



Niagara-on-the-Lake

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6-Month CAO Update

August 30, 2021

Agenda

- Overview
- CAO Work plan
- 6-Month Achievements
- Modernization Efforts
- Grant Funding
- Where are we Going Next?
- Conclusion and Questions



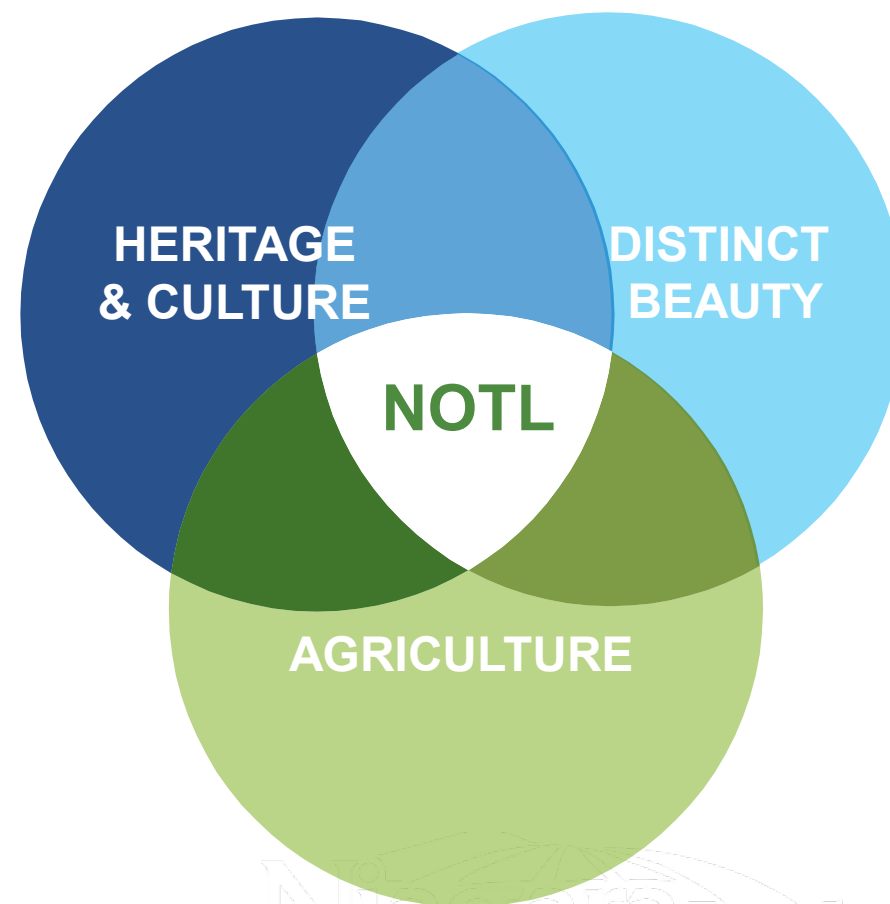
CAO 6-Month Update



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 & foundation of:
 - **Natural Beauty,**
 - **Heritage and Culture,** and
 - **Agriculture.**



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: Deliver on Council-approved priorities and Align the plan with the 2022 budget
(e.g. Tourism strategy, Asset Plan, Heritage, Technology Plans)

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 - Recap

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 Recap

1. LISTEN & LEARN MEETINGS



2. REVIEW ORG. DATA



3. SET PRIORITIES



4. PLAN ACTIONS / NEXT STEPS



CAO Work Plan: 6-month Status Update

the first
6 MONTHS
 PLAN

ITEM	DESCRIPTION	ACTIONS
1	Check in	<ul style="list-style-type: none"> Review findings from first 3 months & plan accordingly
2	Advance Priorities	<ul style="list-style-type: none"> Ensure alignment of priorities at all levels Ensure budget alignment and approval Ensure resource alignment Ensure effective 2-way communication
3	Actions and next steps	<ul style="list-style-type: none"> Deliver and build on quick wins Move to medium-term and long-term planning Document Strategic Plan Execution
4	Determine and Monitor Deliverables	<ul style="list-style-type: none"> Analyze current results using metrics Plan & take action. Plan for 1 year and beyond. Develop monitoring reporting framework for Strat Plan.
5	Prioritize Development Needs and Develop	<ul style="list-style-type: none"> Prioritize organizational changes required and make modifications as needed (ensure right people in right spots, develop people skills and competencies, align structure, systems and resources)



