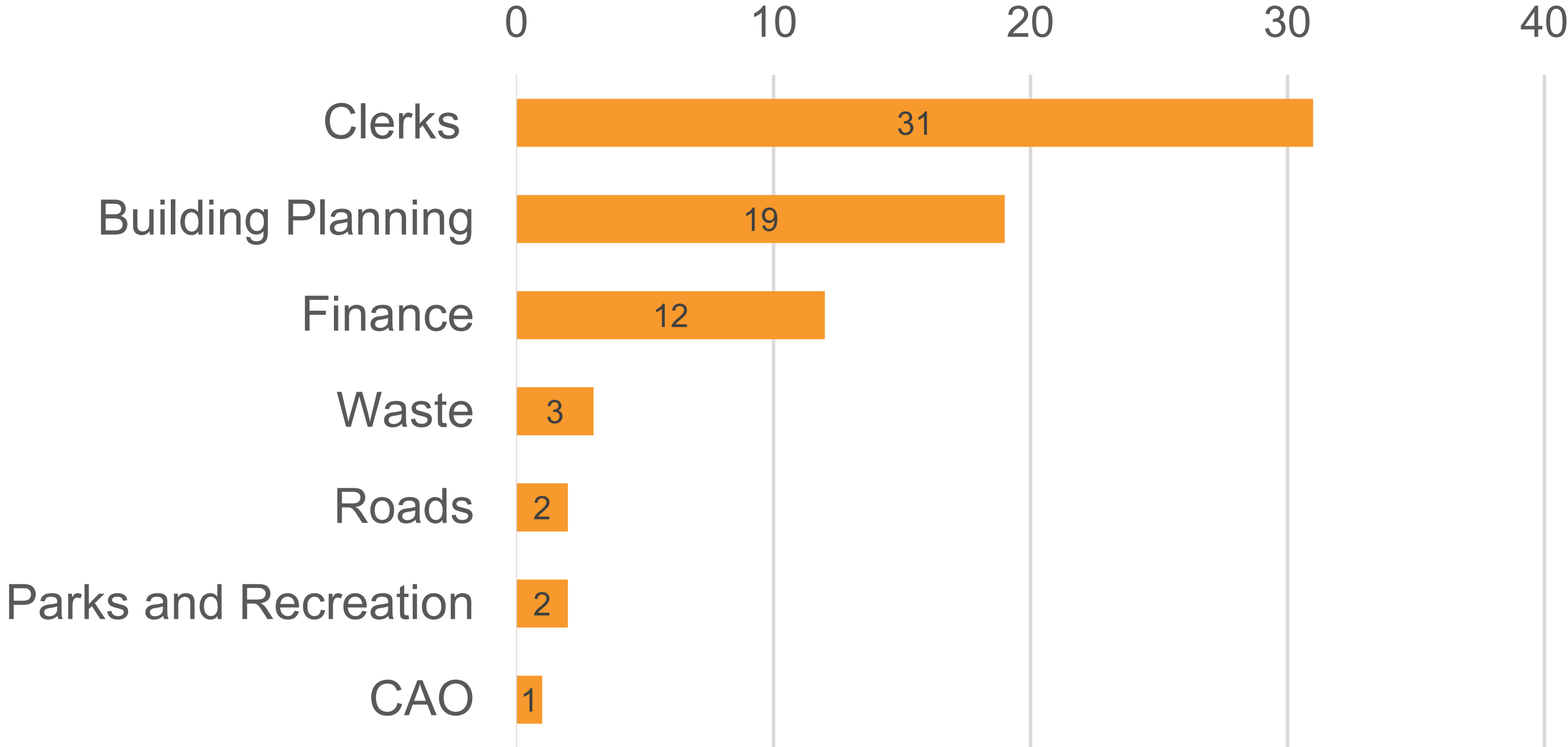
General inquiries received by reception were recorded over a three-week period in January



