



Niagara-on-the-Lake

Marnie Cluckie, *MS L&OD, B. Arch, B. ES*

90-Day CAO Update & Municipal Modernization
March 15, 2021

Agenda



CAO 90-Day Update

- Overview
- Mission, Vision, Strategy
- SWOT Analysis
- CAO Work Plan
- 3-month Plan & Achievements
- Internal SWOT
- Focus Areas



Municipal Modernization

- Overview
- Funding Allocation
- Next Steps



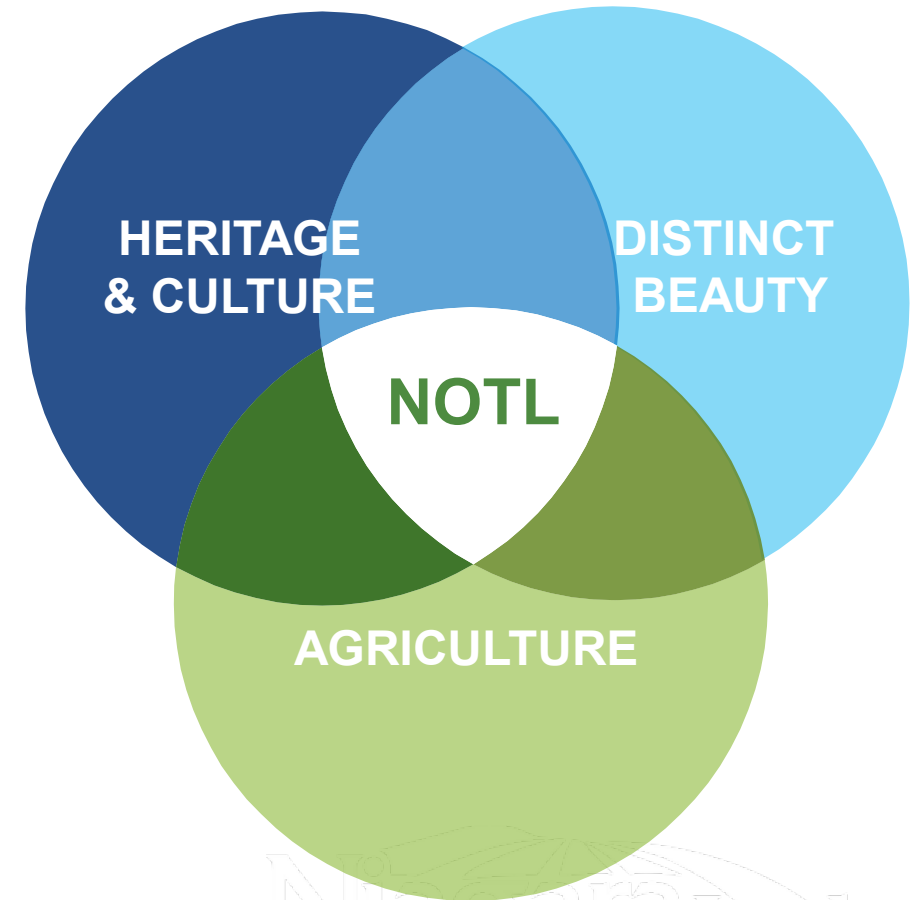
CAO 90-Day Update



Overview

Niagara-on-the-Lake

- Niagara-on-the-Lake is one of Canada's most historic and picturesque towns.
- It has an engaged and active community.
- It has a dedicated workforce at the Town.
- The Town has a distinct character and a balance of:
 - **Natural Beauty,**
 - **Heritage and Culture,** and
 - **Agriculture.**



NOTL: Mission, Vision, Strategy



MISSION: At your service – providing **outstanding support**, **friendly** assistance and **effectively delivered services** to our residents and businesses throughout NOTL.

VISION: Working together to maintain our **heritage**, **agriculture** and **distinct beauty** while creating vibrant sustainable communities for all.

5 STRATEGY PILLARS:

-  PROTECT DISTINCTIVE COMMUNITY ASSETS
-  DELIVER SMART BALANCED GROWTH
-  CREATE A CULTURE OF CUSTOMER SERVICE EXCELLENCE
-  EXCEL IN A POSITIVE WORKPLACE
-  STRENGTHEN 2-WAY COMMUNICATIONS



CAO Work Plan: 3 months, 6 months, 12 months

3 months

6 months

1 year

Listen & Learn: Meet with Lord Mayor & Council, Direct Reports, Strategic Partners. Have Staff Town Halls, gather data, conduct **SWOT**

Enlist the Team: ensure alignment at every level, align budget & resources, establish accountability, targets & measures

Generate short-term wins: deliver on low hanging fruit of the strategic plan

Grow and Monitor: Grow performance. Measure Results: *outcomes and customer satisfaction*