CAO Workplan: 6-month Status Update

1. Check-in on the first 3 months

- Review findings from the first three months - **COMPLETE**

2. Advance Priorities

- Ensure Priorities Alignment
 - Ensure Budget Alignment
 - Ensure Resource Alignment
 - Ensure effective 2-way Communications
- ONGOING**

3. PLAN ACTIONS / NEXT STEPS

- Deliver and build on quick wins - **COMPLETE**
- Move to medium & long-term planning - **COMPLETE**
- Document Strategic Plan Execution – **COMPLETE / IN PROGRESS**

CAO Workplan: 6-month Status Update

4. Determine and Monitor Deliverables

- Analyze Results - **ONGOING**
- Plan & Take Action – **IN PROGRESS**
- Develop monitoring reporting framework for Strat Plan – **IN PROGRESS**

5. PRIORITIZE DEVELOPMENT NEEDS

- Prioritize organizational changes required and make modifications as needed (*ensure the right organizational structure, the right people are in the right spots, develop people, skills and competencies, align structure, systems and resources*) - **COMPLETE**

CAO Workplan: Strategic Plan and SDR

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



6-Month Achievements

TEAMWORK
MOTIVATION
INSPIRATION
LEADERSHIP
VISION
+ INNOVATION

SUCCESS



Fire and Emergency Services



6-Month Achievements: Fire & Emergency

Administration

- Fire & Emergency Services Strategic Plan
- Business Intelligence and Records Management
- Creation of online Open-Air Burn permitting process for 2021
- Developed a Social Media Strategy

Community Risk Reduction

- Standards of Cover/Community Risk Assessment
- Updated risk mapping for decision support
- Revised inspection schedule based on SOC/CRA
- Formalized the Fire Investigations portfolio with supporting standard operating guidelines and certifying two additional staff to the NFPA 1033
- Overhauled the Town's Emergency Management Program
- Acquired a vintage fire apparatus

Operations & Training

- Shifted Q1 and Q2 training into an online format due to COVID
- Received over 90 applications through the Volunteer Firefighter Recruitment with a class of 20 candidates to begin Q3 2021
- Received a Fire Safety Training Grant
- Completed 3-days of Rural Water Operations training resulting in 45 Volunteer Firefighters receiving 8-hours of hands-on training
- Technology: Mobile Data Terminals and Station Tablets, I am Responding (staffing, routing, hydrant software), Tactical Worksheets, Fillable Forms
- Procurements: Investment in high-quality personal protective equipment, Replacement of self-contained breathing apparatus (SCBA), 49 sets of bunker gear, Rescue-Pumper, Tanker for rural firefighting

Community & Development Services



6-Month Achievements: CD&S

Building Division

- **255 Building Permits** issued, compared to 175 during the same time period in 2020.
- **\$74,171,102 Construction value**

By-law Division

- **2250 COVID-19-related matters**
- **220 Investigations**
- **255 Tree Permits**
- HONK Mobile
- Granicus Short Term Rental Program
- Special Enforcement Area Pilot
- AMPS
- Online Parking Ticket Screening

Planning

- Significant number of applications and court challenges
- Procedural Manual
- Committee of Adjustment Training
- Ordnance Boundary Stone Preservation Plan
- Review of Older Development Agreements and clearing of financial securities
- Work with the Region re the Official Plan and Glendale District Plan

6-Month Achievements: CD&S

Applications:



ITEM	2020 <i>(full year)</i>	2021 <i>(6-months)</i>
Minor Variances	22	34
Consents	14	18
Zoning By-law Amendments	18	9
Official Plan Amendments	3	4
Site Plans	15	13

Operations



6-Month Achievements: Operations

Environmental Services & Roads

- Irrigation System Strategy & Master Plan
- Water Audit and Report (*Deloitte*)
- Upgraded Hydrant Program (*hydrant inventory, improved maintenance, flow testing, painted hydrants, system upgrades*)
- Utility Locate Improvements
- Water Quality Improvements for Queen's Royal Beach
- Backflow Program Awareness & Training



Engineering

- **Projects:** Ball Street Watermain & Sanitary Sewer, Concession 6 Road Reconstruction & Watermain, Johnson Street Sanitary Lateral Replacements & Road Resurfacing, Lorraine Street Sidewalk, Melville Watermain, Mississagua Culvert
- **Road Resurfacing:** Gage Street, Gate Street, Shakespeare Avenue, Vincent Avenue, Wellington St., Wesley Avenue, Wilberforce Avenue
- **Studies (ongoing):** Mississagua Beach & Chautauqua Inflow & Infiltration, Sanitary Needs, Municipal Bridge & Culvert, Guiderail inventory
- **Other:** Robot Sidewalk Inspections, Tree Maintenance Application (GIS), Streetlight Reporting Application, Traffic Data/Speed Minders

6-Month Achievements: Operations

Parks & Recreation

Facilities

- Daycare Addition Construction
- Repainted and reopened St. Davids Pool
- AODA Upgrades at Centennial Arena
- Courthouse market room flooring replacement

Cemetery:

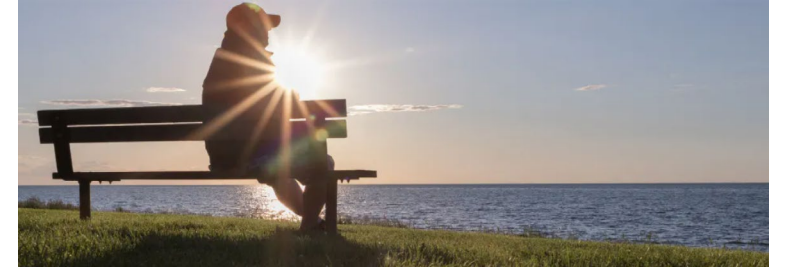
- **51** interments, **33** lots and **25** headstones
- Planted > **200** trees and shrubs to introduce new gardens, planted 300' berm
- New sitting and landscape area

Parks

- Parks By-law
- Rehabilitated Heritage Trail (Charlotte to E/W Line)
- Created, installed & maintained **240** Hanging baskets, **100** planters, **90** bedding displays
- Communities in Bloom assistance & gardens

Recreation:

- Canada Summer Games 2022 Agreement
- Hosted Vaccine Clinics
- Transitioning to Active Net (*ongoing*)
- Tulip Sale
- **Ongoing COVID-19 Response and Recovery**



Corporate Services



6-Month Achievements: Corporate Services

Clerks

- Patio Program
- Short Term Rental Program and Licencing Appeal Committee
- AODA Program

IT

- Website Project well underway
- Escribe Program well underway

Finance

- 2020 Annual Report complete
- 2020 Audit complete
- Financial Reporting Award
- 2021 Budget Finalization
- Tourism Recovery Program complete
- Development Charges Policy complete
- Asset Management Action Plan
- Questica Budget Software Initiative well underway
- Honk Mobile

CAO Office:
*Customer
Experience and
Communications,
HR and
Procurement*



6-Month Achievements: CAO Office

Administration

- **Partnerships:** Transit Governance, Airport, Shared Services Agreements, RFEI
- Creation of a Customer Experience Division
- Grant Application Model, Monitoring & Tracking

HR & Procurement:

- New Purchasing Officer, began update to Purchasing Policy and review of current purchasing practices, new RFP eval. guide
- Staff training
- COVID Policies, Hybrid Work Policy development and Manager's Toolkit