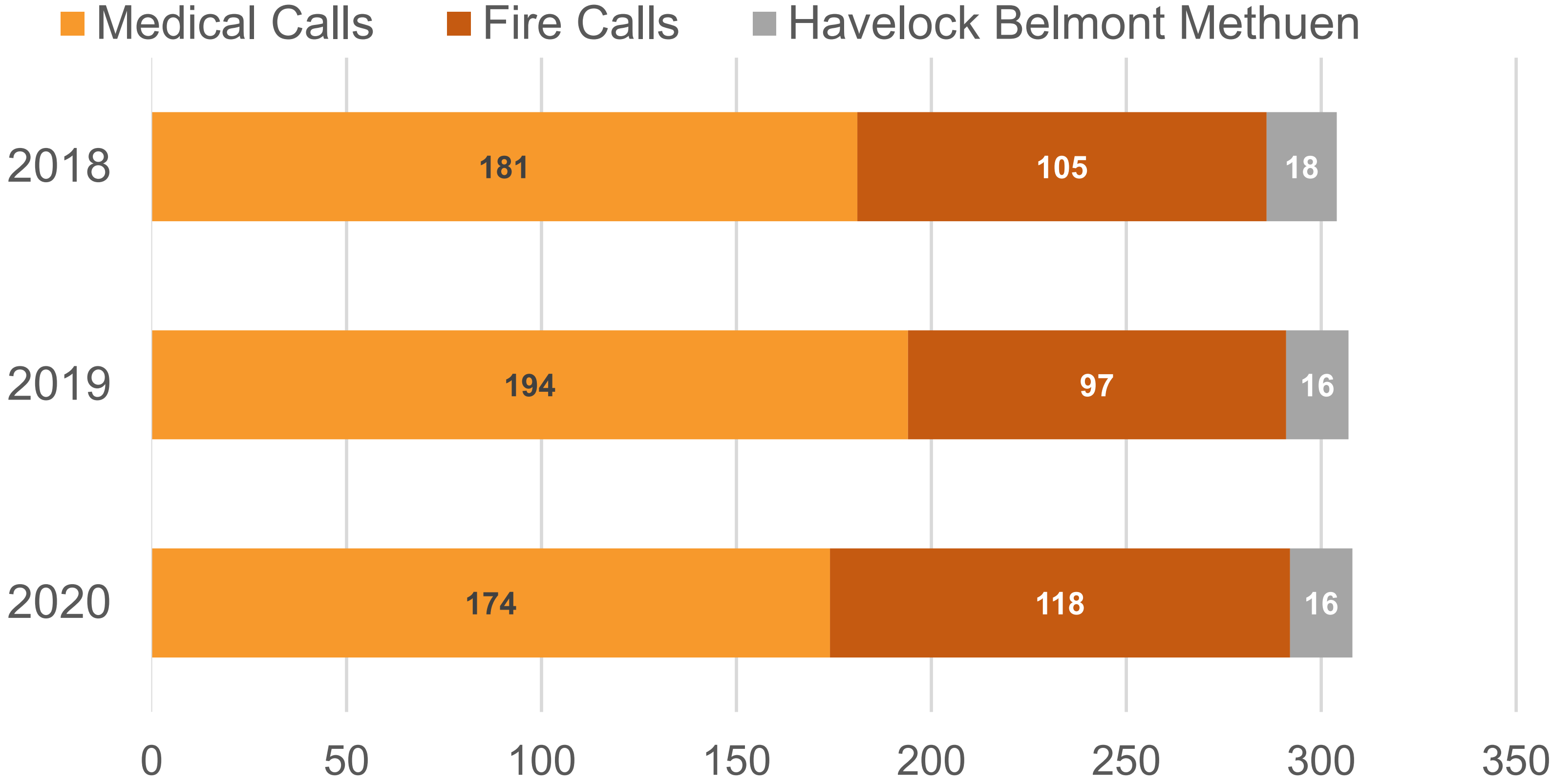
General Inquiries



General Inquiries

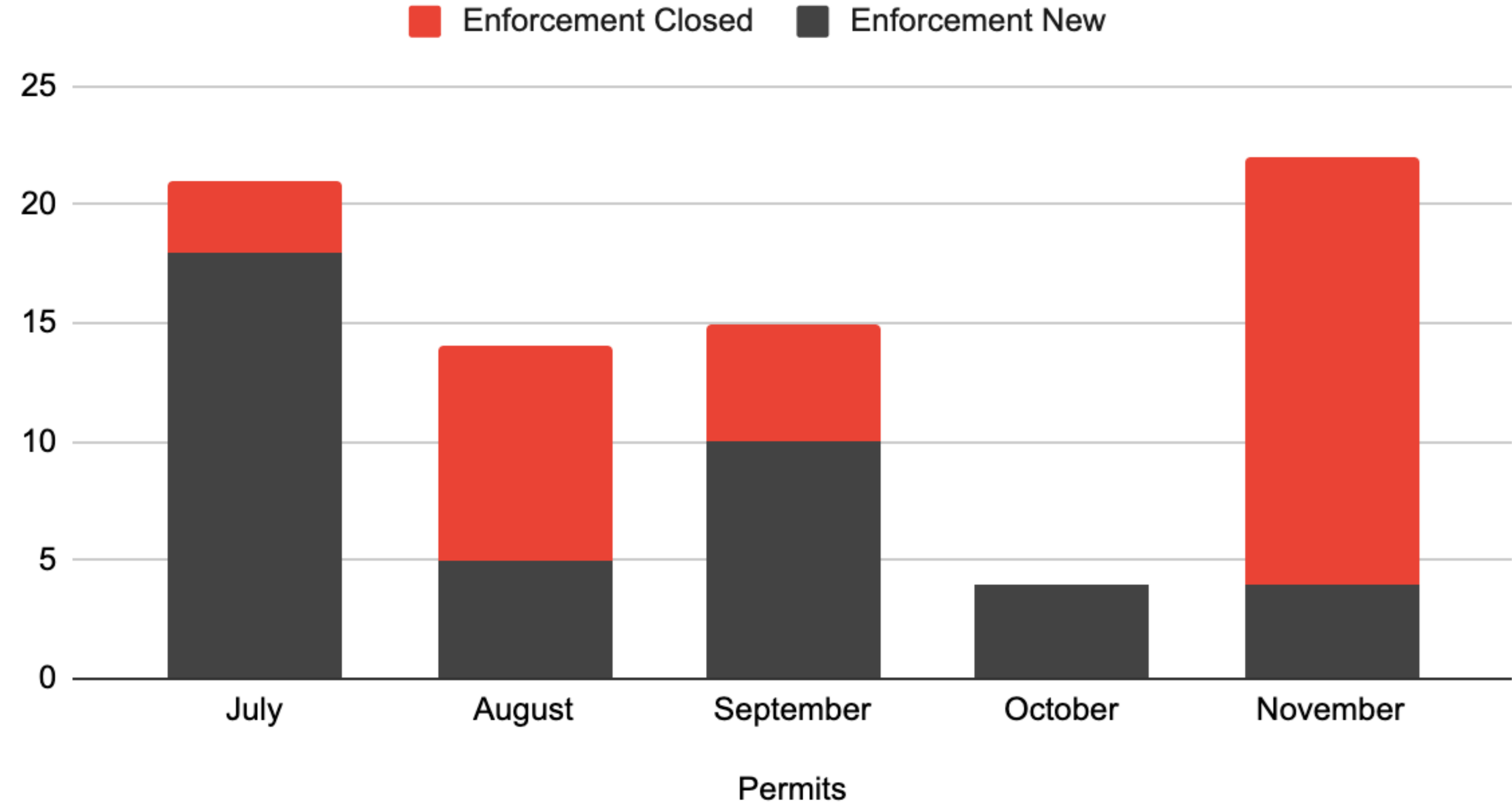


Fire



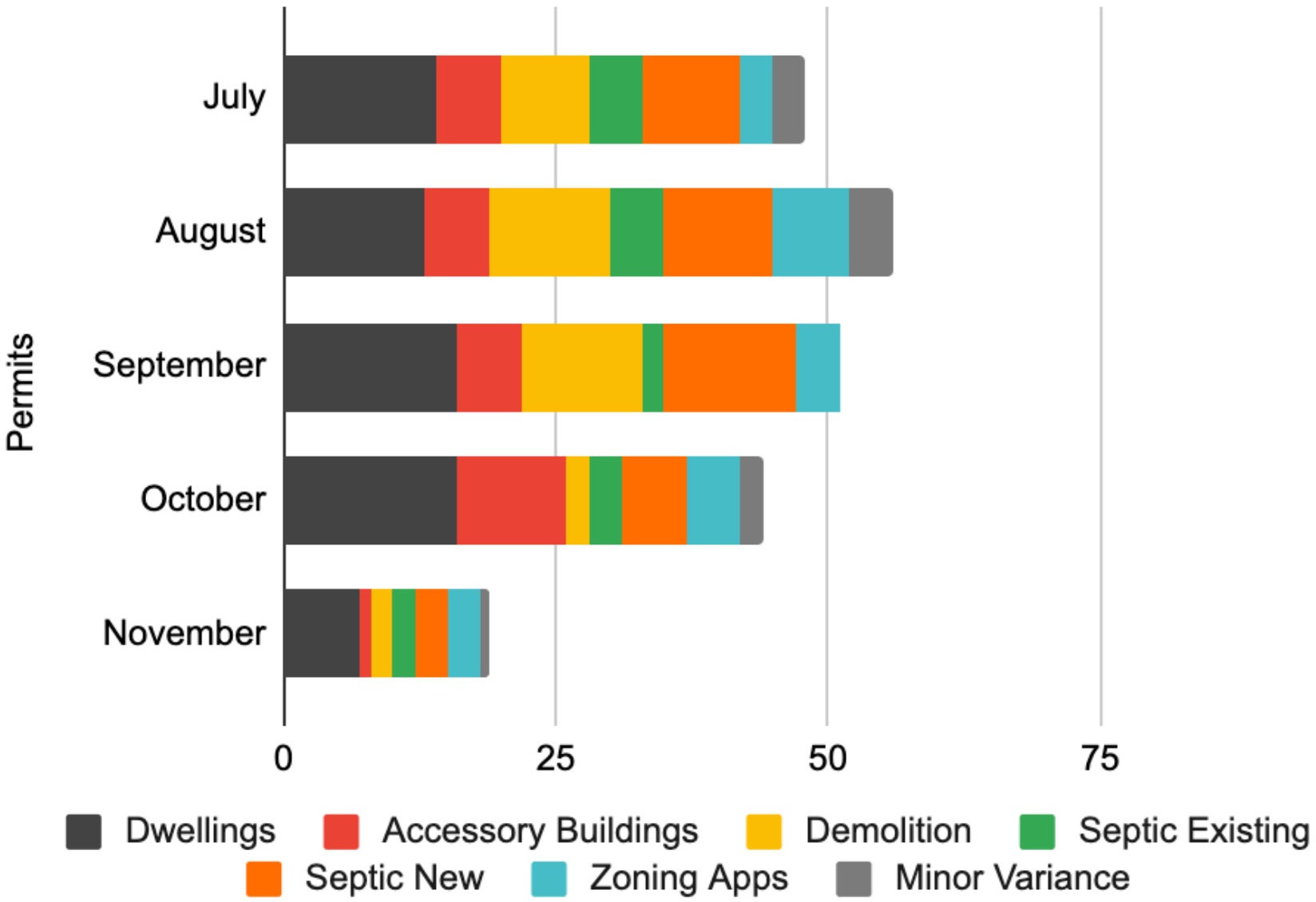
Building / Planning / By-Law

Demand - Enforcement 2020

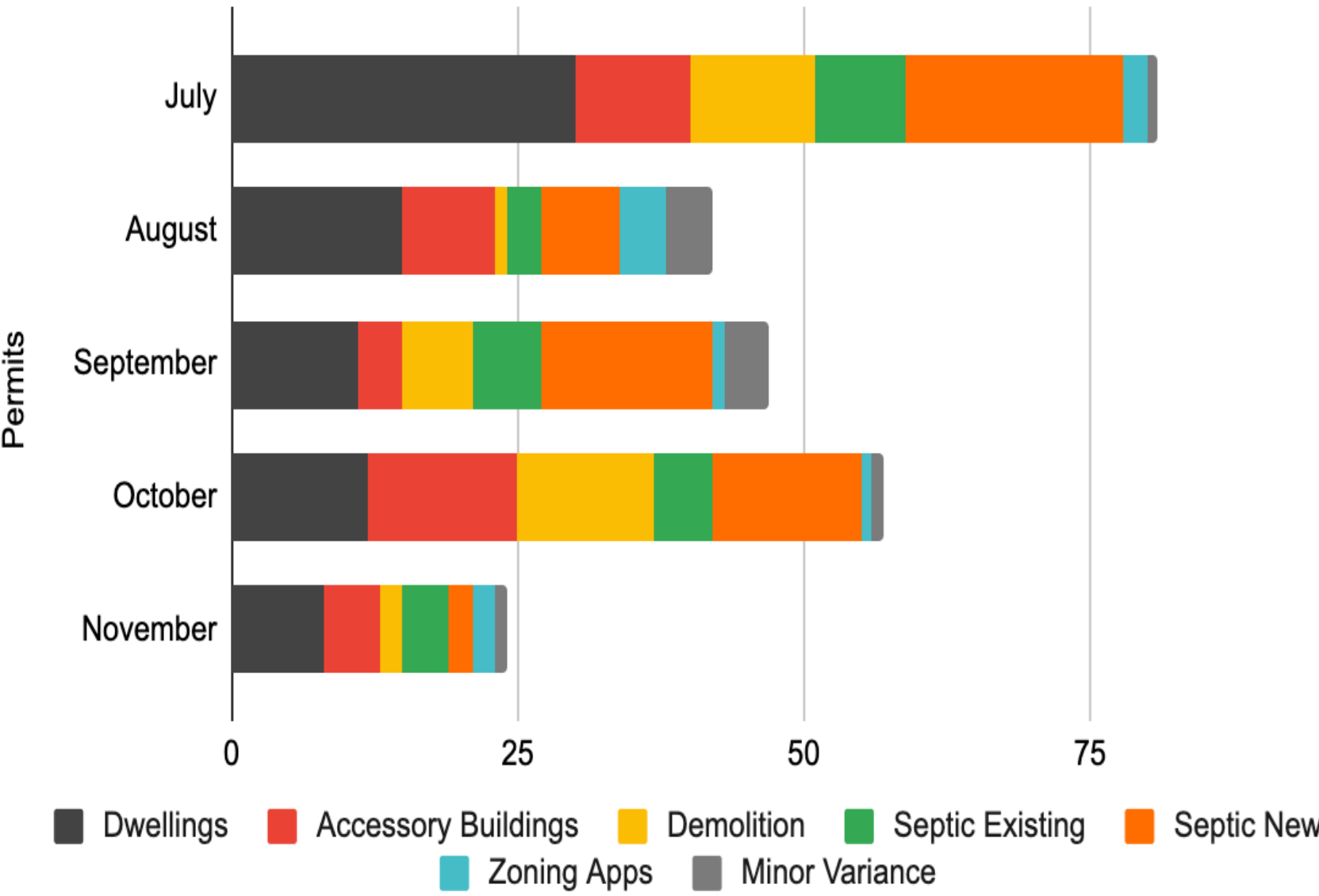


Building / Planning / By-Law

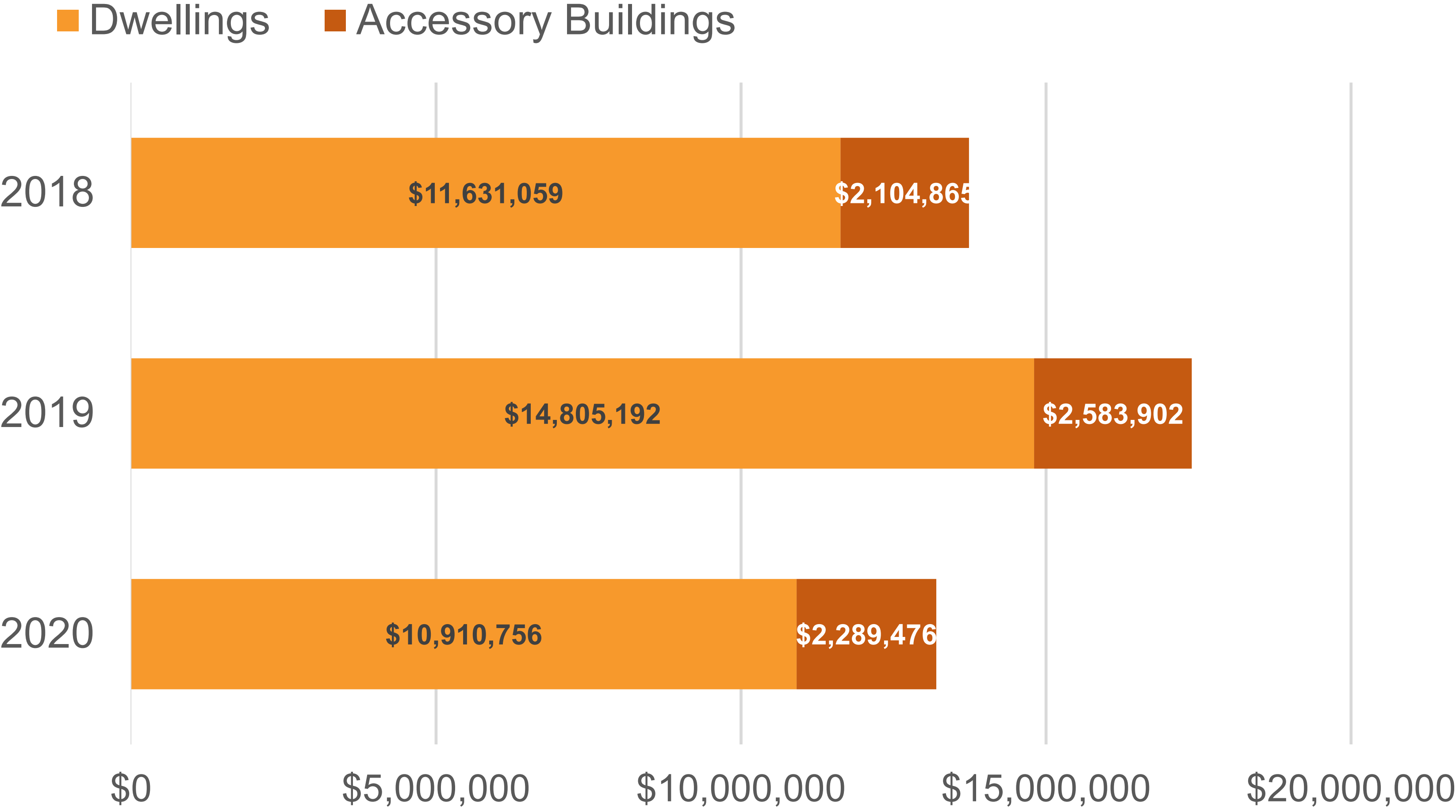
Demand - Permits by Type 2019



Demand- Permits by Type 2020



Construction Value Of Permits

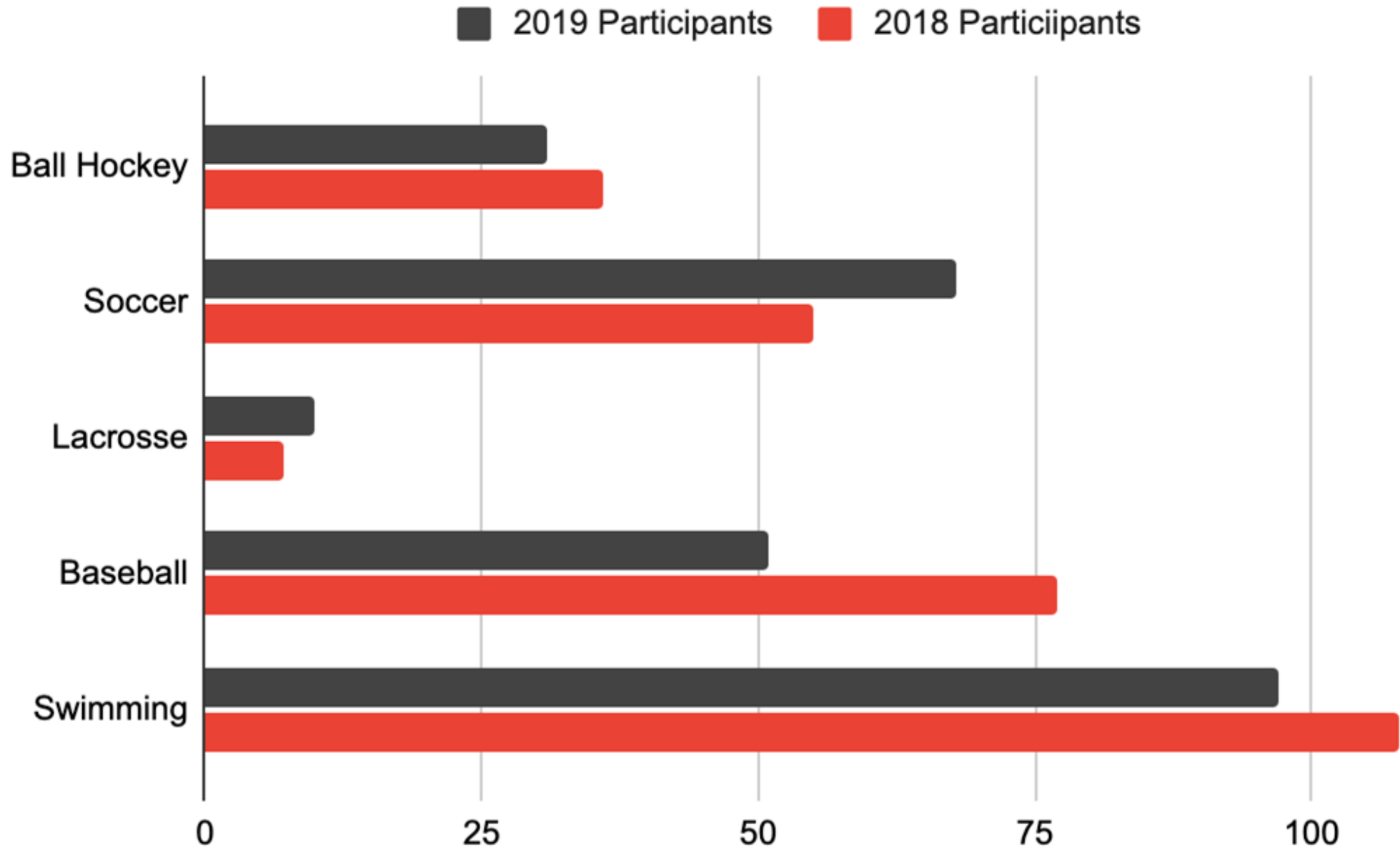


Roads – Maintenance Schedule

	July	August	September	October	November
Road patrol	X	X	X	X	X
Grading	X	X	X	X	X
Asphalt patching	X	X			
Apply material & grade	X	X			
Weed control	X				
Grass mowing	X	X			
Safety device repair	X			X	
Washout repair	X	X	X	X	X
Culvert replacement	X			X	X
Ditching	X	X			
Debris clean up	X				
Administrative	X			X	
Culvert cleaning		X	X	X	X
Site repairs Glen Alda CC		X	X		
Hardtop asphalting			X	X	X
Tree removal		X	X	X	X
Sign repair / replacement				X	X
Transfer station bins				X	X
Prepare fleet for winter maintenance				X	X
Training				X	
Plowing & sanding					X

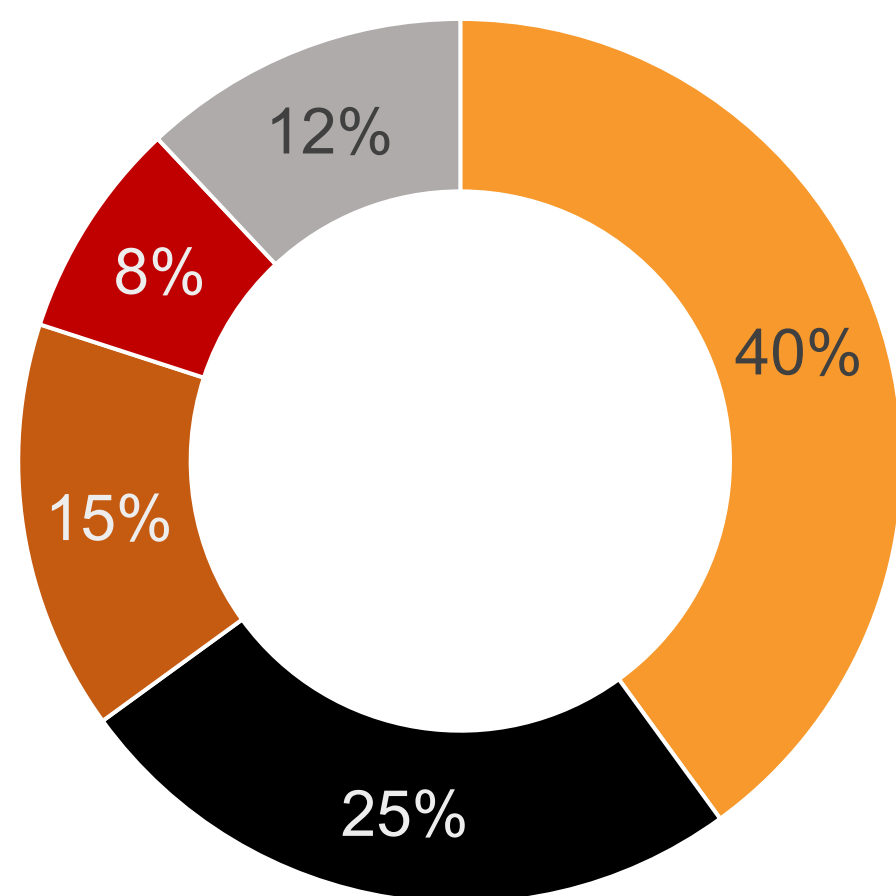
Recreational Programs

Gymnastics Participants by Season 2019



Assets – FIR Schedule 51A

2017 Asset Management Plan Summary Of Asset Conditions



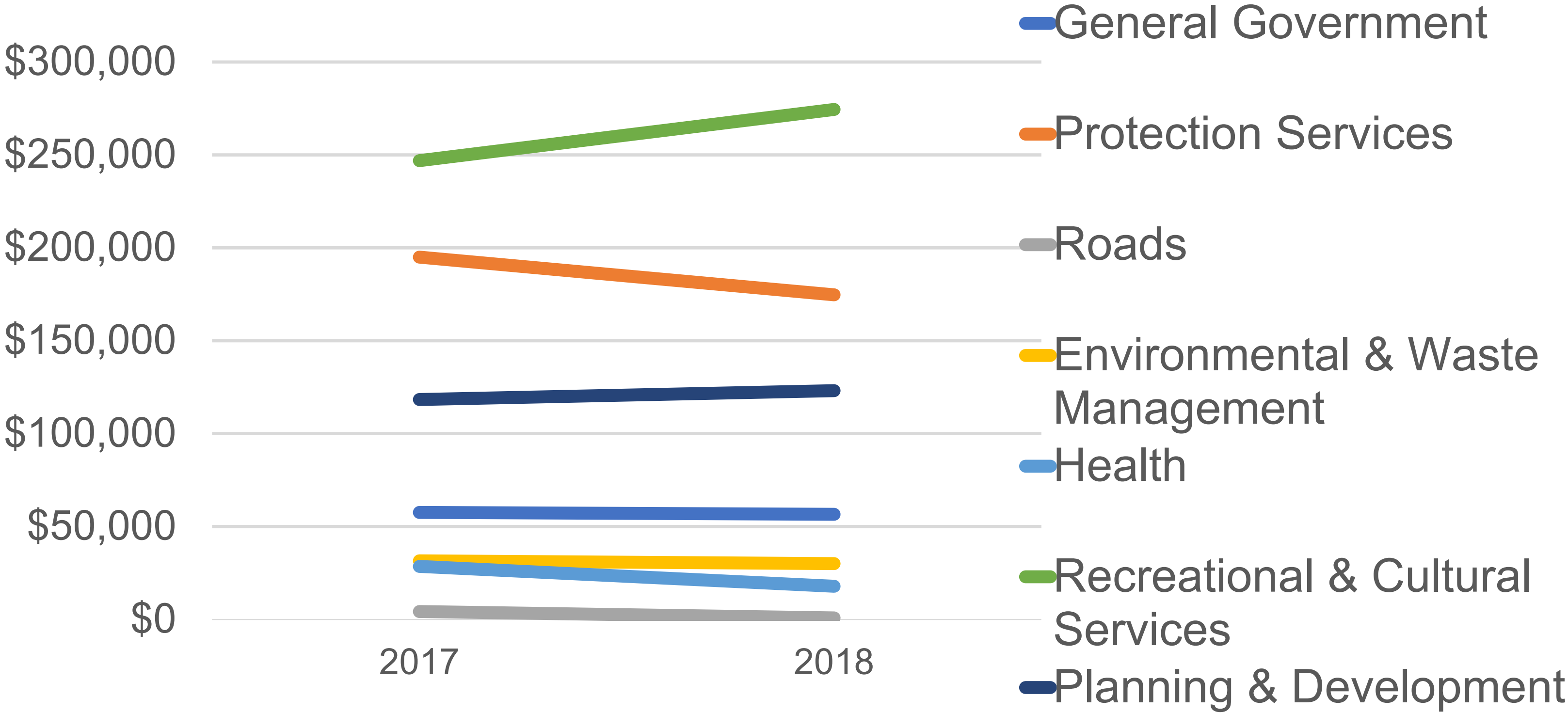
- Very Good (\$23.6 M)
- Good (\$14.7)
- Fair (\$8.4 M)
- Poor (\$4.8 M)
- Very Poor (\$7 M)

FIR #		2018 Opening Net Book Value
0250	General Government	\$1,491,549
	Protection Services	
0410	Fire	\$1,703,066
0420	Police Services	
0430	Conservation Authority	
0440	Protective inspection and control	\$25,599
0445	Building permit and inspection services	
0450	Emergency Planning	
0612	Roads	\$10,392,537
0850	Environmental & Waste Management	\$395,049
1010	Health	\$1,448
	Recreational & Cultural Services	
1610	Parks	\$390,051
1620	Recreation Programs	
1634	Recreation Facilities	\$10,484,401
1640	Library	\$1,031,843
1810	Planning & Development	
TOTAL – Tangible Capital Assets		\$25,921,543

The FIR is the data collection tool used by the Ministry of Municipal Affairs and Housing to collect financial and statistical information on municipalities. The FIR is a standard document comprised of a number of schedules which are updated each year to comply with current legislation and reporting requirements.

User Fees / Permits Revenue

Source: Consolidated Schedule of Segment Disclosure





Improve & Control

Savings & Revenue Calculations

Productivity Savings (P)	Revenue Opportunities (R)	Service Enhancements (E)
<p>Productivity savings were found in collaboration with staff.</p> <p>A median wage of \$28.11 per hour was used to calculate savings when the # of hours are known.</p>	<p>Revenue opportunities were found in collaboration with staff and stakeholders.</p> <p>Initiatives include missed revenue opportunities & fees valued at true costs.</p>	<p>Opportunities were found in collaboration with staff and stakeholders.</p> <p>Initiatives require additional research prior to recommending a solution.</p>
<p>\$249,702 Estimated NET 5 Year Savings</p>	<p>\$296,584 Estimated NET 5 Year Revenue Increase</p>	<p>Additional Savings & Revenue Opportunities To Be Determined</p>

PRODUCTIVITY SAVINGS (P)

Example: Records Centre Storage

0250-SDR-P01

0250: General Government

SDR: Service Delivery Review

P: Productivity Savings



250-SDR-P01

Records Centre Storage

Opportunity	Recommendation		
<p>The Records Centre is approximately 1500 sq ft.</p> <p>It is currently at 70% capacity. Additional filing cabinets will be required. There is an opportunity to scan paper files in order to save costs and improve efficiency when searching for records.</p>	<p>Staff is recommending the purchase of a scanner.</p> <p>Savings Calculation</p> <p>Estimated cost of a scanner to meet the needs for scanning these records is \$7000.</p> <p>Additional file cabinets for physical records is \$14,000</p> <p>Additional \$1000 savings per year on paper, file folders & toner.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
4.1 Promote responsible environmental stewardship	\$7,000	\$19,000	\$12,000

250-SDR-P02

Electronic Records

Opportunity	Recommendation		
<p>File Hold has been introduced to store electronic files.</p> <p>TOMRMS provides records classification in relation to the Retention By-Law.</p> <p>Physical records exist and require increased level of staff resources to access for Freedom of Info and other requests to view as well as effort to transfer to storage, review when retention requires disposal.</p> <p>Searching for physical records requires more effort than electronic records.</p>	<p>Continue to train staff to properly classify records, store and search electronically and in the use of workflows ending in storage. e.g. A/P Invoice process.</p> <p style="text-align: center;">Savings Calculation</p> <p style="text-align: center;">Estimate of 2 hours per week can be saved. Productivity time taken to physically locate records can be reallocated to other tasks.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$14,617	\$14,617

250-SDR-P03

Bank Reconciliation

Opportunity	Recommendation		
<p>The bank reconciliation process could be re assigned based on staff resources.</p>	<p>Document the process so that other staff can be trained to do this work.</p> <p>Savings Calculation</p> <p>Estimate of 4 hours per month can be saved.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
<p>3.1 Maintain policies that enable effective governance</p>	<p>\$0</p>	<p>\$6,746</p>	<p>\$6,746</p>

250-SDR-P04

Corporate Purchasing Tender Template

Opportunity	Recommendation		
<p>Variation exists across the organization. Each department uses a different tender template. Information may be missed or duplicated/redundant.</p>	<p>Staff are developing a corporate template that all departments will use. Continue to standardize and refine inputs from departments that inform tenders and capital projects.</p> <p style="text-align: center;">Savings Calculation</p> <p style="text-align: center;">Estimate of 5 hours per month can be saved.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
<p>3.3 Provide for effective Township communications</p>	<p>\$0</p>	<p>\$8,433</p>	<p>\$8,433</p>

250-SDR-P05

Paymentus

Opportunity	Recommendation		
<p>Paymentus is a payment platform for North Kawartha customers to pay for some services.</p> <p>Reconciling payments is done by both Treasury and Building/Planning because the assignment of payments to program areas is not clear in the reports.</p>	<p>Improve the coding of payments to better inform reports so that payments can be properly assigned to appropriate programs i.e. Tax payment, Building Permit.</p> <p style="text-align: center;">Savings Calculation</p> <p>Approximately 1 hour per week can be saved through elimination of duplication of work.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$7,309	\$7,309

250-SDR-P06

Address Changes

Opportunity	Recommendation		
<p>Property Address report from the County is reviewed by 3 people. Only 2 are invested in the data.</p> <p>Criteria to investigate is not clear. Investigations consume staff resources.</p>	<p>Financial savings on investigation component is unknown. Document criteria for investigating an address change. Track number of investigations. Clarify who needs to be reviewing address changes bi monthly process.</p> <p style="text-align: center;">Savings Calculation</p> <p>Approximately 2 hours per month can be saved through elimination of duplication of work.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.3 Provide for effective Township communications	\$0	\$3,373	\$3,373

250-SDR-P07

Admin Support

Opportunity	Recommendation		
<p>Roads: Centralize admin component of road maintenance concerns / service – following up with the resident.</p> <p>Collect useful data based on trends and remove this work from supervisor.</p> <p>Fleet: Collect and maintain data on equipment utilization, preventative and emergent repairs, adherence to CVOR requirements (vehicle circle checks). View fleet through a corporate lens.</p>	<p>Review resources across the organization that could be re assigned to support Roads Department.</p> <p>Savings Calculation Approximately 1 day per week is spent on admin activities by supervisor</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$58,469	\$58,469

410-SDR-P01

Volunteer Fire Fighter Training Material Production

Opportunity	Recommendation		
<p>VFF attend monthly training to achieve specific learning outcomes. Training materials require 50+ binders to be updated fully twice annually(40VFF, 6 Students, 5 Instructors, 1 Chief, 1 Deputy Chief) and randomly throughout the year if learning objectives change or new training is introduced.</p>	<p>Binders could be eliminated. Provide 7 Access Passes to File Hold for Chiefs and Instructors. Updates could be done electronically. Materials would be accessed on mobile tablets by instructors.</p> <p style="text-align: center;">Savings Calculation</p> <p>Approximately 10 hours per month can be saved in this process. Annual licenses for File Hold will be required and a one time purchase of 6 tablets.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
<p>3.1 Maintain policies that enable effective governance</p>	<p>\$10,400</p>	<p>\$19,366</p>	<p>\$8,966</p>

440-SDR-P01

By-Law Enforcement

Opportunity	Recommendation		
<p>Enforcement process involves numerous follow up actions by staff depending on responses by offenders. Variation exists in tracking. Tracking is duplicated. Opportunity exists to improve tracking tool so that timely follow up can be achieved with less staff time.</p>	<p>Opportunity exists to improve tracking tool so that timely follow up can be achieved with less staff time. Track timing of First Notice, Second Notice, Order. Implement fee structure for non compliance. Process needs teeth/consequences to encourage customer compliance and response.</p> <p style="text-align: center;">Savings Calculation</p> <p style="text-align: center;">Estimated time savings 1-2 hours/week</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$14,617	\$14,617

445-SDR-P01

Keystone Retirement

Opportunity	Recommendation		
<p>Cloud Permit is a virtual platform for constructors and designers to apply for building permits. Provides full reporting of data for MPAC, Stats Canada and informs Enforcement Order Process.</p>	<p>Cloud Permit has ability to add Planning Applications, Zoning Amendments and track Enforcement.</p> <p style="text-align: center;">Savings Calculation</p> <p>Cloud Permit upgrade is an cost of \$8000 The current program 'Keystone' costs \$2300/year.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$40,000	\$11,500	-\$28,500

445-SDR-P02

Permit Concierge Services

Opportunity	Recommendation		
<p>Homeowners/ratepayers applying for a permit for the first time often need assistance getting started.</p>	<p>Establish “office hours” that can be booked with ratepayers to guide them through the process and answer their questions.</p> <p>This can be done virtually or in person.</p> <p style="text-align: center;">Savings Calculation</p> <p>Meetings with ratepayers will save rework (5 hours per week) by staff. The purchase of a tablet and/or kiosk has been estimated at \$2500.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
<p>3.3 Provide for effective Township communications</p>	<p>\$2,500</p>	<p>\$36,543</p>	<p>\$34,043</p>