Set Priorities: Clarify vision, establish priorities, develop Strategic Implementation Plan based on Strategic Pillars and Service Delivery Reviews, Deliver on priorities that are underway

Enable Action: Remove barriers, build team, enhance systems, train & build skills to support the organization

Accelerate the plan: Deliver on the Strat plan such as Council-approved action plans (e.g. *Tourism strategy, Asset Plan, Heritage, Technology Plans*) Align plan with 2022 budget

Celebrate & Keep Going: CAO Annual Progress Report, Celebrate successes

Customer Service Excellence

Communication

Continuous Improvement for a Culture of Excellence

CAO Work Plan: The first 3 months

the first

3 MONTHS PLAN

ITEM	DESCRIPTION	ACTIONS
1	Listen & Learn: Check in with Council and the Niagara-on-the-Lake Team and Review Organizational Data	<ul style="list-style-type: none"> • Meet with the Lord Mayor & Council to understand priorities and relevant initiatives • Meet with senior leaders and NOTL staff • Meet with Committees • Meet with Partners, Community Groups & Members
2	Review Organizational Data	<ul style="list-style-type: none"> • Review data <i>Strategic Plan, Service Delivery Review, Master Plans, Surveys, Budget, Org Charts</i> • Identify top organizational priorities • Determine current conditions, what we are working on, status, and other projects that require focus • Determine how best to support Council
3	Set Priorities	<ul style="list-style-type: none"> • Analyze Current Conditions (Internal SWOT) • Identify 'quick wins' to build momentum • Prioritization Workshops (SDR and Strategic Plan)
4	Plan short-term actions, Deliver on current priorities, Identify Needs, Determine Next Steps	<ul style="list-style-type: none"> • Take action on high priorities. • Plan for 6 months & 1 year. • Establish Strategic Execution Plan • Determine Needs (People, Structure, Process, \$) • Set deadlines. Establish metrics/KPIs

CAO Workplan: 3-month Status

1. LISTEN & LEARN MEETINGS

- Meet with the Lord Mayor & Council to understand priorities and relevant initiatives - **COMPLETE**
- Meet with senior leaders and NOTL staff - **COMPLETE**
- Meet with Committees of Council – **IN PROGRESS**
- Meet with Partners and Community Groups – **IN PROGRESS**
- Host Town Halls for Staff – **COMPLETE / ONGOING**

2. REVIEW ORG. DATA

- Review data - **COMPLETE**
 - *Strategic Plan*
 - *Service Delivery Review*
 - *Master Plans*
 - *Surveys*
 - *Budgets*
 - *Organizational Structure*
 - *Agreements*
- Determine current conditions & initiatives - **COMPLETE**

CAO Workplan: 3-month Status

3. SET PRIORITIES

- Identify 'quick wins' to build momentum - **COMPLETE / IN PROGRESS**
 - Examples:**
 - ✓ Backgrounders
 - ✓ Online FAQs
 - ✓ Online Forms
 - ✓ Report Revisions / Confidential Memos
- Analyze Current Conditions (Internal SWOT) - **COMPLETE**
- Prioritization Workshops - **COMPLETE**

4. PLAN ACTIONS / NEXT STEPS

- Take actions on high priorities - **COMPLETE / IN PROGRESS**
- Plan for 6 months & 1 year – **IN PROGRESS**
- Establish Strategic Execution Plan – **IN PROGRESS**
- Determine Needs - **COMPLETE / IN PROGRESS**
 - ✓ People and Structure
 - ✓ Processes
 - ✓ Technology
 - ✓ \$
- Set deadlines, establish metrics/KPIs - **COMPLETE / IN PROGRESS**

CAO Workplan: SWOT (Internal)

Strengths

- Dedicated, Committed & Engaged Staff
- Strong Teamwork and Camaraderie
- Bench Strength (Cross-Trained)
- Flat Structure, Agile and Flexible
- Able to Respond Quickly
- Engaged Council, Committees & Community (volunteer pool)

Weaknesses

- Lack of Processes, Systems & Feedback Loops to Customers
- Lack of Modern Technology
 - Lack of Resources (People and Financial to Support)
- Minimal Depth in Structure / Staffing
- Lack of Integration in People, Processes & Technology
 - Too many Committees

Opportunities

- Improve efficiencies & productivity:
 - Process Improvements
 - Technology Improvements
 - People & Structural Realignments
- Streamline Committees
- Enhance 2-Way Communication & Modernize and Enhance Service (Customer-Centric)
- Balance the needs of Residents & Businesses

Threats

- Inefficiencies
- Underfunded Programs
- Staff Burn-out
- Inadequate Recruitment, Retention & Succession Planning
- Duplication, Inconsistencies, Non-compliance
- Not meeting customer needs and expectations