Customer Experience & Communications

- Creation of a new group with new manager
- Continuous improvement efforts
- Baseline Customer Service Survey
- **>50** Media Releases, **10** JTC Pages/Surveys, New FAQ Page with **>10** FAQ, **>20** videos
- Strawberry Social – **610** participants
- Step Challenge – **178** participants
- Garden of the Week Contest
- Shine Light, Spread Kindness Campaign
- Postcard Giveaway
- Healthcare Hero Program
- Summer Park Hop Program
- Support to Ambassador Program
- COVID Support, Vaccine Clinic Support

Modernization & Customer-Centric Focus



CS-21-004 – Municipal Modernization Program

- Report **CS-21-004** was approved by Council in March 2021 to allocate the **one-time Modernization Funding** received from the Province.
- Recommended allocation of the remaining funds toward smarter, more efficient, modernized service delivery improvements are broken into 3 categories:

Service Improvement Opportunity
1. People Opportunities
2. Process Opportunities
3. Technology Opportunities


- The recommendations aligned with the recommendations from the **Service Delivery Review** and/or **Council's 2018 – 2022 Strategic Plan**.

1. People Opportunities

NOT STARTED	25% COMPLETE	50% COMPLETE	75% COMPLETE	100% COMPLETE
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Manager of CEC




CAO – CEC

COMPLETED:
July 26, 2021

100% COMPLETE

Fire Administrator



Fire & Emergency Services

COMPLETED:
April 2021

100% COMPLETE

Procurement Officer




CAO – HR/Procurement

COMPLETED:
August 9, 2021

100% COMPLETE

By-law Officer



C&DS


COMPLETED:
August 9, 2021

100% COMPLETE

2. Process Opportunities

NOT STARTED	25% COMPLETE	50% COMPLETE	75% COMPLETE	100% COMPLETE
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AMPS




- ✓ Council approved concept of AMPS in June 2021
- ✓ Reporting & By-laws to Council August 30

DEADLINE:
Dec 2021

75% COMPLETE

Online Forms: Parking Ticket Screening Tool



- ✓ Online forms – a digitization initiative to streamline processes
- ✓ Parking Ticket Screening Tool & Animal Licencing Form

DEADLINE:
August 2021

100 %COMPLETE

Asset Management Plan




- ✓ Online form available instead of paper copies
- ✓ Streamlined process

DEADLINE:
July 1, 2022

25% COMPLETE

Lean Process Review




- ✓ To commence following hire of the Manager of Customer Experience & Communications

DEADLINE:
TBD

NOT STARTED

KPIs



- ✓ Phase 1 – Deloitte final report under review
- ✓ Phase 2 – with Manager of CEC


DEADLINE:
July 2021

75% COMPLETE

3. Tech. Opportunities

NOT STARTED	25% COMPLETE	50% COMPLETE	75% COMPLETE	100% COMPLETE
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Questica




- ✓ New budgeting software - implementation phase
- ✓ Training has commenced
- ✓ System integration & scheduling issues

DEADLINE:
September 30, 2021

75 % COMPLETE

e-SCRIBE

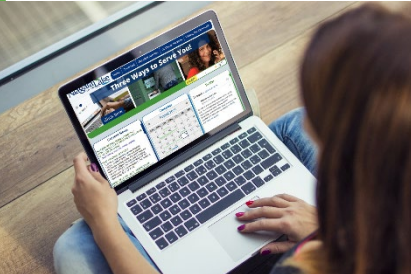


- ✓ IT and Clerks undergoing training & implementation
- ✓ Forms & workflow
- ✓ Council engagement is the next step

DEADLINE:
November 1, 2021

50 % COMPLETE

Website




- ✓ RFP closed & evaluated
- ✓ Next step: Report to Council for August 30 to award the contract

DEADLINE:
December 5, 2021

25 % COMPLETE

Fire Business Intelligence Software



- ✓ Able to pay for program for 3 years with the funding allocation
- ✓ Limited staff resources for training