612-SDR-P01

Standardized Tool Kits – Roads Department

Opportunity	Recommendation		
<p>Use data - type of issues to standardize tools for each operator/truck to enable operator to arrive prepared/tooled to complete the work without returning to the shop.</p>	<p>Implement 5S in the shop.</p> <p>Use colour coding and audit to ensure tools stay with assigned trucks/operators.</p> <p>A standard tool kit will reduce labour hours currently spent locating tools.</p> <p>Savings Calculation</p> <p>Estimated 1 hour per week time savings.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$7,309	\$7,309

612-SDR-P02

Arborist Services RFP

Opportunity	Recommendation		
<p>Currently multiple quotes are required when an Arborist is required for a roads concern. This causes delays in service and additional administration for staff requesting quotes, comparing and following-up with contractors.</p>	<p>Issue a RFP for Arborist Services. Multiple vendors can be selected and staff can use a 'Round Robin' approach to ensure approved contractors are provided with equal opportunities.</p> <p style="text-align: center;">Savings Calculation</p> <p style="text-align: center;">Estimated 5 hour per month time savings.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$8,433	\$8,433

850-SDR-P01

Waste Deposits To Transfer Station

Opportunity	Recommendation		
<p>Currently all data relating to Waste operations is collected in paper form. Having the data in a format that allows for analysis will help inform future waste collection programming.</p>	<p>Opportunity exists to shift from paper based data collection to an electronic data collection tool. Data relating to amount of waste, type of waste would inform future programming.</p> <p style="text-align: center;">Savings Calculation</p> <p>Daily inspections 1 hr per day (per days open)</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$45,819	\$45,819

1634-SDR-P01

NKCC Facility Inspections

Opportunity	Recommendation		
<p>NKCC and its numerous systems are inspected daily by staff. Records of anomalies and inspection completion are paper based.</p> <p>Inspections currently take 90 minutes each day the NKCC is open (302 days/year) of staff time to complete. Opportunity exists to reduce this by 50% if electronic collection was implemented.</p>	<p>Electronically stored Data collection system could replace paper based collection. Data reports relating to anomalies by type, cost could better inform preventative maintenance programming and staff training to prevent excessive costs in the future. Electronic collection estimated to reduce manual paper inspections time by 50%.</p> <p>Savings Calculation</p> <p>Labour savings estimated to be 45 minutes per day.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
3.1 Maintain policies that enable effective governance	\$0	\$37,949	\$37,949

1634-SDR-P02

Facility Inspection Call Ins

Opportunity	Recommendation		
<p>Anomalies are often addressed by a staff member and could result in call ins for other staff with expertise</p> <p>(Call in = 3 hours pay and interruption of staff day off). Some anomalies require calling a contractor.</p>	<p>Payroll data indicates call in cost.</p> <p>Savings Calculation Estimated occurrence twice monthly at 3 hrs each call.</p>		
Strategic Goals	5 Year Investment	5 Year Savings	Net Savings
<p>1.1 Ensure that existing infrastructure is sustained reflective of the AMP</p>	<p>\$0</p>	<p>\$10,120</p>	<p>\$10,120</p>

REVENUE OPPORTUNITIES (R)



JACKSON JASON
ABC IMPORTS LIMITED
200 MAIN STREET
UNIT 5000
11 FLOOR
ANYWHERE ON MKK 183

Issue Date:
April 4, 2016

Property Assessment Notice

For the 2017 to 2020
property taxation years

THIS IS NOT A TAX BILL.

The Municipal Property Assessment Corporation (MPAC) is responsible for assessing more than five million properties in Ontario in compliance with the *Assessment Act* and regulations set by the Government of Ontario.

MPAC's updated value of your property is \$228,000

Account Information:

Roll Number	12 34 567 899 12345 1234
AboutMyProperty™ Access Key	ABCD EFG1 HJK2
Your property's location and description	900 Dynes Rd. PLAN169 BLK 1 PT LOT4
Municipality	Ottawa City
School support	English-Public

Assessment overview:



250-SDR-R01

Finance Fees

Opportunity	Recommendation		
<p>Tax related fee structure should reflect true costs.</p>	<p>Change 'rush fee' to a fixed rate - current \$10 charge does not deter and does not reflect true cost.</p> <p>Track # of requests for tax certificates, tax research and # of rush requests. Time track for 4 weeks and update fee in next scheduled By-Law update.</p> <p style="text-align: center;">Revenue Calculation</p> <p>Revenue estimated based on 52 Tax Certificates (fee increased from \$40 to \$60) + 12 rush (rush fee increased from \$10 to \$60) & 12 Tax Research charges (fee increased from \$10 to \$60)</p>		
Strategic Goals	5 Year Investment	5 Year Revenue	Net Revenue
<p>3.1 Maintain policies that enable effective governance</p>	<p>\$0</p>	<p>\$10,700</p>	<p>\$10,700</p>

250-SDR-R02

Assessment Review

Opportunity	Recommendation		
<p>County lead Assessment Review Project could be considered.</p> <p>Project compares MPAC data beside aerial photography to find properties that may be under assessed i.e. assessed as vacant land but building has occurred without a permit.</p> <p>There are 400 such properties in the County – some of which would be in North Kawartha.</p>	<p>Investigate further in order to balance potential liability to the township vs potential financial gain. Complete MPAC review of property assessments to ensure assessment at appropriate levels.</p> <p style="text-align: center;">Revenue Calculation</p> <p>3 hours per month staff time allocated to reviewing County aerial views. Lost tax revenue is unknown. Estimated 0.5% assessment increase. Legal fees unknown.</p>		
Strategic Goals	5 Year Investment	5 Year Revenue	Net Revenue
3.1 Maintain policies that enable effective governance	\$5,060	\$136,444	\$131,384

445-SDR-R01

Building Permit Fees

Opportunity	Recommendation		
<p>Permits are issued with an expiry date. Re issue is free to customer but impacts staff resources. Financial burden is carried by tax base rather than user.</p>	<p>Permit Re issue fee Administration fee Enforcement Fee for 2nd Notice</p> <p>Revenue Calculation</p> <p>5 x \$500 Administration Fee (administration fee varies from \$500 - \$750 depending on the application)</p>		
Strategic Goals	5 Year Investment	5 Year Revenue	Net Revenue
3.1 Maintain policies that enable effective governance	\$0	\$12,500	\$12,500

445-SDR-R01

Septic Inspections

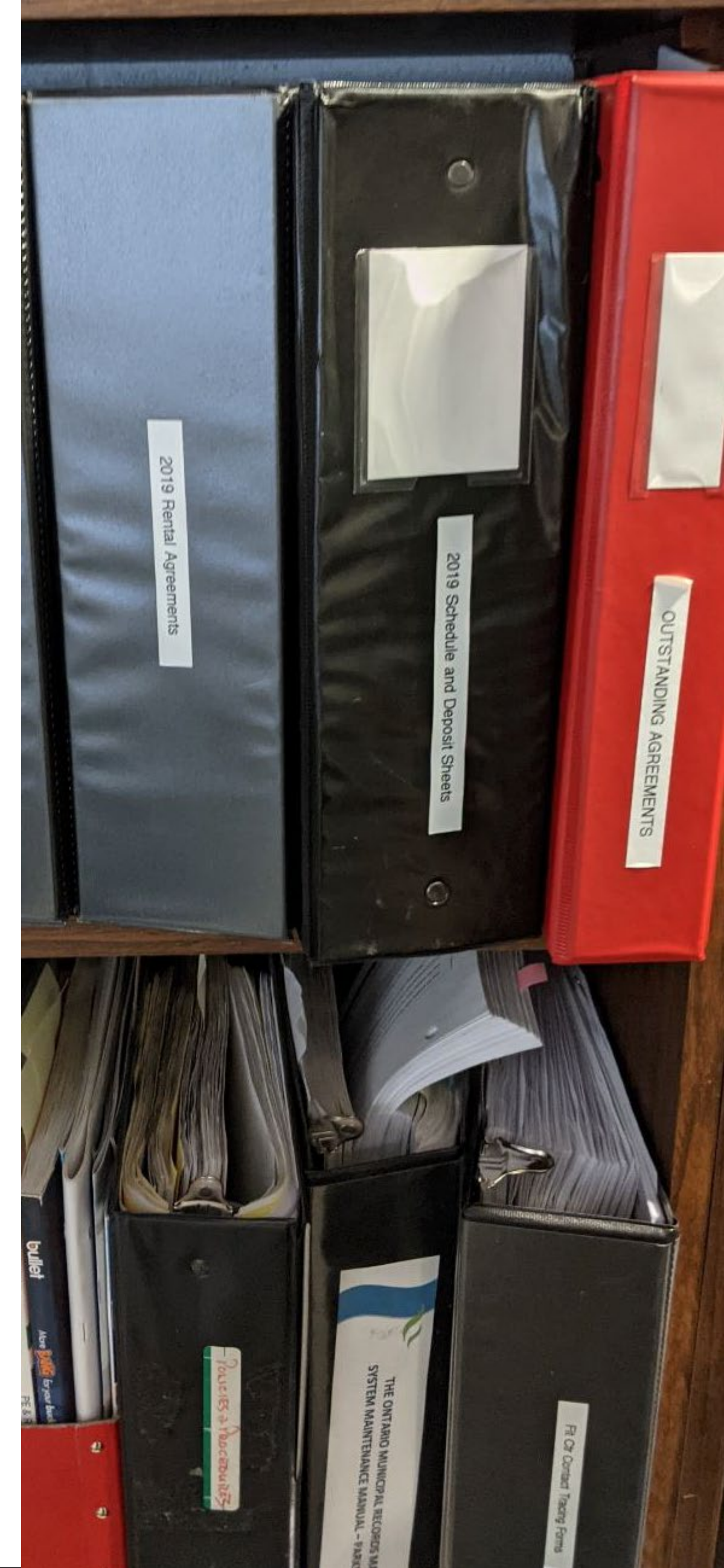
Opportunity	Recommendation		
<p>4000 septic systems exist in the township.</p> <p>Each requires an inspection once every five years.</p> <p>There is no fee to the owner. Cost burden on tax base.</p>	<p>Implement a fee of \$35 per system (to be added to tax bills). Revenue to be invested in summer student jobs and offset administrative work.</p> <p style="text-align: center;">Revenue Calculation</p> <p style="text-align: center;">4000 systems over a 5 year period \$35 per inspection</p>		
Strategic Goals	5 Year Investment	5 Year Revenue	Net Revenue
4.1 Promote responsible environmental stewardship	\$0	\$140,000	\$140,000

850-SDR-R01

Cash Handling At Transfer Station

Opportunity	Recommendation		
<p>Currently the transfer station is only able to accept cash payment. Often visitors do not have cash so a reduced fee is accepted resulting in lost revenue.</p> <p>Safety for staff and proper fee collection could be enhanced with point of sale technology (debit, credit).</p>	<p>Alternative payment methods to include non cash options (debit).</p> <p>Revenue Calculation</p> <p>Estimate of \$100 per month additional revenue (5 peak months) and \$100 per year in debit machine expenses.</p>		
Strategic Goals	5 Year Investment	5 Year Revenue	Net Revenue
3.1 Maintain policies that enable effective governance	\$500	\$2,500	\$2,000

SERVICE ENHANCEMENTS (E) To Be Explored Further



250 – General Government

Recommendation #	Recommendations
250-SDR-E01	<ul style="list-style-type: none"> • Expand Paymentus program to implement a 'virtual city hall payment centre' for residents. • Allow payments for all program areas on this platform. • Reconciliation efficiencies can be obtained with all payment information in one location. • Could be accomplished with current website provider.
250-SDR-E02	<ul style="list-style-type: none"> • There is an opportunity to educate residents and promote the social service programs offered through the City of Peterborough in North Kawartha. Community Care is currently the 'Hub' for social services. Housing, Ontario Works and Childcare service administration is currently done one day per week in Apsley. • North Kawartha can partner with City service provider for their 'app' to access social services. • Review and expand terms of reference of the Community Development Committee to amplify information and communications in the community reaching those in need. • Partner with Economic Development Committee for business and job creation programs.
250-SDR-E03	<ul style="list-style-type: none"> • Human Resources services such as legislated training tracking and others are currently provided by HR Live. Continue working with HRLive platform to expand offerings. • Consider an employee engagement survey with action planning to determine baseline employee experience and build program to attract and retain qualified staff. • Amplify recognition programs and employee learning and development.

Recommendation #	Recommendations
250-SDR-E04	<ul style="list-style-type: none"> Consider LEAN and Process Improvement training opportunities for staff.
250-SDR-E05	<ul style="list-style-type: none"> Update website with most requested information. Minimize clicks (especially on mobile devices) by incorporating key information in the main section before + tabs
250-SDR-E06	<ul style="list-style-type: none"> North Kawartha has a formal Complaint Process and Policy on the website for residents use. Variation exists in how residents access staff and report issues of a less severe nature. Examples: pothole, street sign replacement needed, program info request. There is an opportunity to improve the customer experience by centralizing the request for service access point for residents and improving the process by including an issue 'closure' step. Purchase a software that interfaces well with customer and provides useful reporting to staff. File Hold provides workflow capability so could be a solution. Clerk is working with Image Advantage for work flow. CAO and other leaders could see status of all issues at a glance and provide support to staff where needed. North Kawartha will benefit by having robust data that could inform the assignment of staff resources, asset management and infrastructure needs. This system could provide regular reporting to Council and the Community. The data that is collected would provide further analysis to drive work order plans and asset management plans.

612 – Roads & Fleet

Recommendation #	Recommendations
612-SDR-E01	<ul style="list-style-type: none"> Ontrac may not be fully utilized. Consider training. Data collection and use could inform asset management plans relating to roads and equipment life cycle.
612-SDR-E02	<ul style="list-style-type: none"> Variation exists by department in how fleet is maintained. Data is needed to manage assets (Acquire, Use, Maintain, Retire) Centralizing a Fleet Program is recommended to include repair, maintenance, purchase, utilization and cost tracking. Consider lease program for some equipment to ensure access to required preventative maintenance for specialized equipment e.g. Dump Truck (plow harness) Long term savings could be obtained through regular maintenance schedules prolonging the life of vehicle fleet (proactive vs reactive). Standardize CVOR (Commercial Vehicle Operators Registration) equipment 'circle check' logs & response to safety issues.
612-SDR-E03	<ul style="list-style-type: none"> Monitor winter maintenance co-operation with County. Continue exploration of shared service model for winter road maintenance. A full cost vs benefit analysis required.
612-SDR-E04	<ul style="list-style-type: none"> Shared equipment purchase with County or other township for large equipment e.g. brushing, street sweeping, heavy equipment - Agreements to own, use, maintain. Mesh technology could be shared by townships and County. Capital cost savings could be achieved through purchase agreement with the County - value to be determined

1620 – Recreational Programs

Recommendation #	Recommendations
1620-SDR-E01	<ul style="list-style-type: none"> • Registration information is documented electronically and in paper format in more than one place. • Administration costs to register participants for each program is unknown. • Full post program review is recommended to determine the most efficient manner to administer programs (electronically verses current manual process) that meets the needs of residents and North Kawartha staff.
1620-SDR-E02	<ul style="list-style-type: none"> • North Kawartha follows the Municipal Access to Recreation Policy that all of the townships in the County of Peterborough where the goal is provide access to recreational programming at a cost that results in financial break even, not profit. Programs include tax base support (infrastructure use) and user pay (instruction and programming). • It is recommended that Program Staff survey participants and the community to continually enhance program offerings. • Experienced staff currently in role could share knowledge for future succession planning. • An overall understanding of cost to run each program by participant could product data for future planning.

1810 – Development Charges Review

Recommendation #	Recommendations
1810-SDR-E01	<ul style="list-style-type: none">• North Kawartha currently does not have a Development Charge (DC) charge for new construction. The costs to develop are currently on the tax base.• The number of projects that would be applicable is low but could increase.• There is an opportunity to introduce Development Charges for deposit in a reserve to fund new and applicable infrastructure and assets.• Direct impact unknown, further information required to quantify potential revenue stream. Future work on this initiative balanced with ability to attract business to the township.



Dashboard

Dashboard

	Satisfaction Rating	Expenses					Assets	User Fees	
		2019 Unaudited Actuals	2020 Budget	2020 Unaudited Actuals	% Of Total Expenses	Operating Costs Per Household	2018 Opening Net Book	2019 Unaudited	2020 Unaudited
General Government	90%	\$895,569	\$1,175,880	\$730,973	14%	\$185	\$1,497,549	\$87,715	\$99,444
Protection Services									
Fire	92%	\$503,005	\$538,213	\$483,791	9%	\$123	\$1,703,066	\$300	\$300
Police Services	69%	\$982,517	\$997,459	\$989,711	19%	\$251			
Conservation Authority		\$70,997	\$77,550	\$77,819	1%	\$20			
By-Law Enforcement	86%						\$25,599	\$600	\$750
Building Permit & Inspection	79%	\$130,448	\$172,951	\$171,739	3%	\$43		\$192,409	\$179,861
Emergency Planning		\$5,309	\$7,000	\$2,959	0%	\$1			
Roads	76%	\$1,650,876	\$1,284,928	\$1,145,466	22%	\$290	\$10,392,537	\$750	\$750
Environmental & Waste Management	86%	\$407,084	\$484,661	\$486,375	9%	\$123	\$395,049	\$32,487	\$37,619
Health		\$8,666	\$1,610	\$9,740	0%	\$2	\$1,448		
Recreational & Cultural Services									
Parks	93%						\$390,051		
Recreation Programs	91%							\$41,607	\$12,198
Recreation Facilities	98%	\$631,206	\$713,583	\$770,365	15%	\$195	\$10,484,401	\$176,493	\$81,081
Library		\$203,997	\$300,210	\$273,576	5%	\$69	\$1,031,843		
Planning & Development	85%	\$97,853	\$121,962	\$102,139	2%	\$26		\$81,765	\$58,525
TOTAL	86%	\$5,587,527	\$5,876,007	\$5,244,652		\$1,328	\$25,921,543	\$614,125	\$470,528