SWOT
Analysis

S

W

O

T

CAO Workplan: 3-month Status



A key activity has been completing prioritization workshops including:

Strategic Plan Prioritization Workshop

-  PROTECT DISTINCTIVE COMMUNITY ASSETS
-  DELIVER SMART BALANCED GROWTH
-  CREATE A CULTURE OF CUSTOMER SERVICE EXCELLENCE
-  EXCEL IN A POSITIVE WORKPLACE
-  STRENGTHEN 2-WAY COMMUNICATIONS

Service Delivery Review Prioritization Workshop



Focus Areas: Customer Centric

Collaboration & Communication



Customer Service



Continuous Improvement



Culture of Excellence



Strategy Implementation



Strategy implementation includes planning for and alignment of People Resources, Structure, Processes, Technology and more to achieve successful outcomes.

Municipal Modernization



Municipal Modernization: 2nd Intake & One-Time Modernization Funding

BACKGROUND:

- The Province of Ontario has opened a 2nd funding intake for **Municipal Modernization Projects**.
- One of the eligibility criteria is that all the funding from the **one-time Modernization Funding provided in 2019 (\$725,000) be fully allocated or spent**.
- Small municipalities have limited capacity to plan, modernize and improve the way they provide services. So, the one-time funding contribution was intended to be focused on:
 - *Smarter, more **efficient ways to provide service***
 - ***Modernization of service delivery***
 - ***Improvement of service and reduction of future costs***
- Investments can be made in projects such as **service delivery reviews / implementation, technology solutions, shared services agreements, and other projects**.

CS-21-004 – Municipal Modernization Program Intake

- The purpose of Report **CS-21-004** is to seek Council's approval in allocating the remaining **one-time Modernization Funding** received from the Province of Ontario in 2019.
- This will allow the Town to apply for the **Municipal Modernization Program Intake 2**. (Without full allocation, the Town is ineligible).
- Recommended allocation of the remaining funds toward smarter, more efficient, modernized service delivery improvements are broken into 3 categories:
 1. **Resource Opportunities**
 2. **Process Opportunities**
 3. **Technology Opportunities**
- The recommendations align with the recommendations from the **Service Delivery Review** and/or **Council's 2018 – 2022 Strategic Plan**.

One-Time Modernization Funding: Remaining \$

FUNDING: The following shows the allocated funds and funds still to be allocated for the One-Time Modernization Funding from the Province:

2019 One-Time Funding from Province of Ontario	\$725,000
Balance of cost from Service Delivery Review not funded from Municipal Modernization Intake 1	\$21,260
Project Liaison for Service Delivery Review	\$35,000
Town Website	\$100,000
Chief Administrative Officer Recruitment	\$35,000
Key Performance Indicator Development	\$30,000
Balance of 2019 One-Time Funding still to be Allocated	\$503,740

Municipal Modernization Program

OPPORTUNITIES:

The following shows the three categories of opportunities:

Service Improvement Opportunity	Proposed Allocation
1. Resource Opportunities	\$290,000
2. Process Opportunities	\$60,000
3. Technology Opportunities	\$157,500
Total	\$507,500




Three Ways to Serve You!

ONLINE

www.notl.com

DROP BOX

1593 Four Mile Creek Road

PHONE

905-468-3266

1. People Opportunities

- By-law Enforcement Officer Contract
- Procurement Officer Contract
- Customer Service Manager Contract
(and realignment of the group)
- Fire Program Administrator
(Revision with net neutral budget impact)

Focus on service delivery improvements, increased productivity, optimized performance, enhanced customer service results

Find smarter, more efficient, and modernized ways of providing service.

Having the right people in the right spots is critical.

By-law Enforcement Officer Contract

- One-year contract to help address lack of resources
- Address evolving legislation, regulations & by-laws
- Focus on cross-departmental efforts, integration, communication, & collaboration
 - *STR licensing*
 - *Parks*
 - *Review of issues such as Townline Road*
- Will result in increased effectiveness and efficiency, improved service levels and implementation of operational policy



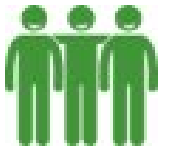
Procurement Officer Contract

- One-year contract
- Centralized procurement & updated Purchasing Policy
- Consistent procurements (*RFQs, RFPs, Tenders, etc.*)
- Improved buying practices and better contractual terms
- Allows Town Staff to focus on their main responsibilities
- Reduced missed opportunities for aggregating spend to a single supplier, volume discounts, consistent contract terms, & other procurement best practices
- Potential reduction of annual expenses
(*\$80K - \$85K for Procurement Officer, \$200k for centralization as per Service Delivery Review*)