DEADLINE:
November 1, 2021

75 % COMPLETE

Honk Mobile



COMPLETED:
July 5, 2021

100 % COMPLETE

Focus Areas: Customer Centric

Communication



Customer Service



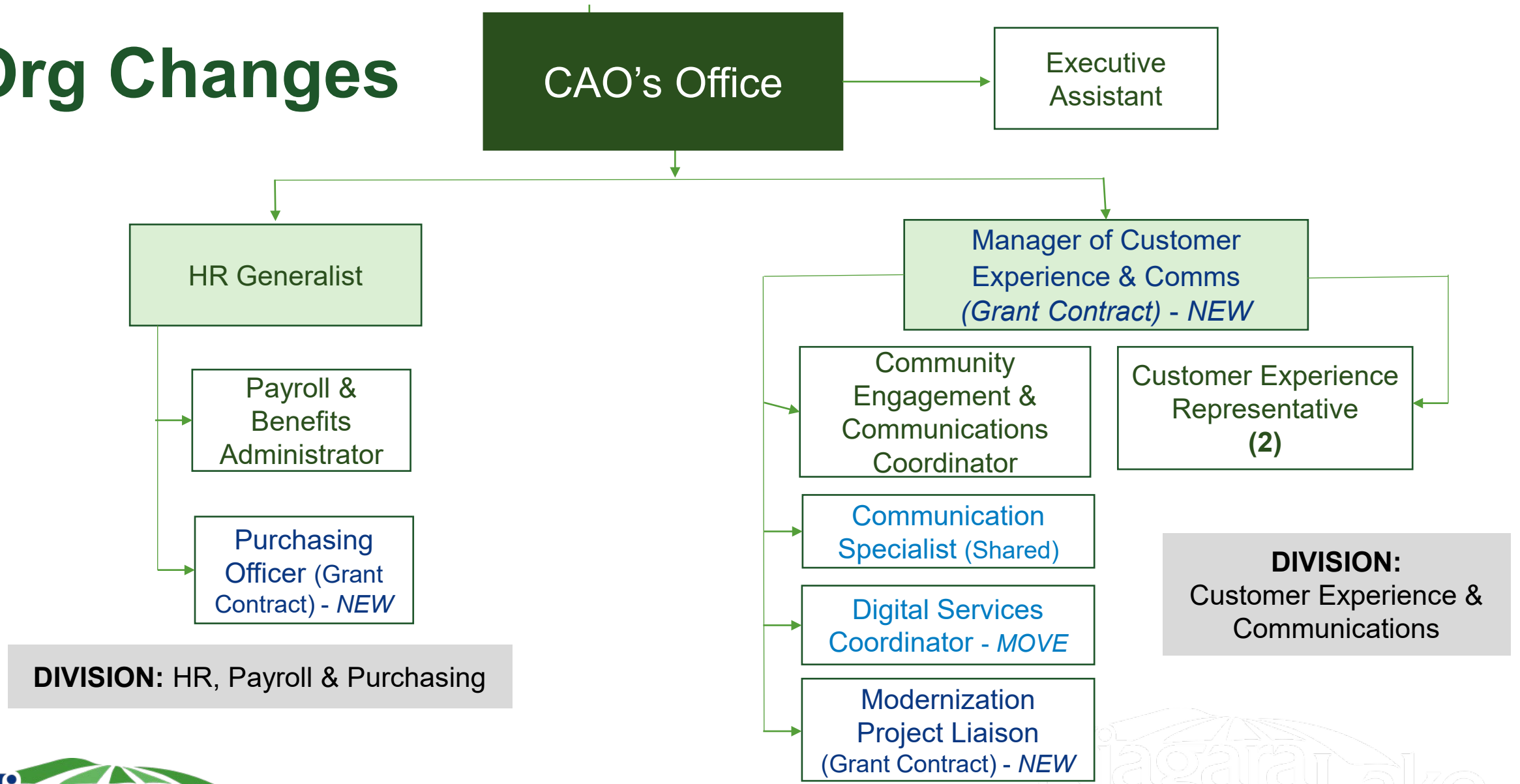
Continuous Improvement



Culture of Excellence



Org Changes



Strategic Plan, Service Delivery Review, and Outstanding Council Business



NOTL: Strategic Plan

Strategic Plan Approval

On February 24, 2020, Council approved Report CAO-20-002 – 2018-2022 Council's Strategic Plan, *as amended*.