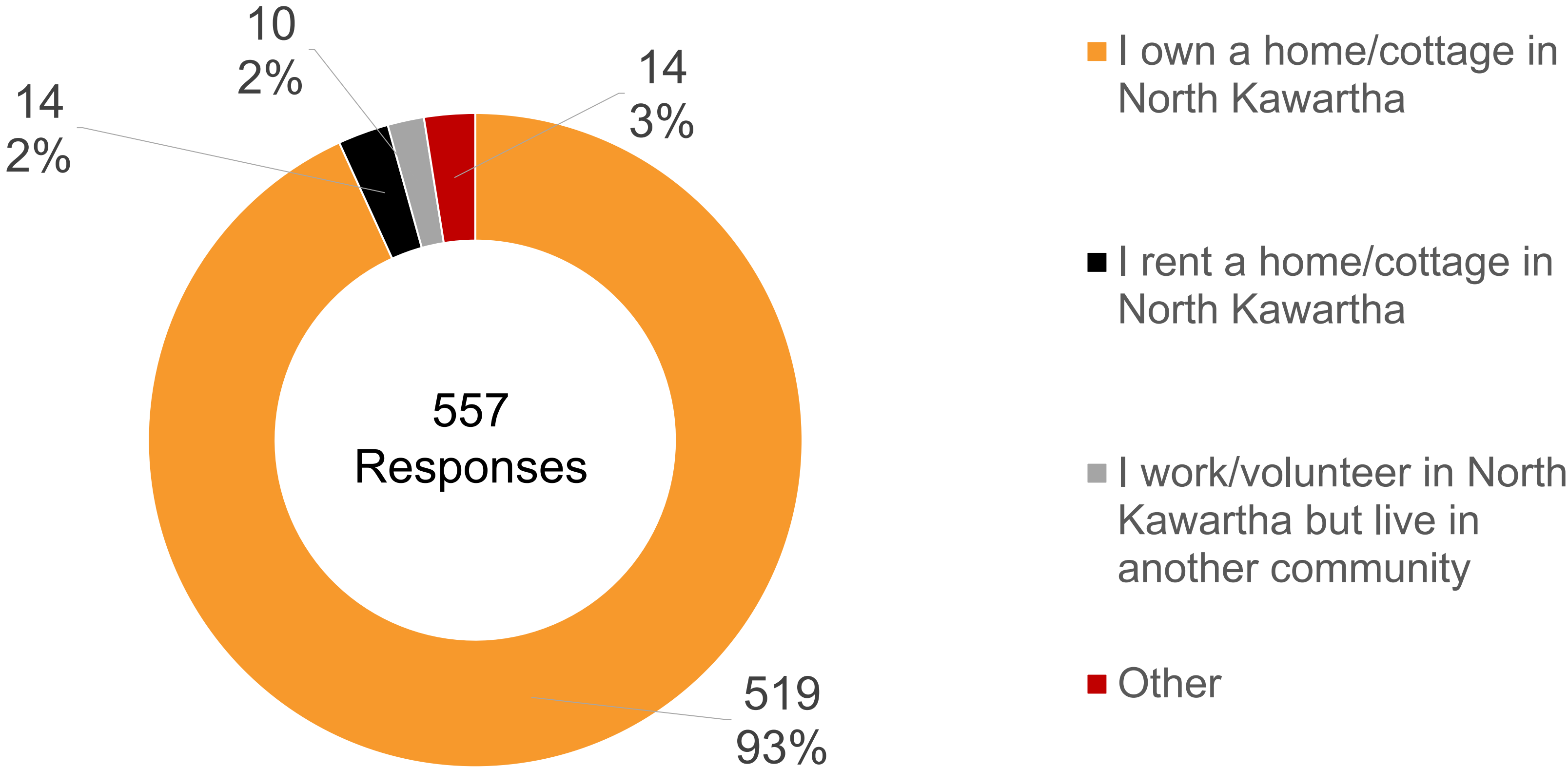
Appendices



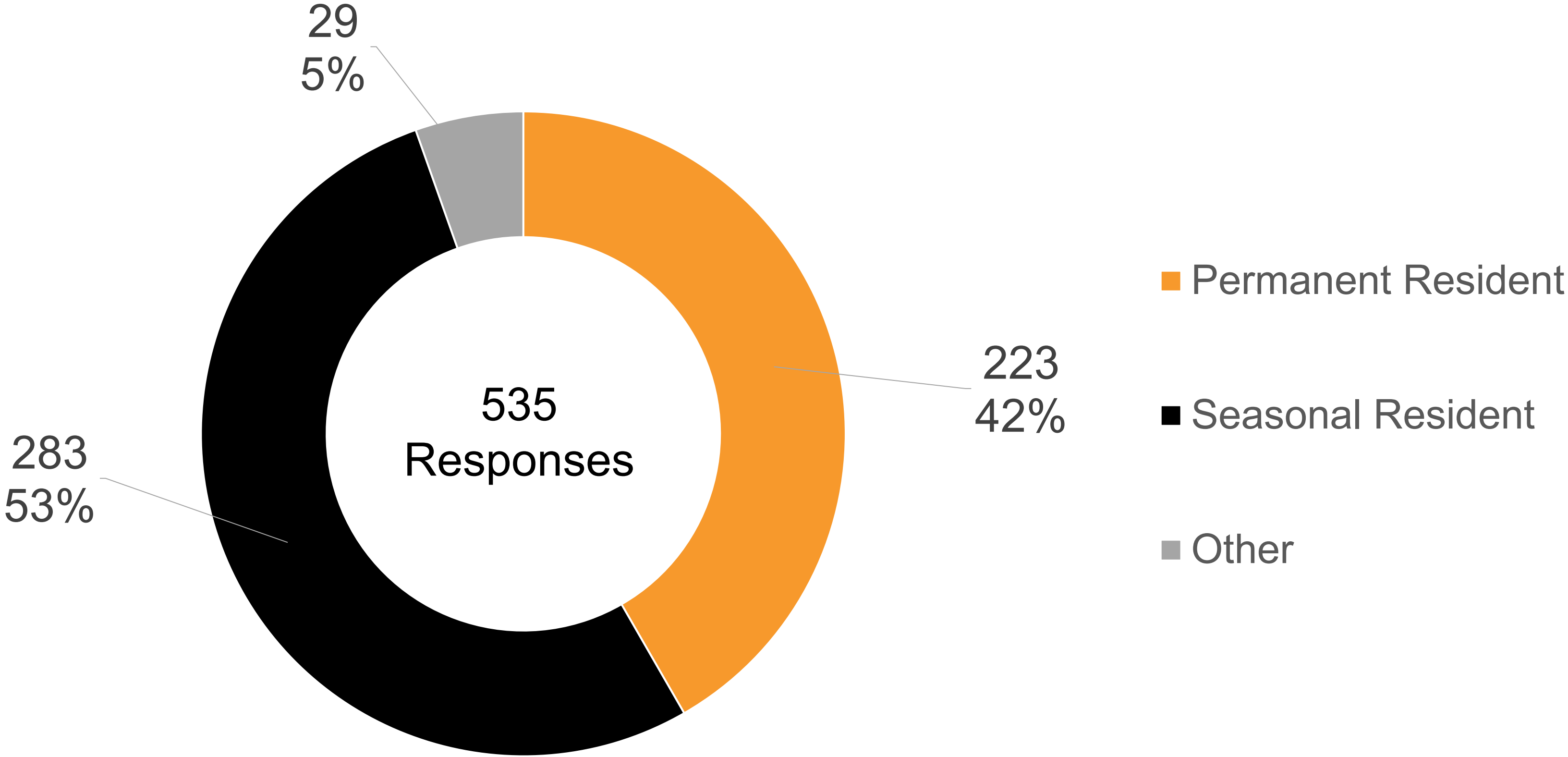


Survey Results

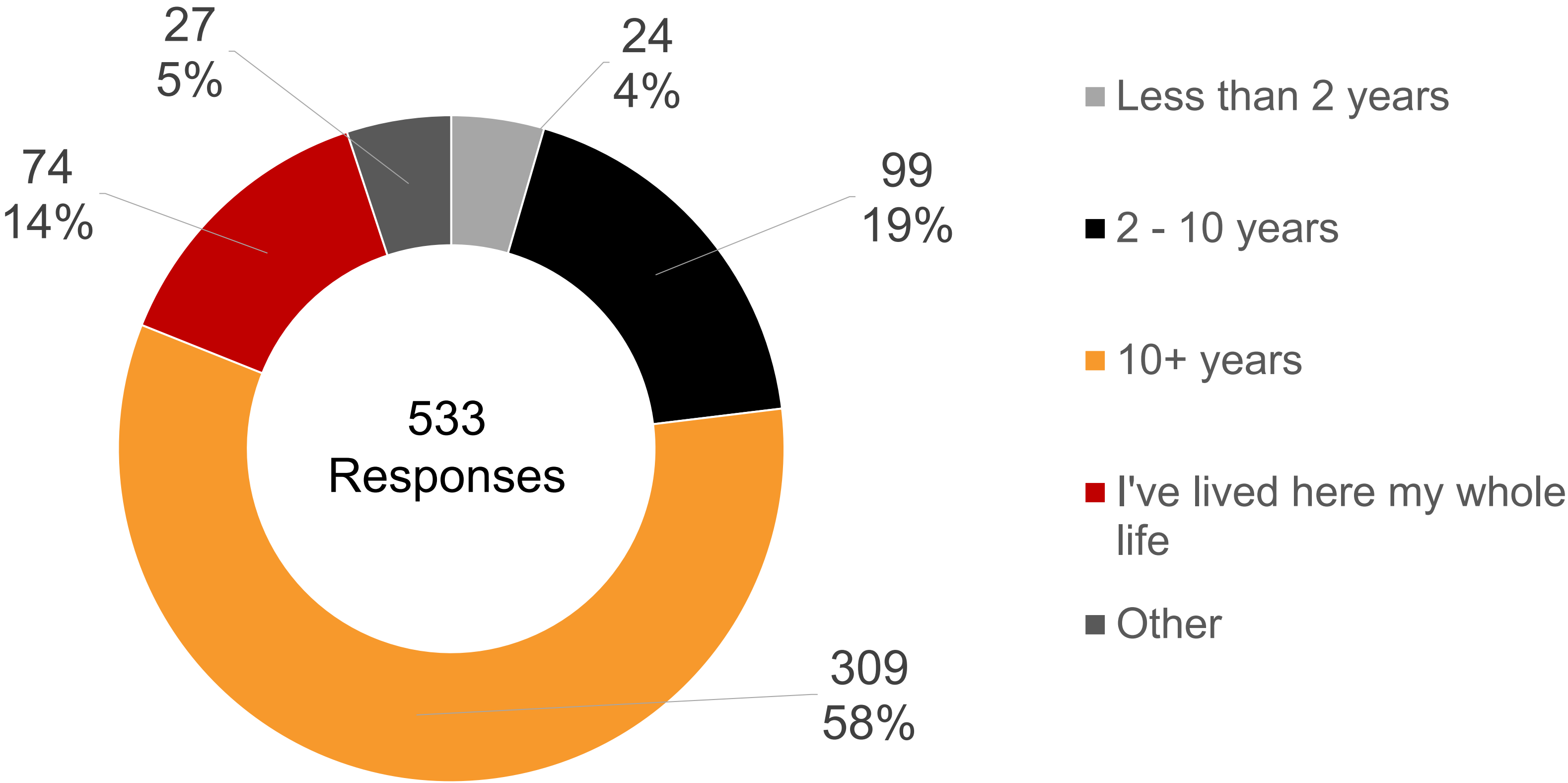
Relationship To North Kawartha



Resident Status

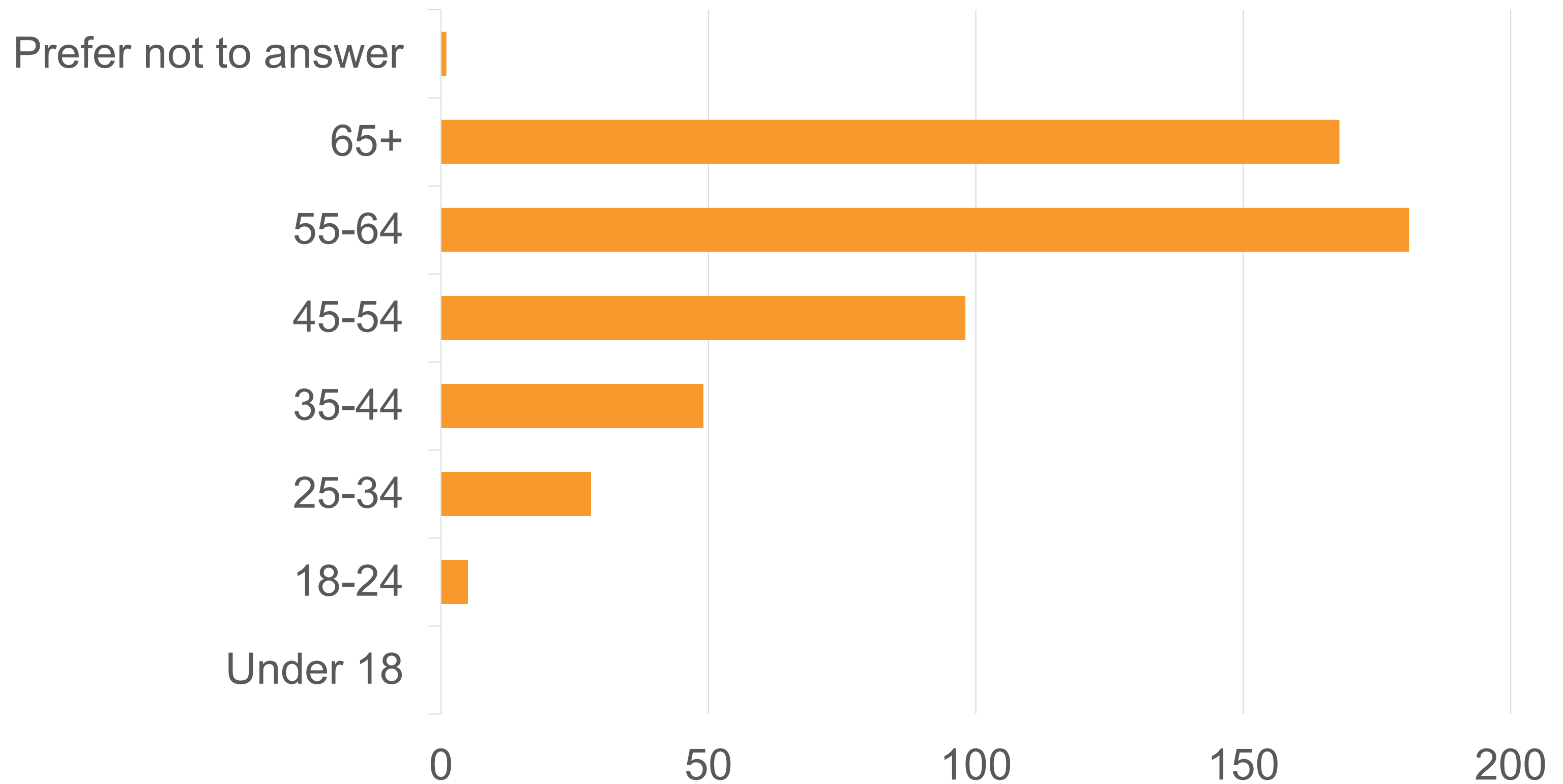


How Long Have You Lived / Owned Property In North Kawartha?



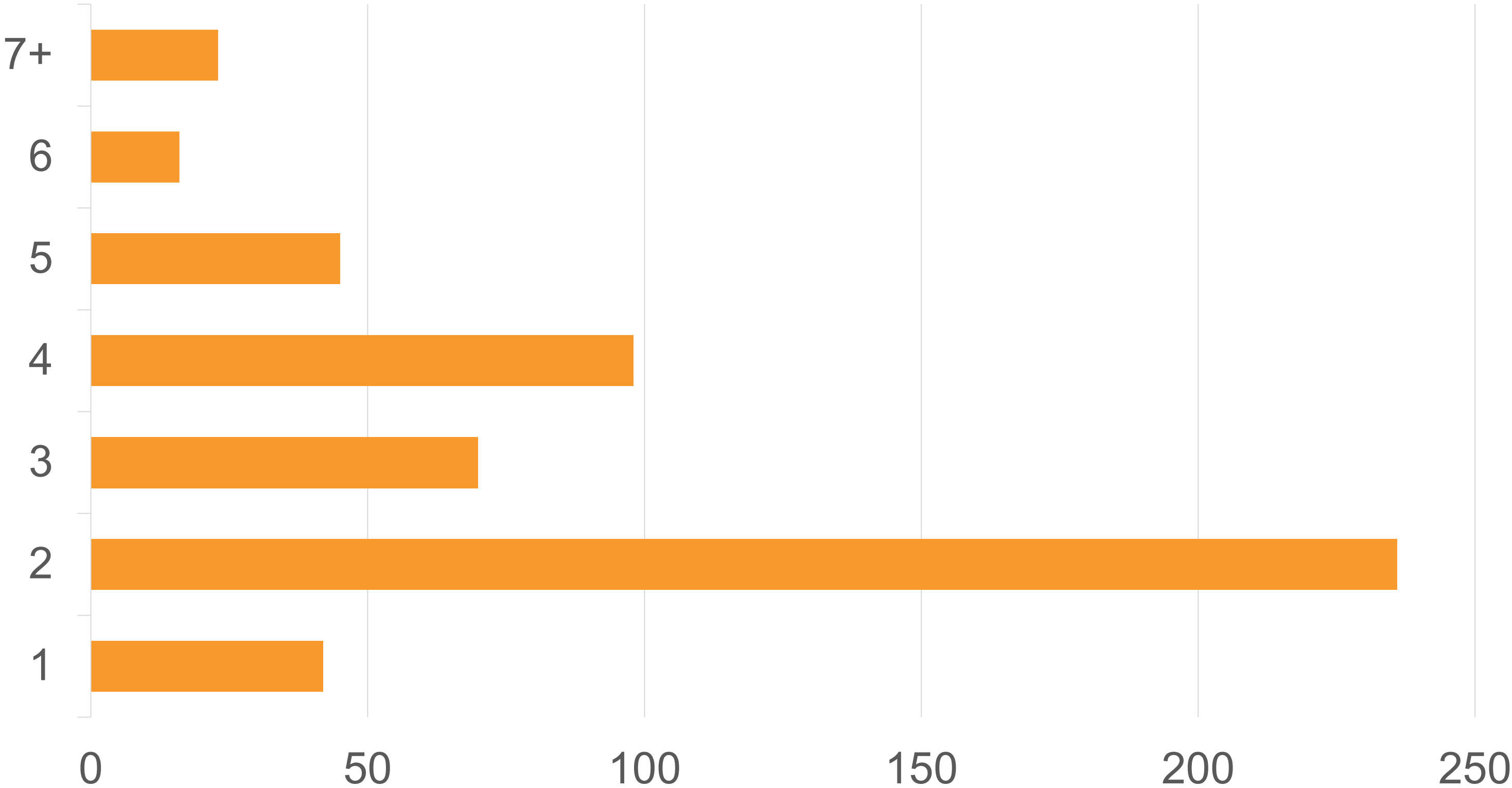
Age

530
Responses



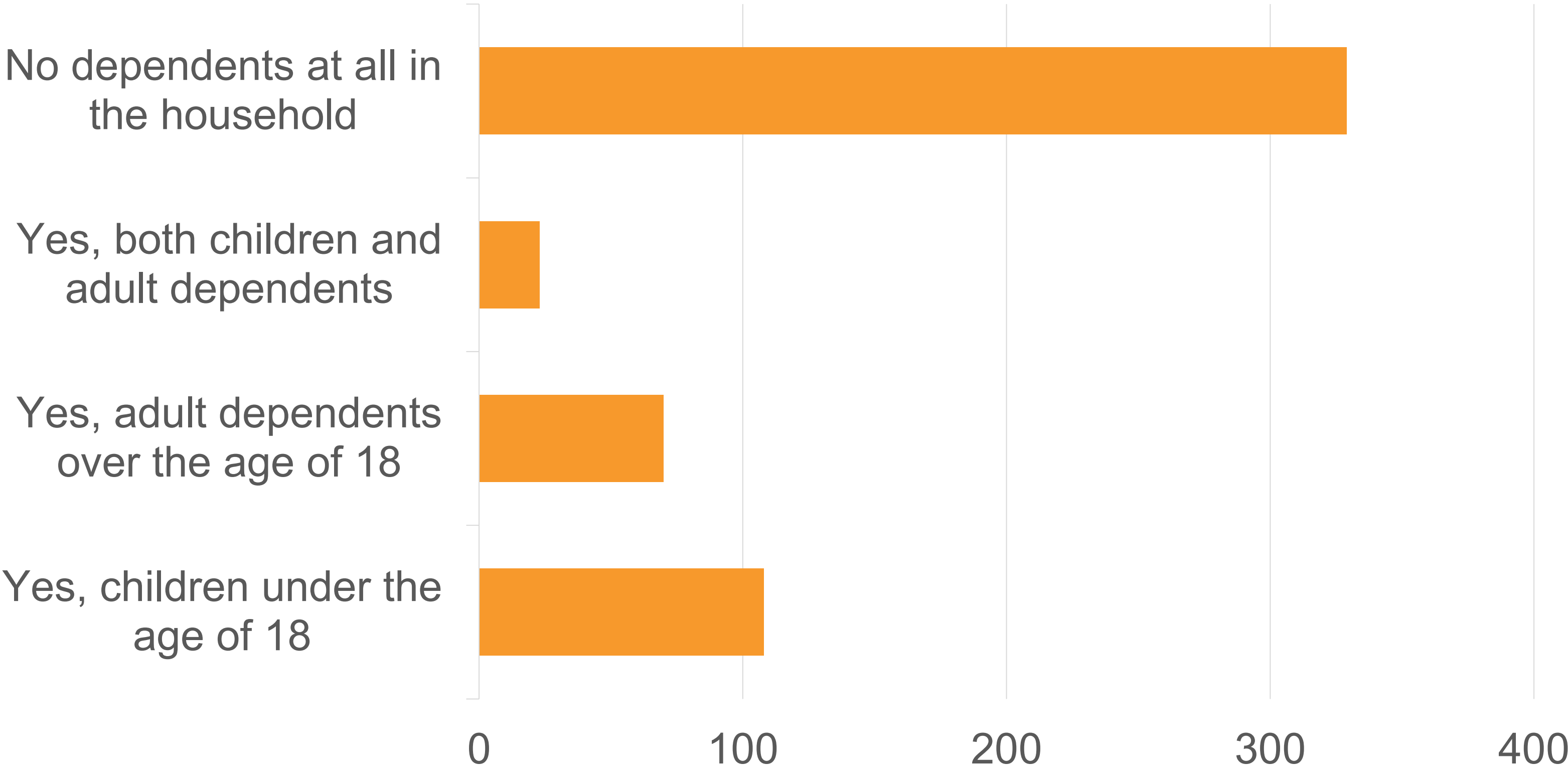
How Many People In Your Household?