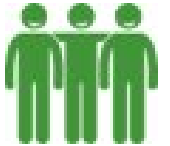
Customer Service Manager Contract

- One-year contract
- **Centralize** communications and customer service temporarily under the CAO Office under this role (*Comms and Customer Service to report to this role*)
- **Integrate** across all departments
- **Streamline** processes & communication
- Implement lean process improvement & Establish KPIs
- **Train** customer service staff
- **Monitor** performance & customer service satisfaction results
- **Communicate** Results



Fire Program Administrator – *Revised Position*

- Change title to reflect role and responsibilities
 - ‘Administrative Assistant – Fire’ to ‘**Fire Program Administrator**’
- Change from 35-hour work week to 40-hour work week
 - No change to position grade or hourly rate
 - Additional hours go towards managing inventory, fleet records management, & ordering PPE, uniforms, and general supplies
- Helps to preserve the Volunteer Firefighter Model / Reduces demand on VFFs to perform admin-type duties
 - i.e. fleet logistics, equipment preventative maintenance, compliance testing, etc.
- Net neutral change



Summary of Resource Opportunities

The following chart summarizes the resource opportunities:

Position	Cost
By-law Enforcement Officer Contract	\$80,000
Procurement Officer Contract	\$80,000
Customer Service Management Contract	\$130,000
Fire Program Administrator	\$0.00
Total	\$290,000



2. Process Opportunities

- Lean Process Reviews
- Asset Management Plan Development
- Key Performance Indicators

Process Improvements can improve service, increase productivity, enhance employee satisfaction, reduce risk, help ensure integration of technology with organizational requirements

KPIs measure results and improve decision making.

Lean Process Reviews

- Explore current processes and make recommendations to streamline & standardize approaches
- Complete process mapping exercise to identify “pain points”
- Apply lean tools to eliminate “waste” in existing processes
- Enhance and streamline processes
- Increase productivity, practices and customer satisfaction



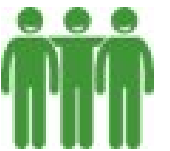
Asset Management Plan Development

- Ontario Regulation 588/17 – every municipality shall prepare an asset management plan by July 1, 2021
- Update key elements of existing plan
 - Levels of service, full life cycle costs of assets, update information to reflect current data available
- This is a key step toward a sustainable budget



Key Performance Indicators

- Continue to Develop Key Performance Indicators
- Engagement began with assistance from Deloitte to identify target areas for KPI development
- These funds will assist in completing this project



Summary of Process Opportunities

The following chart summarizes the resource opportunities:

Position	Cost
Lean Process Review	\$20,000
Asset Management Plan Development	\$25,000
Key Performance Indicators	\$15,000
Total	\$60,000



3. Technology Opportunities

- Budget Software
- Meeting Management Software
- Fire Business Intelligence Software

Leverage technology to improve levels of service

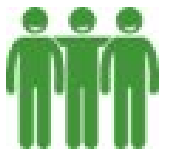
Improve information technology systems, budgeting systems, meeting management system and fire business intelligence software

Ensure integration of all systems

Budget Software

New budgeting software will:

- Improve Efficiency and Productivity in Budgeting
- Enhance Budget Reporting and Communication
- Help to Achieve a Sustainable Budget
- Grant to cover implementation costs
(operating included in 2021 Budget)



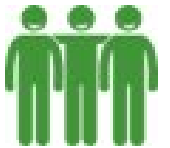
Meeting Management Software

- Modernize delivery of current COTW/Council Agenda & Information Packages *(7 Regional LAMs using)*
- Consolidate different tools into one system to improve meeting process
- Improve accessibility and meet AODA requirements
- Improve citizen transparency with enhance web-streaming
- 3-year agreement, implementation and training
- Anticipated savings of approximately \$45k in time



Fire Business Intelligence Software

- Support to the existing software is being discontinued
- Funding allows for opportunity to find longer-term solution with additional functionality and helps to achieve objectives of Fire Master Plan and Fire Strategic Plan
- The benefits include:
 - Enhanced data gathering, reporting and presentation
 - Improved Data Analytics for better decision making
 - Improved inventory management and fleet management
 - Improved Inspection Program
 - Automated systems and functionality



Fire Business Intelligence Software



Summary of Technology Opportunities

The following chart summarizes the resource opportunities:

Position	Cost
Meeting Management Software	\$140,000
Budgeting Software	\$10,000
Fire Business Intelligence Software	\$10,000
Total	\$160,000



Next Steps

- Municipal Modernization Program Intake 2 Application
 - Comprehensive Fleet Services Review
- Action One-Time Modernization Funding Items to enhance Service
 - 3 Categories of Opportunities
- Service Delivery Review & Strategic Plan Update
 - COTW – General, April 19, 2021





**Thank you.
Any Questions?**