530
Responses



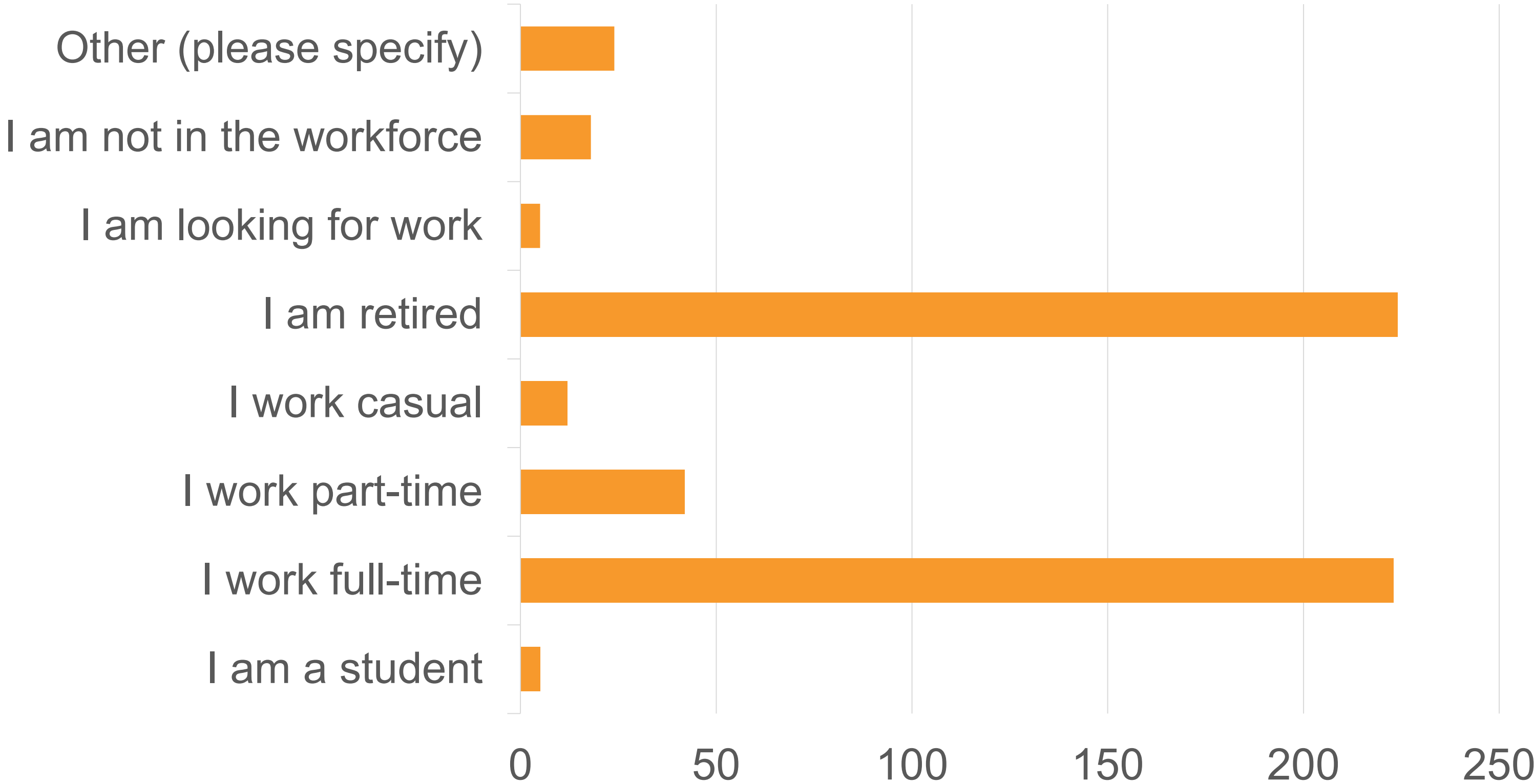
Dependents In The Home

530
Responses

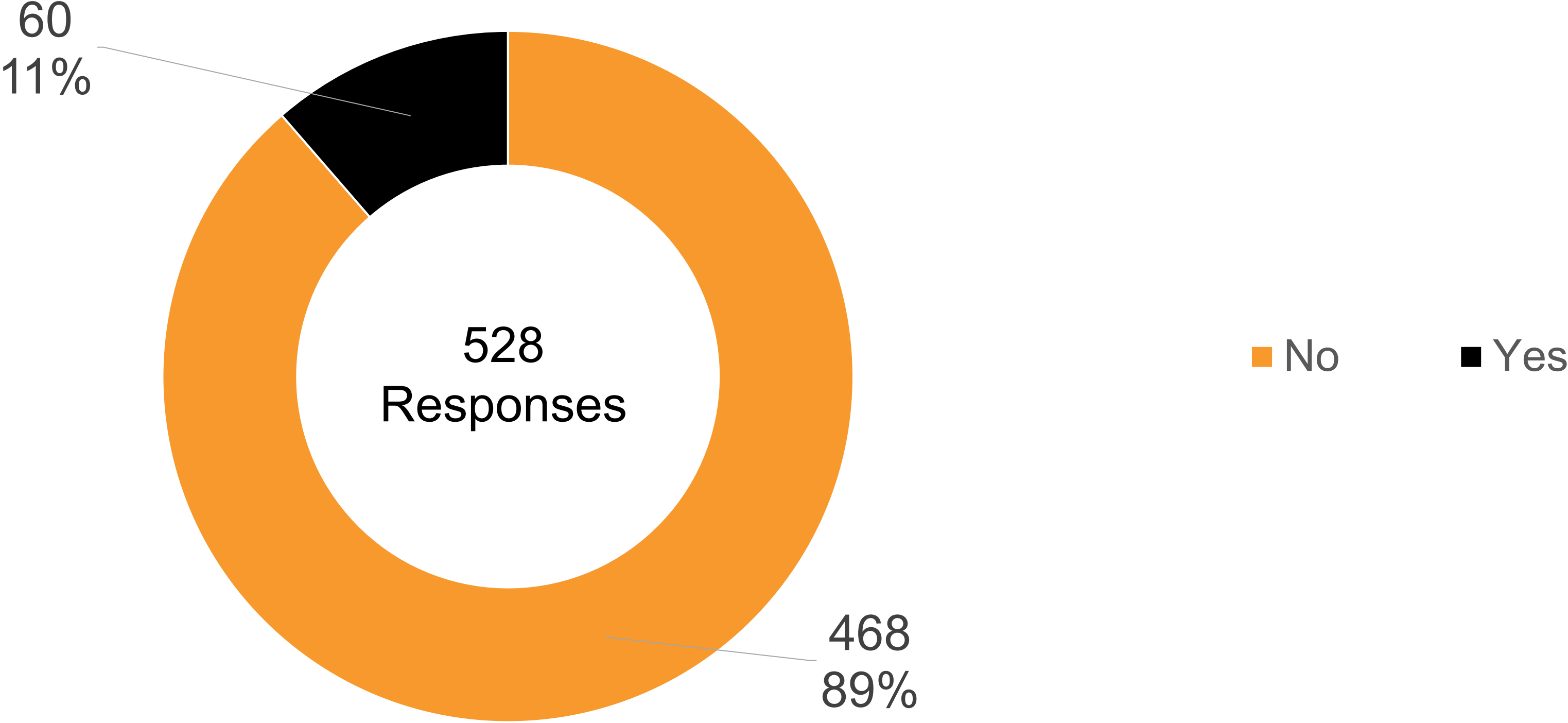


Employment Status

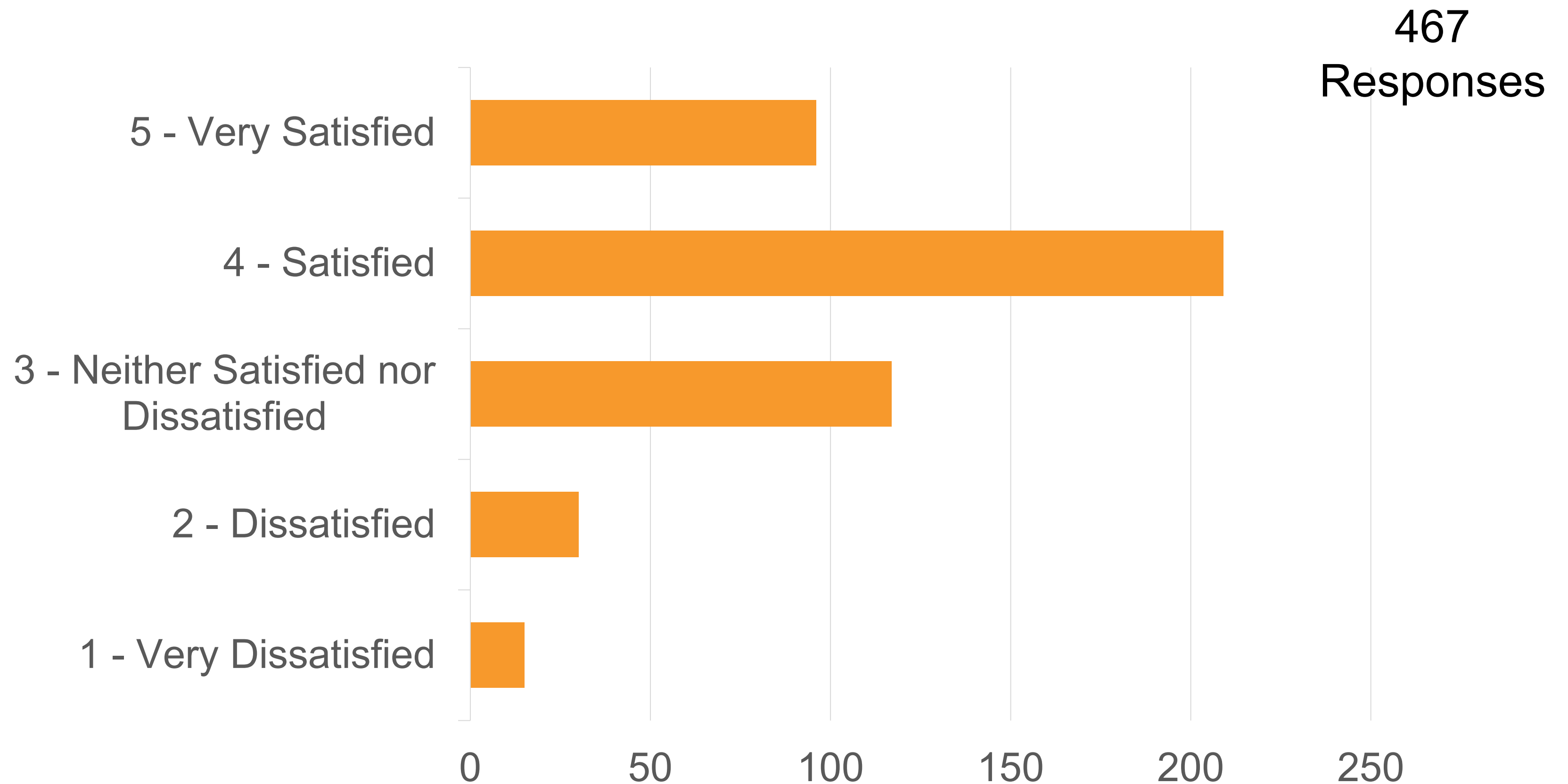
530
Responses



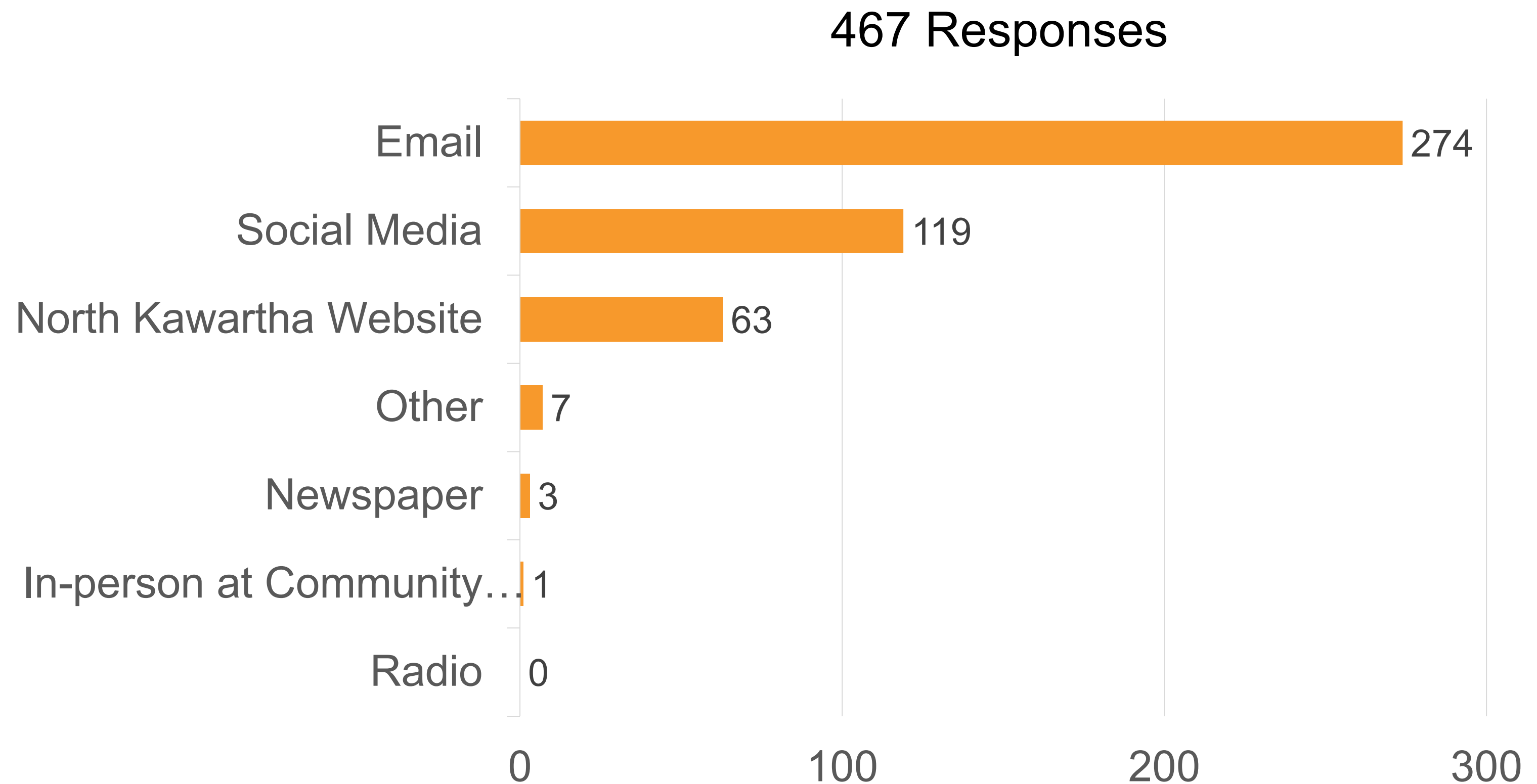
Business Owner?



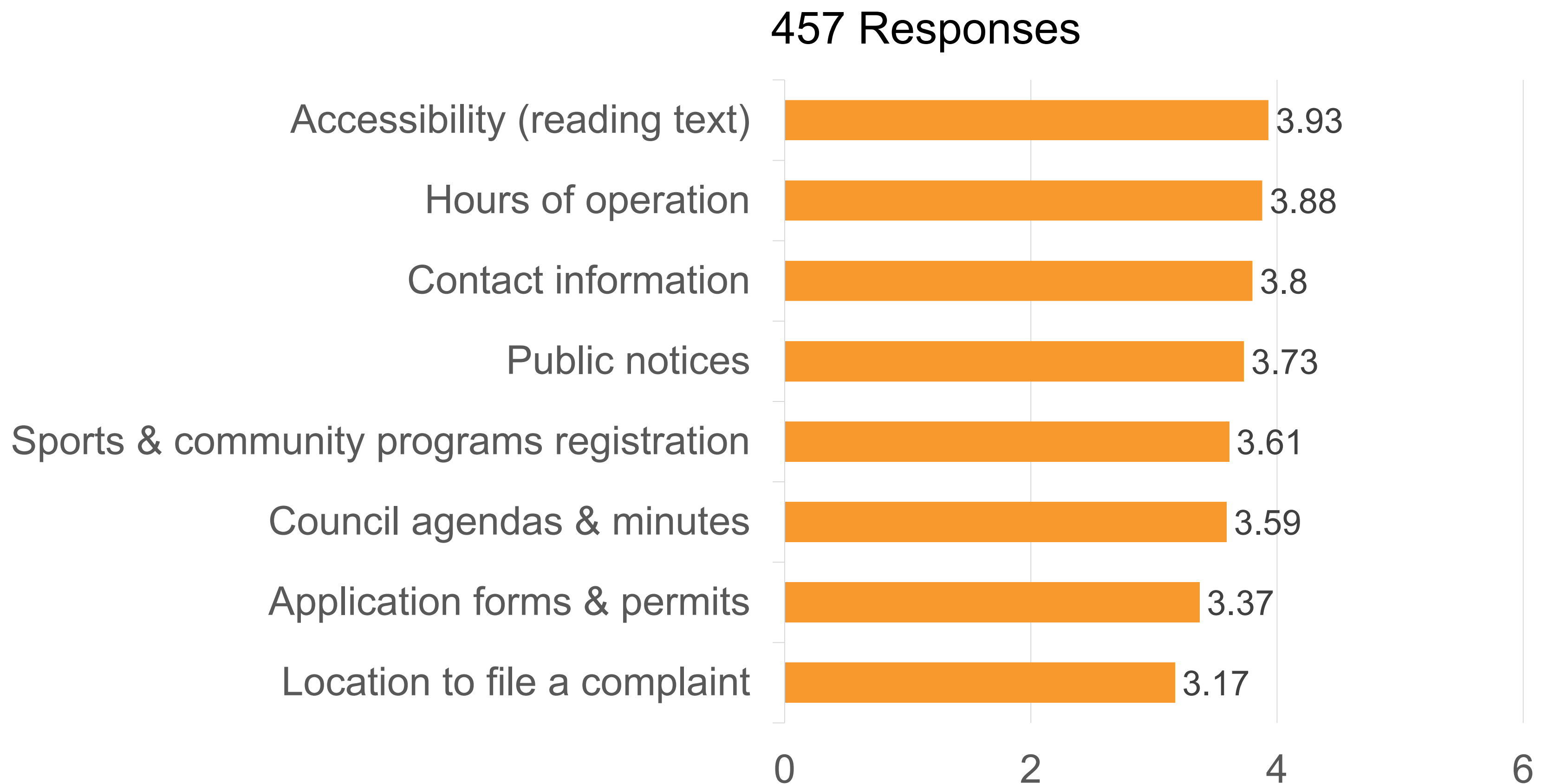
What Is Your Overall Level Of Satisfaction With The Quality Of North Kawartha's Communications With Its Residents?



Which Method Is The Most Effective For The Township To Connect With You?

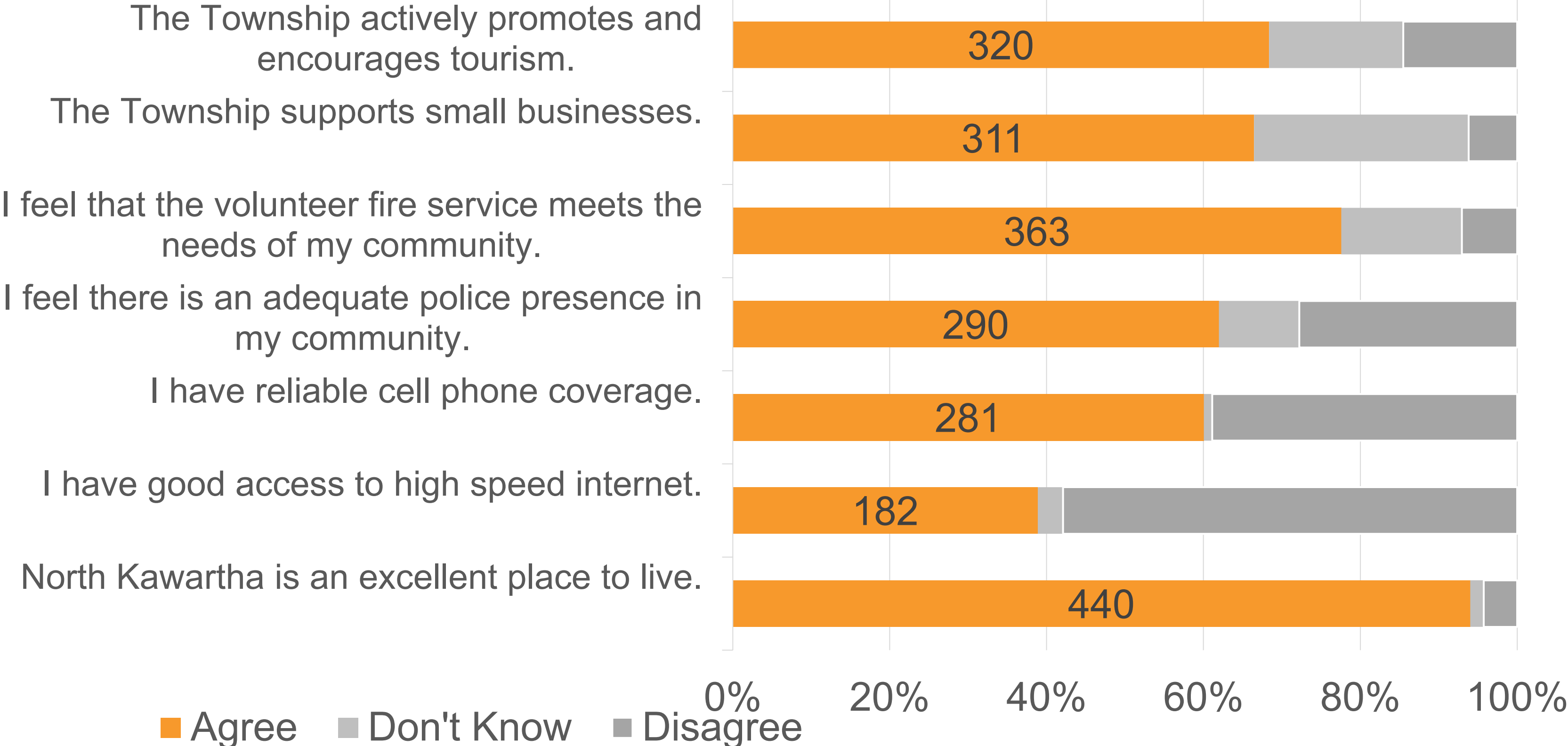


How Easy Is It To Find The Following?



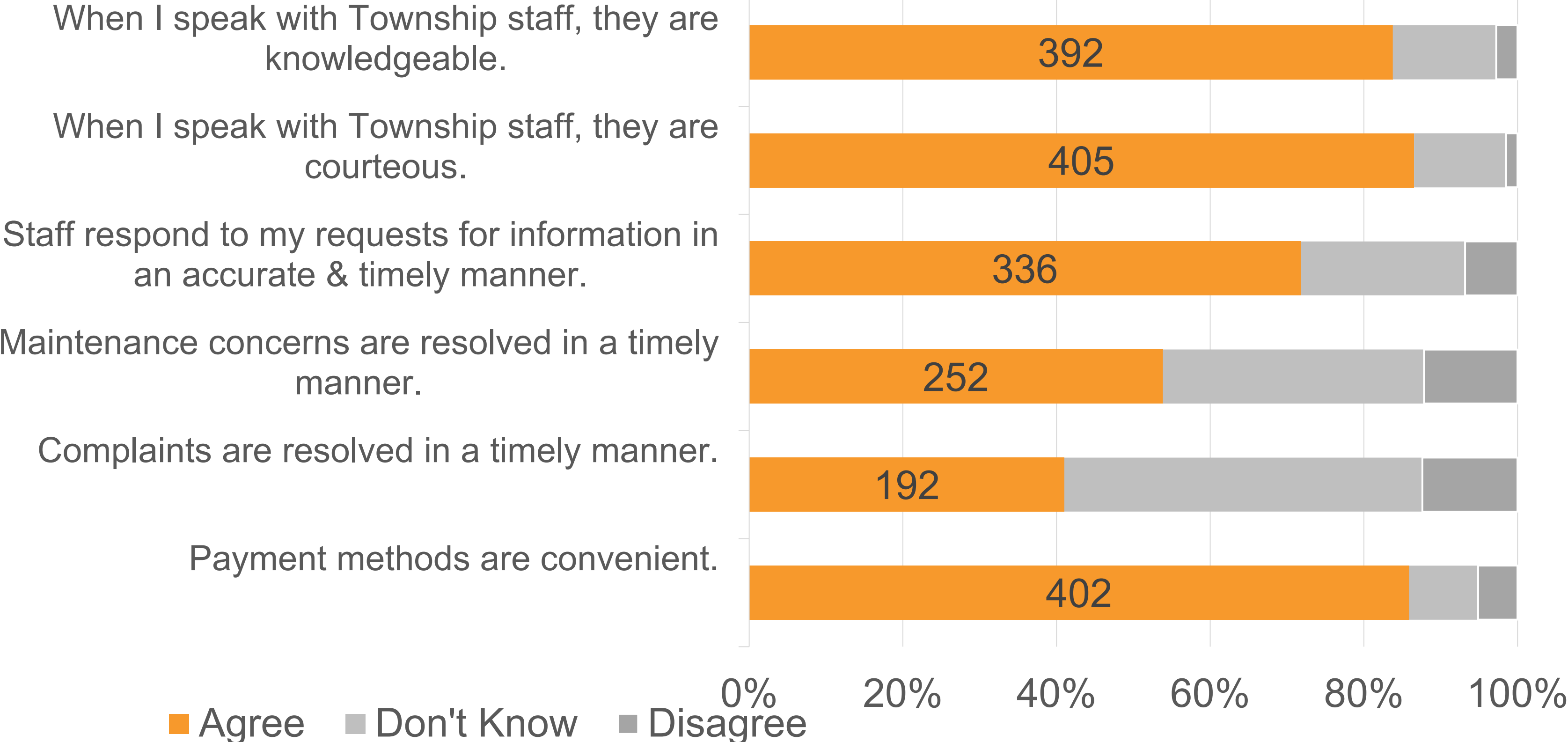
Do You Agree Or Disagree With The Following Statements?

468 Responses



Do You Agree Or Disagree With The Following Statements?

468 Responses



Do You Agree Or Disagree With The Following Statements?

468 Responses

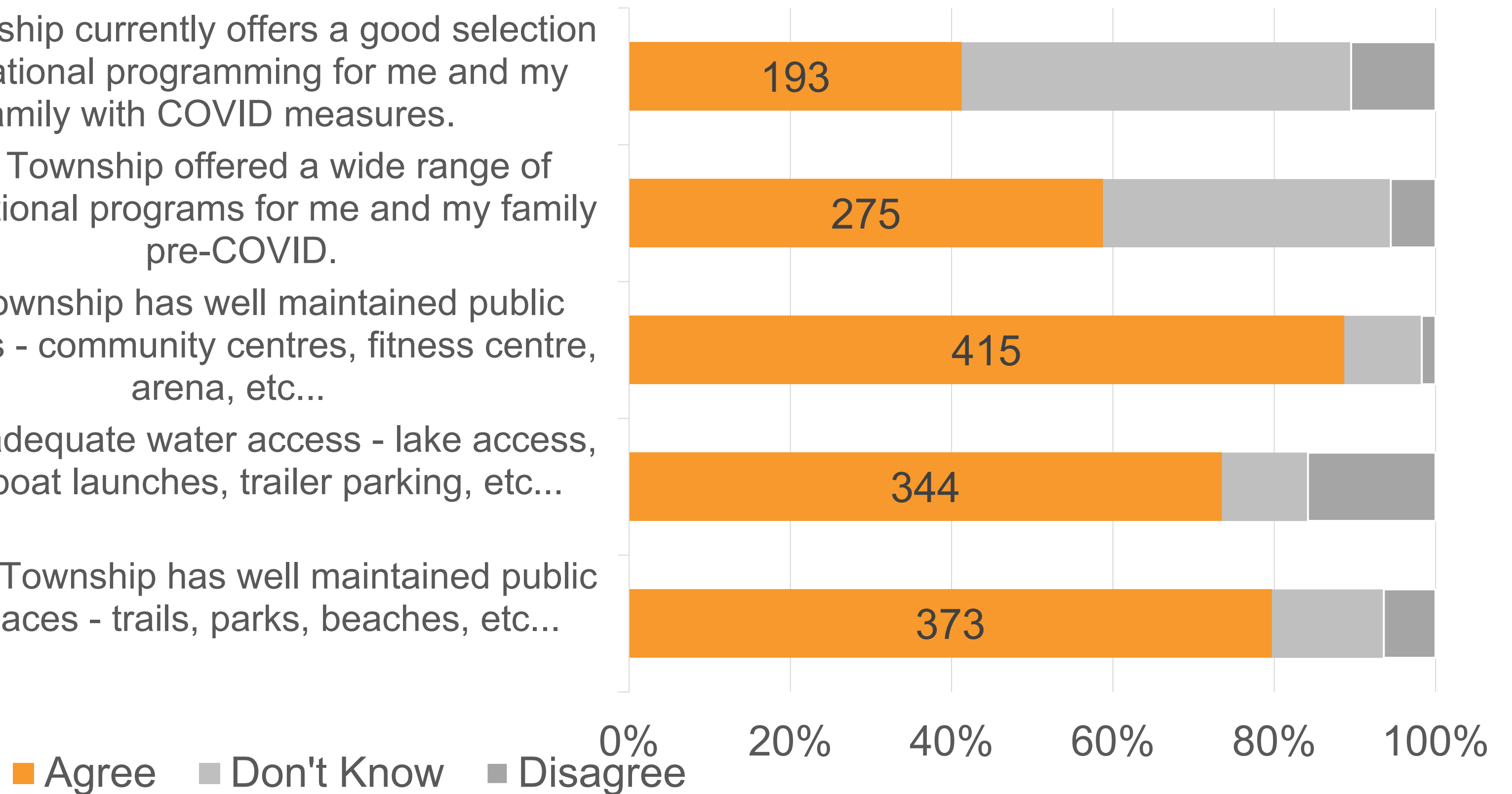
The Township currently offers a good selection of recreational programming for me and my family with COVID measures.

The Township offered a wide range of recreational programs for me and my family pre-COVID.

The Township has well maintained public buildings - community centres, fitness centre, arena, etc...

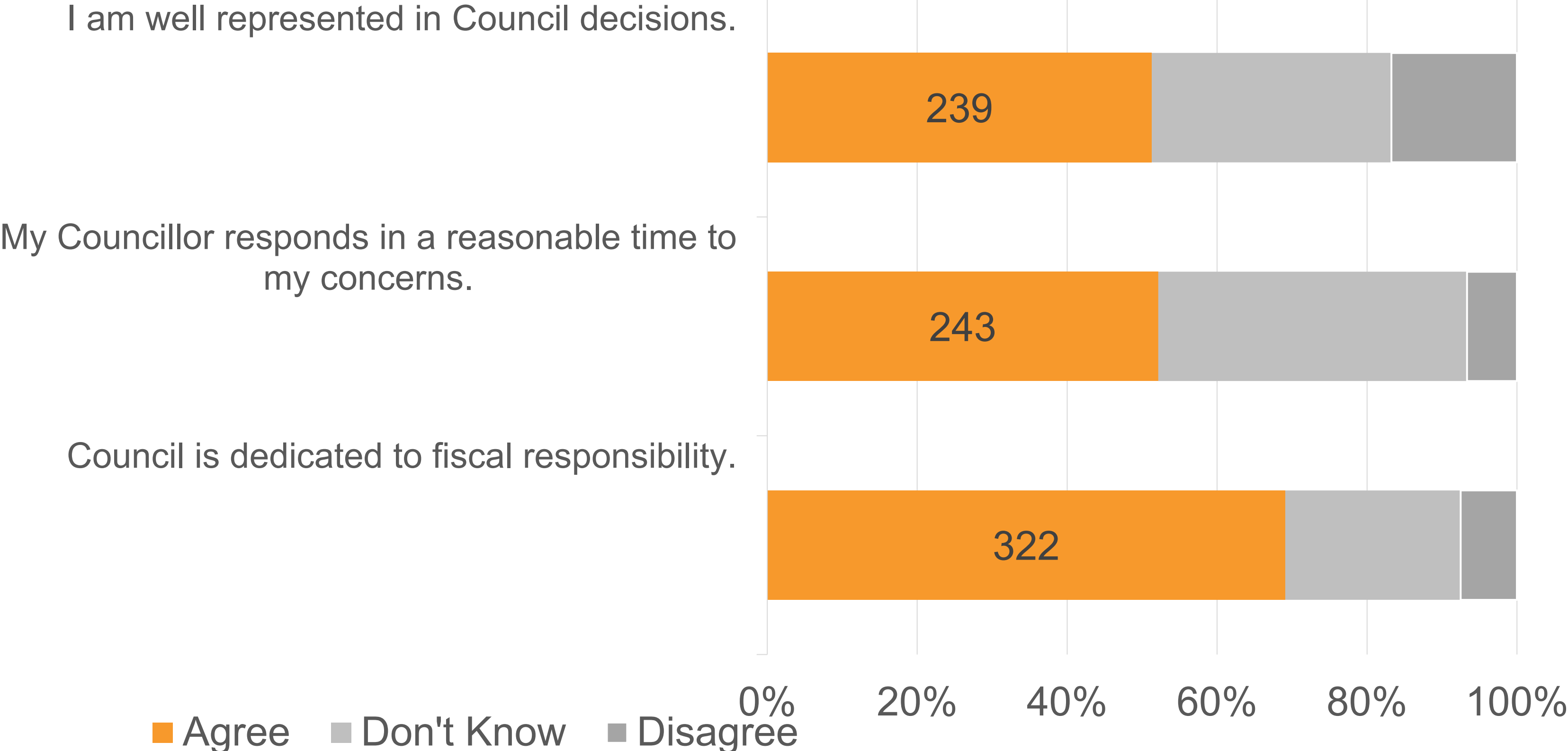
There is adequate water access - lake access, docks, boat launches, trailer parking, etc...

The Township has well maintained public spaces - trails, parks, beaches, etc...



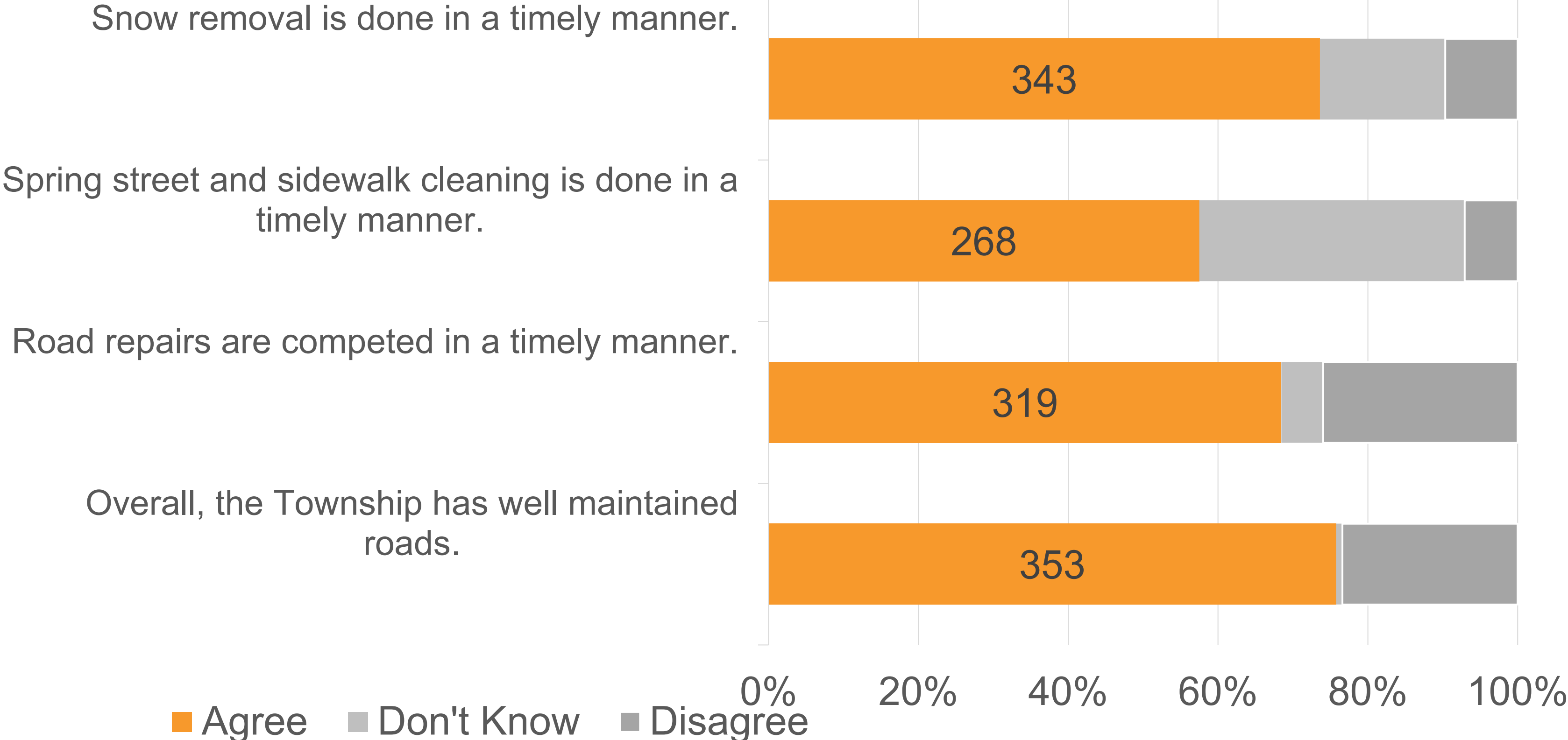
Do You Agree Or Disagree With The Following Statements?

466 Responses



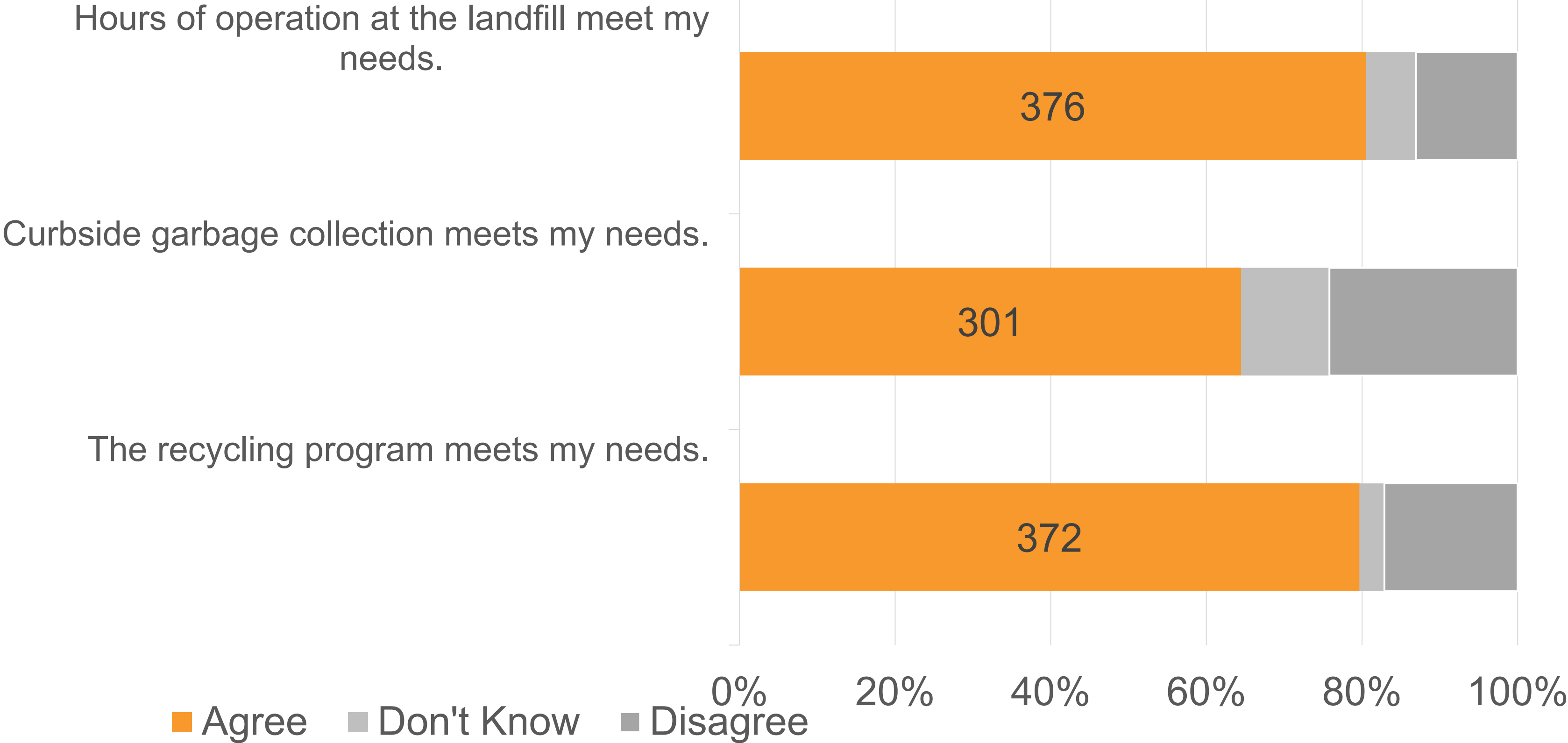
Do You Agree Or Disagree With The Following Statements?

466 Responses



Do You Agree Or Disagree With The Following Statements?

467 Responses



Do You Agree Or Disagree With The Following Statements?

466 Responses

I know who to contact if I have a question about the status of my zoning application.

244

I know who to contact if I have a question about the status of my building or sewage system permit.

279

Permits are issued in a timely manner.

220





Public Consultations

Service Delivery Review

Public Consultations / January 2021



Agenda

1. Project Overview
2. Public Survey Results & Your Input

Project Overview

From The Province:

The Municipal Modernization Program is an important part of our government's plan to help municipalities lower costs and improve services for local residents and businesses over the long term.

The review project being undertaken by your municipality is an important step toward achieving Ontario's goal of helping municipalities deliver efficient, effective, modern services that meet the evolving needs of our communities.



Lean SixSigma Process Mapping By Strexer Harrop
Pictured Here: Recreation Program Registration

Project Overview

From Alana Solman, CAO:

“Staff, with the direction of Council, aim to provide enhanced customer service, appropriate programs and services and to utilize tax dollars as efficiently and effectively as possible to sustain a united and healthy community. This third-party review will help guide us into the future.”

From Mayor Amyotte:

“Council is pleased to be undergoing a Service Delivery Review of our municipal programs and services. Through this process we hope to have a more engaged community, to better align local government services with the needs of all residents, along with finding efficiencies and cost-savings.”

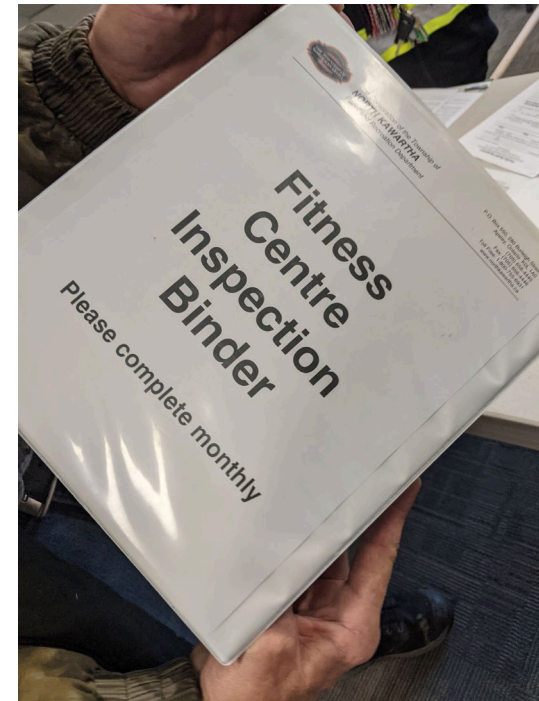


Lean SixSigma Process Mapping By Strexer Harrop
Pictured Here: Household Garbage

Methodology

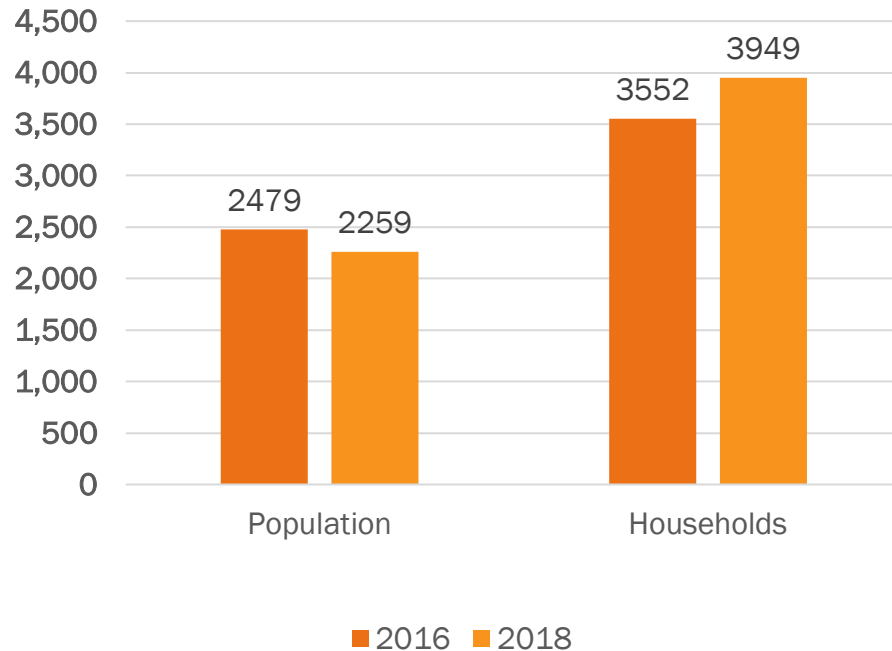
- 1. Phase One: Define & Measure.**
Surveys, interviews and process mapping with internal and external stakeholders.
- 2. Phase Two: Analyze.**
Data compiled and presented to understand the workflow and customer experience.
- 3. Phase Three: Improve & Control.**
Stakeholder consultations and 'future state' process mapping to enhance customer experience and potential cost savings/avoidance.

IMPORTANT NOTE: No services will be cut & no jobs will be eliminated. This is 100% about customer service (internal & external customers)



Procedure Review By Strexer Harrop
Pictured Here: Fitness Centre Inspection

Survey Respondents



561 individuals completed the public survey.

- 42% are permanent residents
- 53% are seasonal residents
- 72% have lived in North Kawartha 10+ years
- 60 business owners completed the survey
- 45% are retired or not in the workforce
- 50% work full-time or part-time

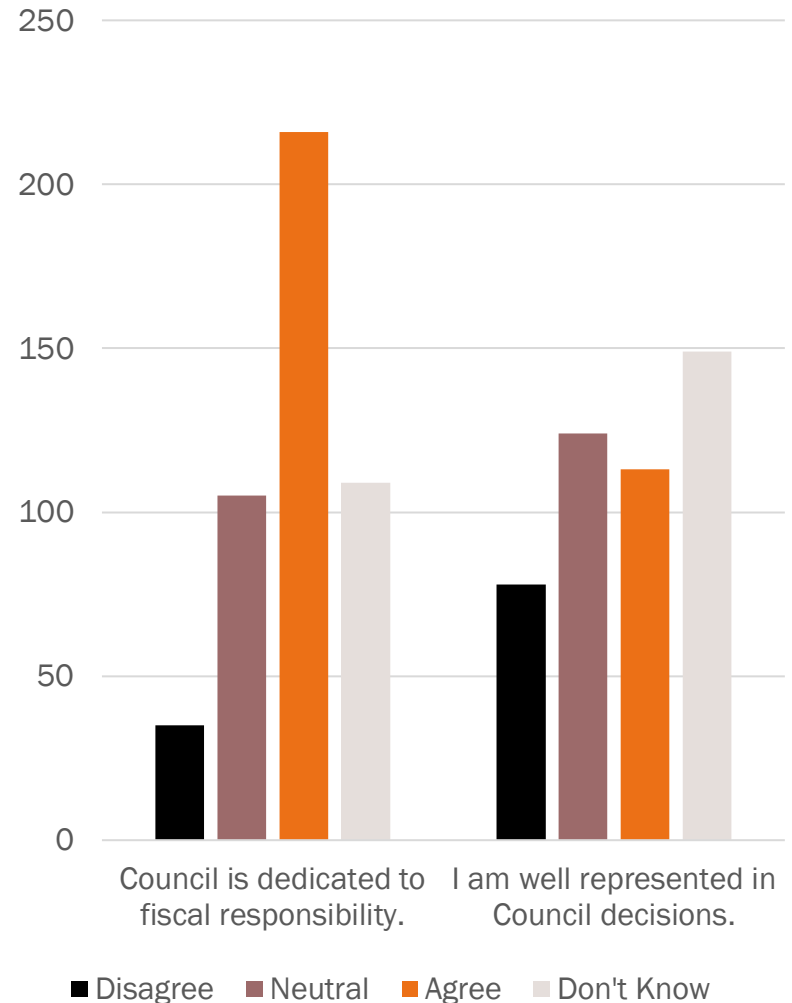
Strategic Plan & Governance

Vision: A united and healthy community connected to our natural heritage.

Core Purpose: Provide leadership, education, infrastructure and cost-effective resources to ensure sustainable rural and urban growth.

Strategic Pillars: The Strategic Pillars further define and support the Vision Statement and Core Purpose of the Township. They provide the link between the Core Purpose and the Strategic Directions.

1. Infrastructure - Investments in Municipal Infrastructure
2. Economy - Guide Economic Growth for a Sustainable Community
3. **Governance - Maintain a Strong, Accountable, Municipal Government**
4. Environment - Protect and Enhance the Environment



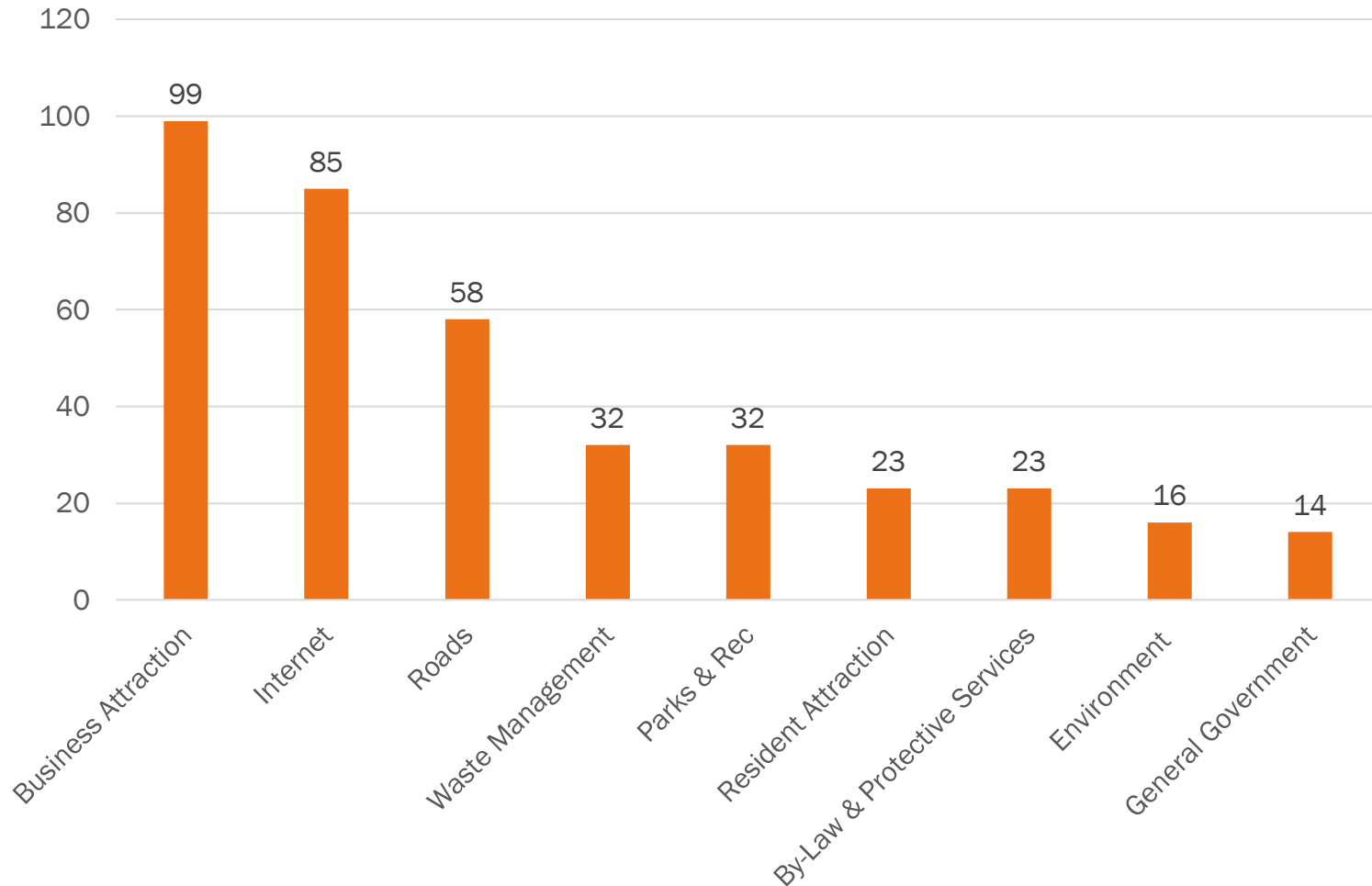
Communications

65% of survey respondents are satisfied with the quality of North Kawartha's communications with residents. When asked which method is the most effective way for the Township to connect with them:

- 59% prefer email
- 25% prefer social media
- 13% prefer the website

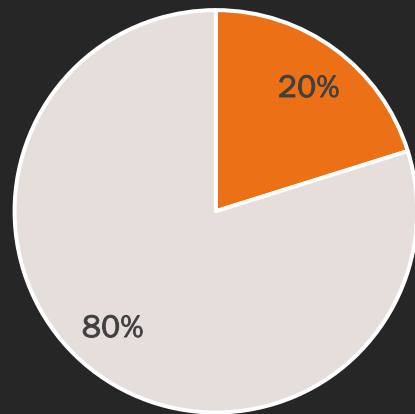
1. There are currently 668 subscribers to the North Kawartha **eNewsletter**. What additional information would you like to receive in the newsletter?
2. What information do you most often search for on the North Kawartha **website**? Is it easy to find? Are there changes you would recommend?

In terms of the overall impact on this community as a place to live and work, what is the most significant change, you would like to see in the next five years? (# of respondents – open ended question)



General Government – Economic Development

2020 Budget



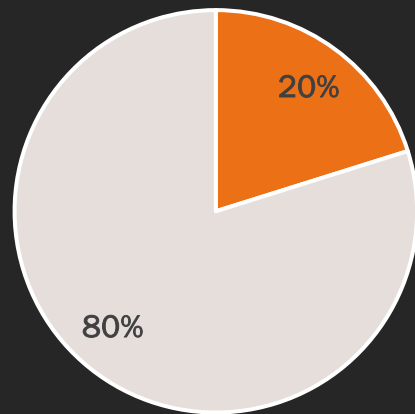
■ General...

99 survey respondents wanted the Township to focus on business development.

1. How can North Kawartha **support existing businesses?**
2. How can North Kawartha **attract new business?**

General Government - High Speed Internet

2020 Budget



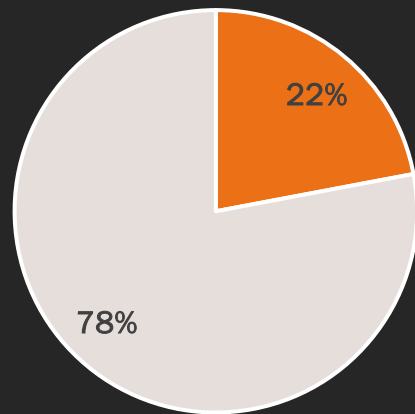
■ General...

85 respondents wanted the Township to **focus on high speed internet**. The Township can support the investment by private sector Internet service providers in a few ways.

1. Do you have any concerns with North Kawartha supporting the installation of towers in order increase high speed Internet options for residents?
2. Would you consider a “community build” whereby you and your neighbours pitch in to bring high speed internet to your street.

Roads

2020 Budget



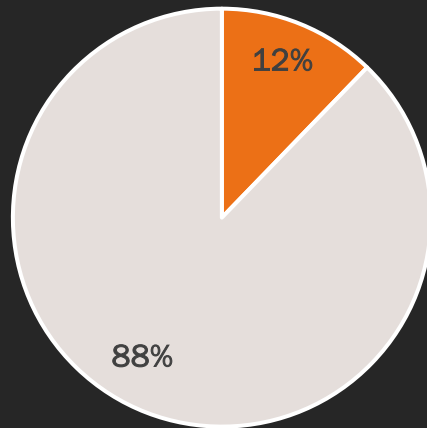
■ Roads

75% of survey respondents stated that the roads throughout North Kawartha are **well maintained**.

1. How can the Township increase this number?
2. What level of service do you expect in the winter?
3. What level of service do you expect in the summer?

Parks & Recreation

2020 Budget



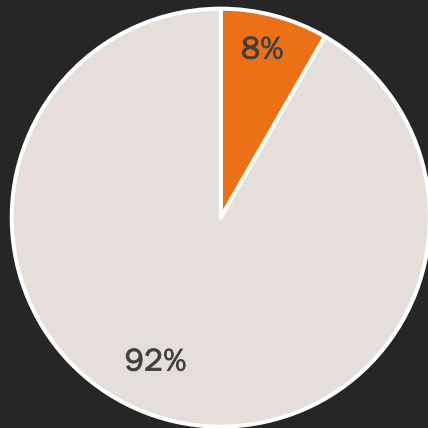
■ Parks & Recreation

80% of survey respondents stated North Kawartha has **well maintained recreational facilities.**

1. Would you use a Tennis Court in Apsley? Do you currently use the one at Wilson Park?
2. What type of Fitness Classes would you be interested in?
3. What times do/would you use the Fitness Centre?

Waste Management

2020 Budget



■ Waste Management

71% stated that the **operating hours meets their needs**.

1. What could be done to increase satisfaction?

69% stated the **recycling program meets** their needs.

2. What could be done to increase satisfaction?

54% stated the **curbside garbage program** meets their needs.

3. What could be done to increase satisfaction?



THANK YOU FOR
PARTICIPATING

Business Attraction & Retention

The following comments and suggestions were made by residents and business owners:

- More publicity for local businesses – community bulletin board, maps
- Visits to the business from Council members
- Building code enforcement standards too high for businesses owners to meet, it deters growth/expansion and perception for new business to come to the area
- Many seasonal residents don't have a reason to “go into town”, once they are at the cottage, they don't leave
- One participant described how they often use the fitness centre in the morning and then run errands in Apsley
- Several participants commented that they shop in Bancroft, Lakefield or Peterborough as there is more selection

Internet

The following comments and suggestions were made by residents and business owners:

- In general most participants would not object to a request by an Internet Service Provider (ISP) to install a tower in their neighbourhood
- Concerns raised included:
 - would towers delay fibre/cable installations?
 - Will it be tall enough to reach everyone – past tower installation was unsuccessful
- When discussing the possibility of neighbours investing in a ‘Community Build’ there were many questions and in general it could be of interest but residents would need more detailed information before expressing interest.
- Concerns raised included:
 - would it be possible to pause service in the off season?
 - What would they own if they invested in bringing Fibre To The Home (FTTH) on their road

Roads

The following comments and suggestions were made by residents and business owners:

- Conditions of roads depended on where residents lived – comments ranged from ‘very well maintained’ to ‘not in good condition’
- Is there a strategy for paving the gravel roads
- Pave gravel roads to reduce maintenance over the long term
- Flooding on some roads were mentioned but overall those concerns are addressed very quickly, staff is very responsive
- Providing information to residents on a schedule / plan for improvements

Parks & Recreation

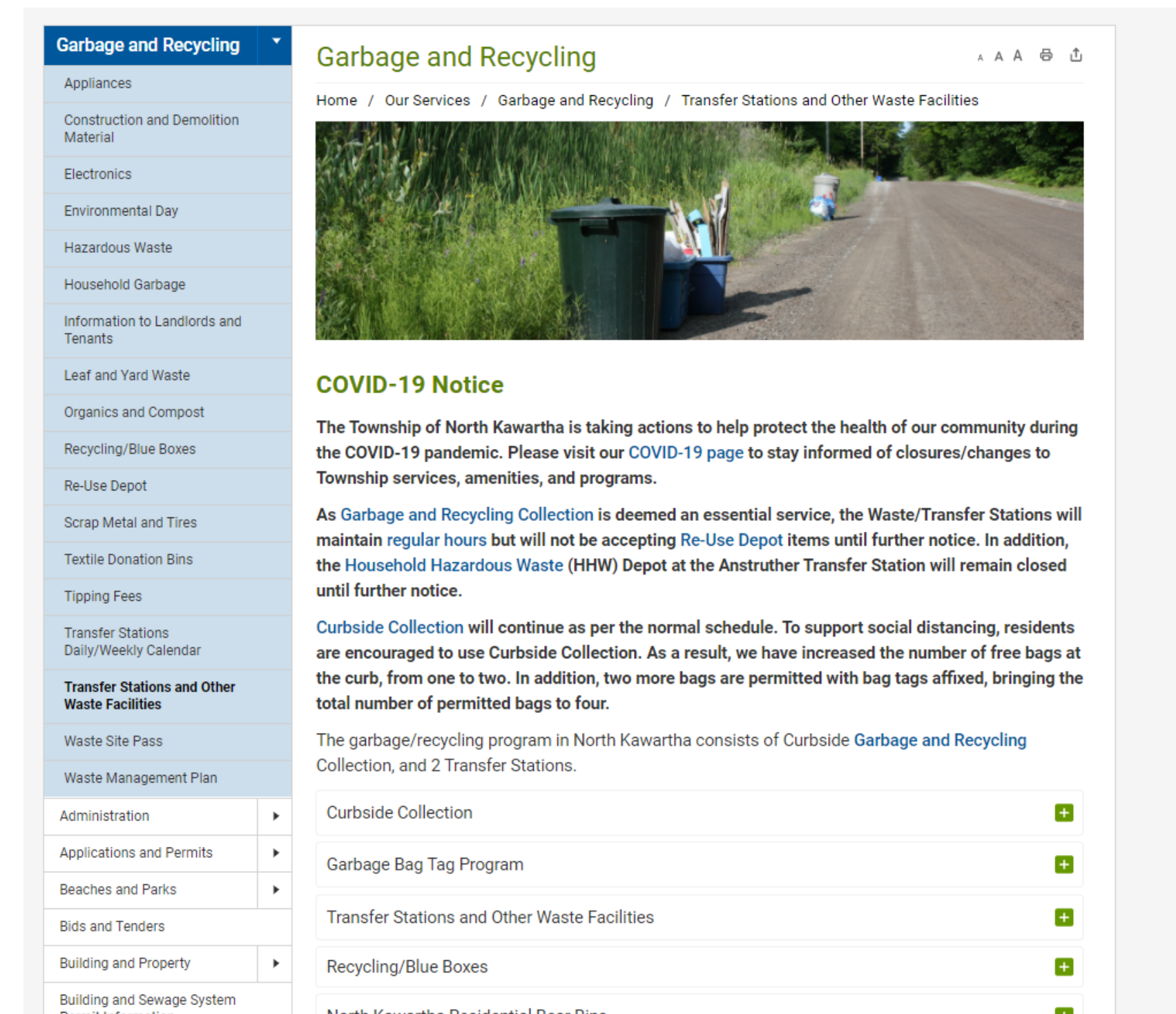
The following comments and suggestions were made by residents and business owners:

- There was some interest in the possibility of using a tennis court in Apsley and making it accessible via card access
- A swimming pool was suggested in several public consultations however there was an understanding that it would be a significant cost and more exploration would be required. Currently if residents want to swim in the winter they have to travel to Peterborough

Waste Management

The following comments and suggestions were made by residents and business owners:

- Staff are very helpful and respectful
- There was a great deal of interest in making the hours and program details more easily accessible including an mobile app
- Who to call for garbage / recycling concerns could be more visible & accessible (less clicks)
- An understanding of why item not picked up – notes are not specific
- Additional tags were suggested and willing to pay \$5 per tag
- Construction waste should be 12 months not just summer



The screenshot shows a website page for 'Garbage and Recycling'. On the left is a sidebar menu with categories like 'Appliances', 'Construction and Demolition Material', 'Electronics', 'Environmental Day', 'Hazardous Waste', 'Household Garbage', 'Information to Landlords and Tenants', 'Leaf and Yard Waste', 'Organics and Compost', 'Recycling/Blue Boxes', 'Re-Use Depot', 'Scrap Metal and Tires', 'Textile Donation Bins', 'Tipping Fees', 'Transfer Stations Daily/Weekly Calendar', 'Transfer Stations and Other Waste Facilities', 'Waste Site Pass', and 'Waste Management Plan'. Below these are several expandable sections: 'Administration', 'Applications and Permits', 'Beaches and Parks', 'Bids and Tenders', 'Building and Property', and 'Building and Sewage System Permit Information'. The main content area has a breadcrumb trail: 'Home / Our Services / Garbage and Recycling / Transfer Stations and Other Waste Facilities'. Below this is a photo of a residential street with green and blue recycling bins. A 'COVID-19 Notice' section follows, stating that the Township of North Kawartha is taking actions to protect health during the pandemic. It notes that 'Garbage and Recycling Collection' is an essential service, so waste/transfer stations will maintain regular hours but not accept Re-Use Depot items. It also mentions that the Household Hazardous Waste (HHW) Depot at the Anstruther Transfer Station will remain closed. A section on 'Curbside Collection' states it will continue as per the normal schedule, with an increase in free bags at the curb from one to two, and two more bags permitted with tags, bringing the total to four. At the bottom, there is a list of services with expandable options: 'Curbside Collection', 'Garbage Bag Tag Program', 'Transfer Stations and Other Waste Facilities', 'Recycling/Blue Boxes', and 'North Kawartha Residential Bear Bins'.

Additional Comments & Suggestions

The following comments and suggestions were made by residents and business owners:

- Public access on Loon Lake to support the Provincial Park for canoeing & kayaking
- The number of visitors using private roads to access lakes is increasing – what can be done?
- Building & planning compliance is difficult & enforcement too strong
- Make it easier to access water quality information on the website
- The website is cumbersome – there is a lot of information but too many clicks/drill down to find what they are looking for
- Septic inspection program should be more proactive



Interviews

Staff / Council Key Stakeholders

Recommendations from Partners

The following comments and opportunities were offered by partners from Peterborough City and County:

- Support and fund the expansion of the Community Development Committee to stabilize the workforce.
- Encourage businesses to access learning programs at the Peterborough Kawartha Economic Development Corporation.
- Develop and implement an Economic Development Strategy.
- Access data from Workforce Development Board and Fleming College to inform community and economic programming and strategy.

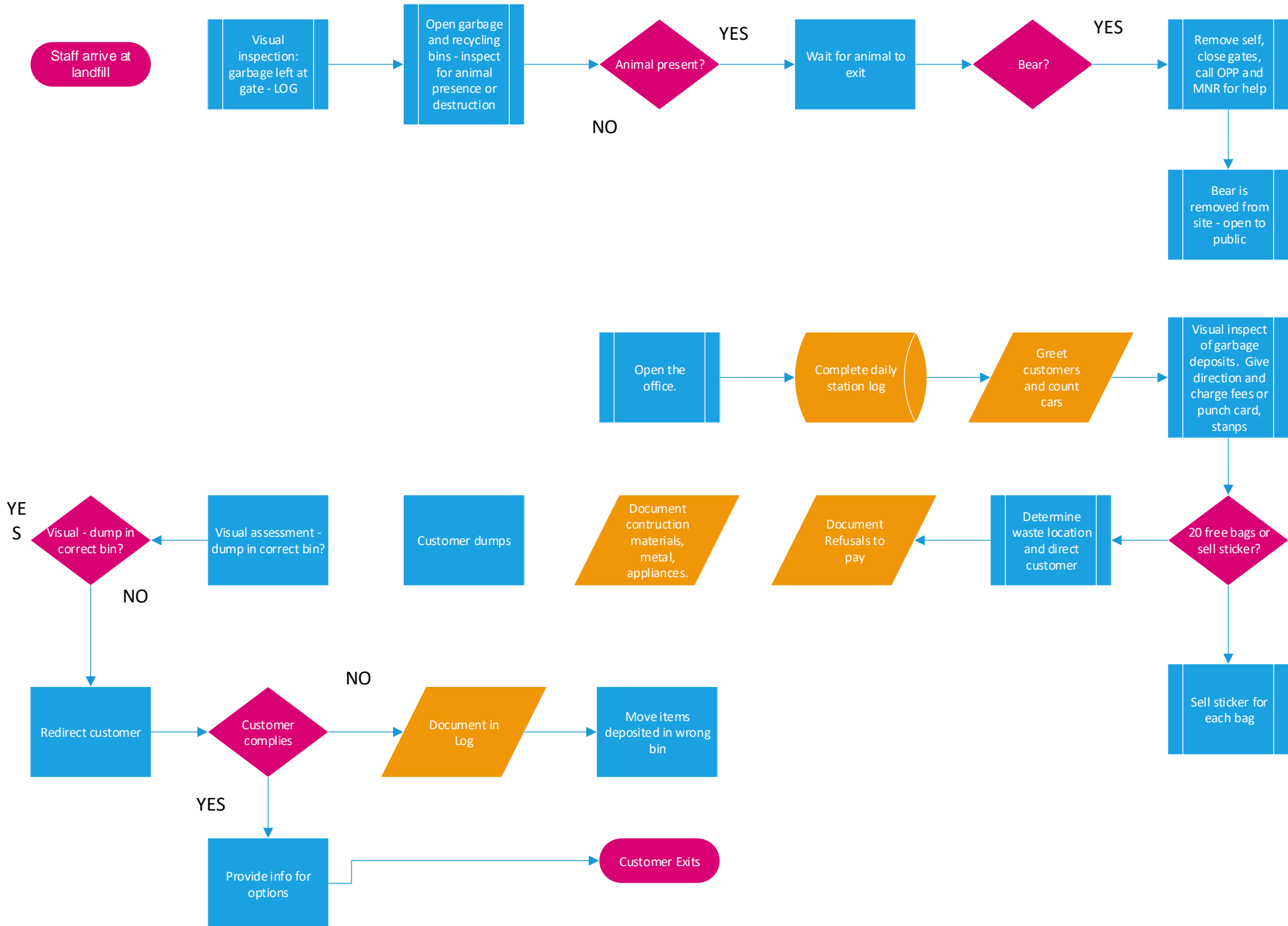
Recommendations from Partners

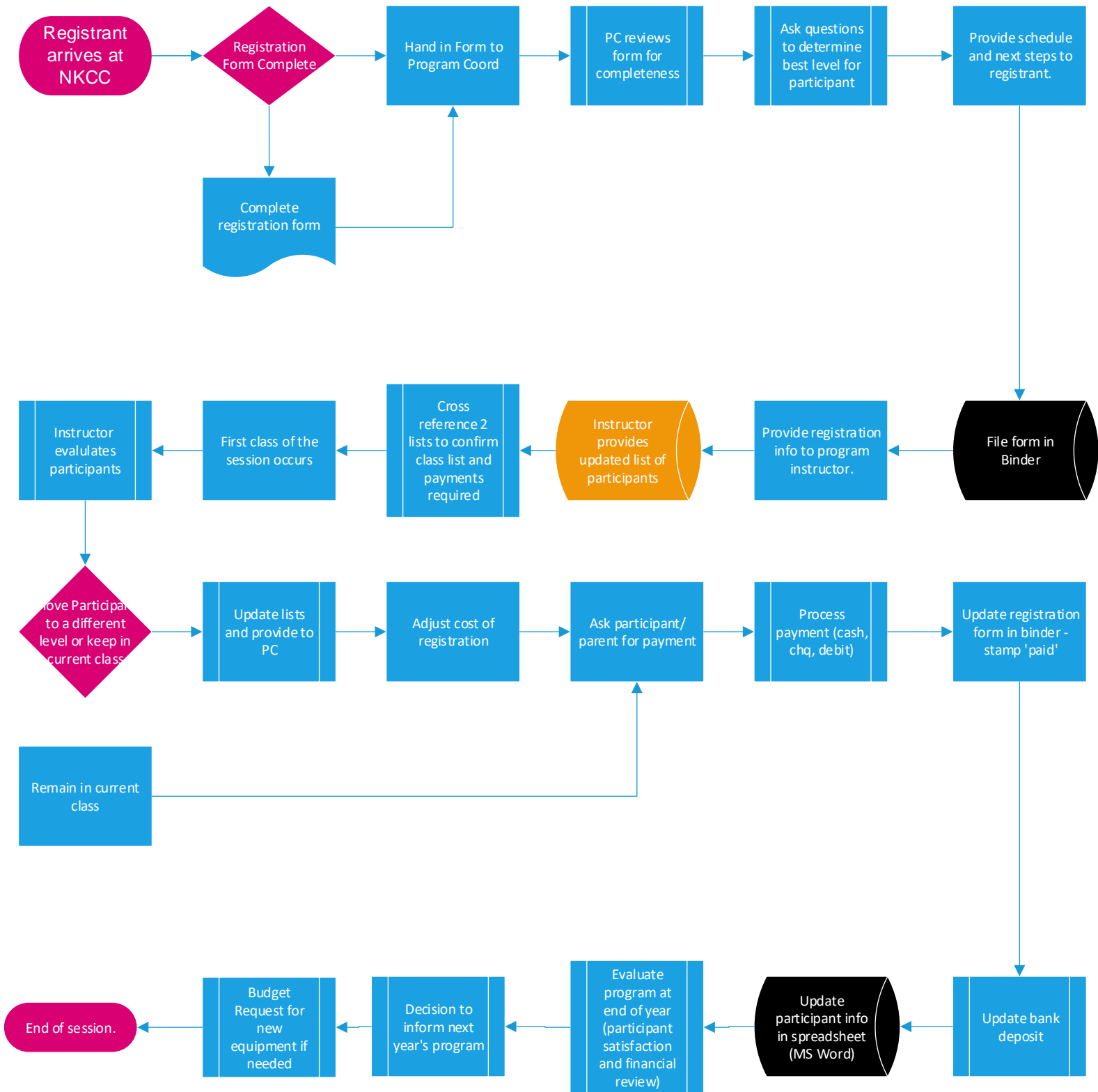
- Review the County Service Delivery Review and seek ways to partner and participate in working teams and improvement opportunities.
- Participate in the County Assessment Review Project.
- Advance the County Waste Reduction Education Program in North Kawartha.
- Share the purchase, maintenance, use of large roads maintenance equipment with the County and other townships.
- Continue to build relationships with the County and surrounding townships seeking ways to work together.



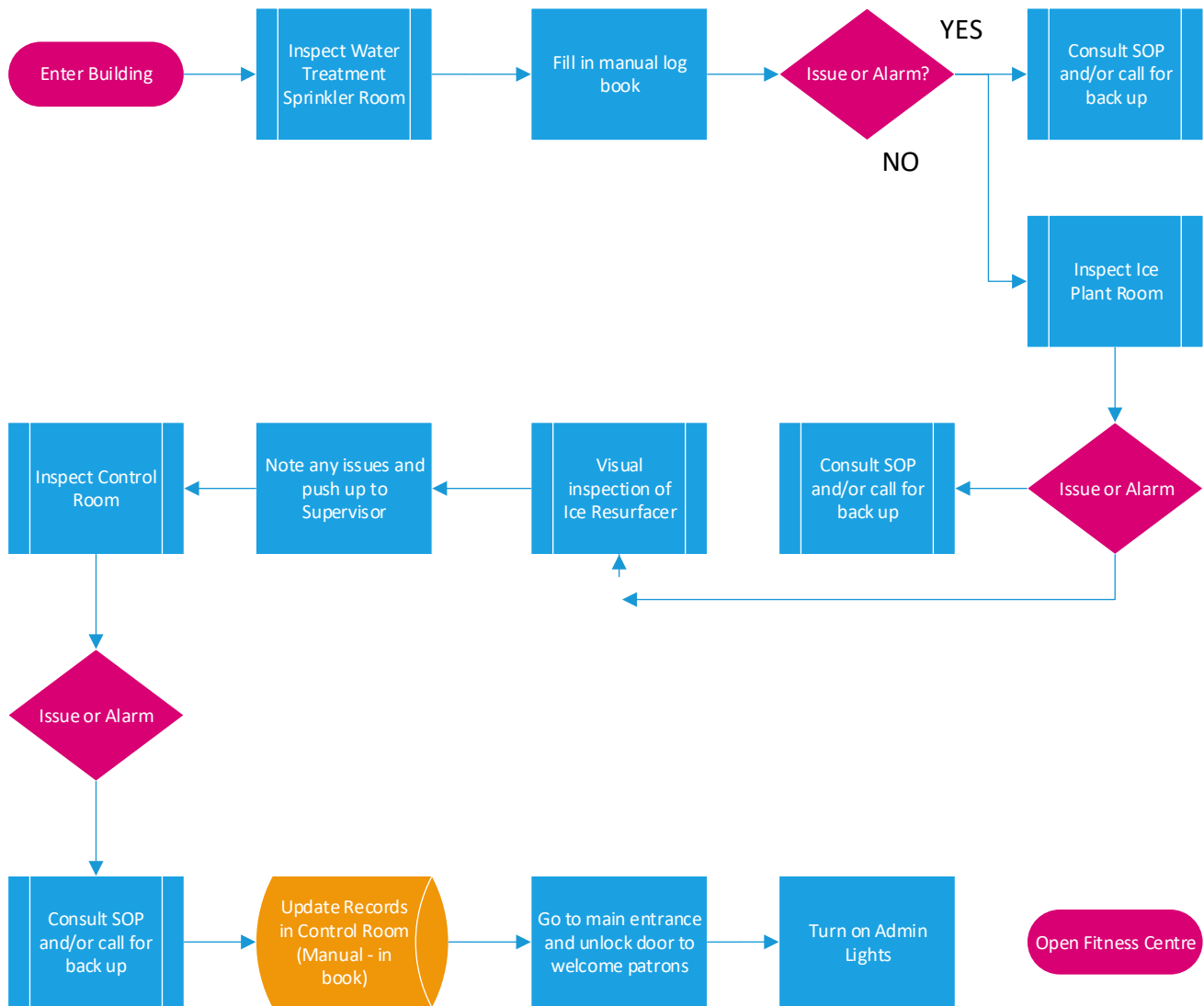
Process Maps

Household Garbage Deposits - Waste



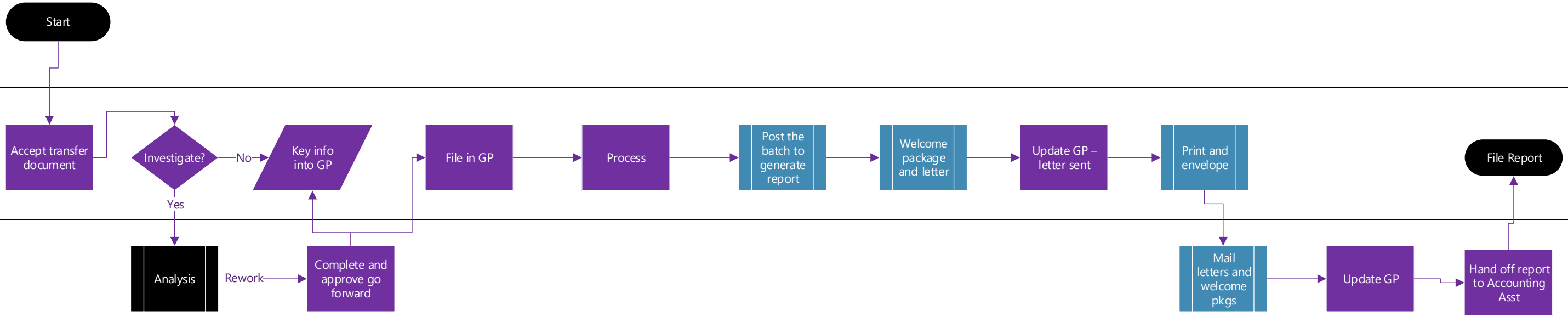


Opportunities: Use of data in decision making for program offerings. Data is kept electronically and in paper form. Both databases are updated everytime. Decisions on program level could be streamlined. How many of these occur? Data review.



Treasury: Property Transfer Process

Lawyer, Owner, MPAC
Accounting Assistant
Deputy Treasurer



Final Treasury Paymentus

Property Owner

Submit payment

Accounting Assistant

Banking-visual to identify Paymentus

Enter payments in spreadsheet

Review B and P Report

Pull Payments - Taxes

Reconcile Paymentus Spreadsheet

Prepare cash receipting batches

Process Batch

Deputy Treasurer

Approve

File Report and Approve

Build/Plan Dept

Receive notice of payments

Print report

Identify B and P Payments

Scan and email list to Accounting Asst

Records Management Process

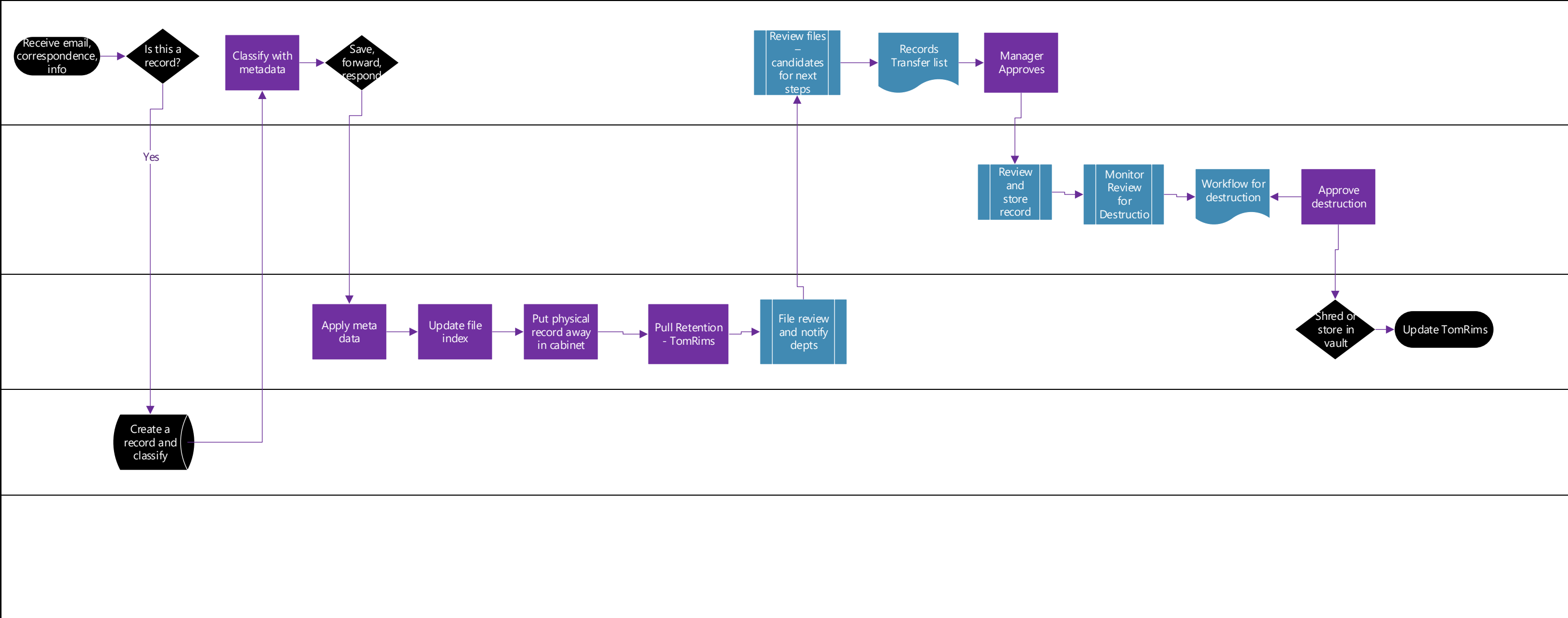
Staff

Clerk/Deputy

Receptionist

File Hold

File Cabinet



Roads Concern / Issue