Strategic Plan Summary

- Council's Strategic Plan consists of **5 pillars**:



Each pillar has 3 main objectives, and several supporting tactics and action items identified.

TOTAL NUMBERS:

Pillars: 5

Objectives: 25

Tactics: 23

Action Items: 41

Indicators of Success: 15

NOTL: Service Delivery Review & Follow-up

Service Delivery Review Approval

- On December 9, 2019, Council approved the award of the contract for the Service Delivery Review (“SDR or the “Review”) to Deloitte.

Service Delivery Review Summary

- In June 2020, the Service Delivery Review was completed and presented at Council.
- The project objectives included: *enhancing fiscal responsibility, transparency, and ongoing fiscal sustainability; improvements to processes that drive service delivery modernization, efficiency and cost effectiveness; better use and integration of existing and new technologies; and service level improvements that best meet the needs of residents.*
- In March 2021, Deloitte supported the Town in facilitating a workshop and reprioritization exercise where Senior Management participated in realigning implementation goals to the end of 2022, with consideration given to the impact of COVID-19 and other ongoing priorities (such as the Strategic Plan, Outstanding Council Business List and day-to-day work)
- The Service Delivery Review and Workshop identified themes and opportunities.

TOTAL NUMBERS:

Themes: 10

Improvement Opportunities: 44



NOTL: Outstanding Council Business List

Outstanding Council Business List

- The Outstanding Council Business List identifies various directions of Council.

Outstanding Council Business List Summary



- There are 61 items on the Outstanding Council Business list for Q1 and Q2 of 2021
- Senior Management Team has sorted them into high, medium and low priorities and completed tasks based on alignment with the Strategic Plan, Service Delivery Review, both or none.

TOTAL NUMBERS:
Items as of 6-months: 61



Summary

NOT STARTED	25% COMPLETE	50% COMPLETE	75% COMPLETE	100% COMPLETE
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<h3>Strategic Plan</h3>  <p>11 of 41 Action Items are Complete</p> <p>27% COMPLETE</p>	<h3>Service Delivery Review</h3>  <p>17 of 44 SDR Opportunities are Complete</p> <p>39% COMPLETE</p>	<h3>Outstanding Council Business</h3>  <p>13 of 61 Items are Complete</p> <p>21% COMPLETE</p>
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Grant Funding



Grant & Funding Opportunities

Grant/Funding	Received From	Year	Amount	Frequency	Capital / Operating	Project(s)	Status
Municipal Modernization Intake 1	Ministry of Municipal Affairs	2019-2021	\$725,000	One time funding	Operating	<ul style="list-style-type: none"> • Service delivery review • New Town website • CAO recruitment • KPI Development • Asset Management Plan • Lean Process Review • E-Scribe • Questica • Fire Business Intelligence Customer Service Manager • Procurement Officer • By-law Officer • Fire Program Admin 	Ongoing
Municipal Modernization Intake 2	Ministry of Municipal Affairs	2021/22	\$150,000	One time funding	Operating	<ul style="list-style-type: none"> • Fleet Services Review 	NEW

Grant & Funding Opportunities

Grant/Funding	Received From	Year	Amount	Frequency	Capital / Operating	Project(s)	Status
Community Economic Development (FedDev)	Federal Economic Development Agency for Southern Ontario	2020/21	\$500,000	One time funding	Operating	<ul style="list-style-type: none"> COVID Tourism Support for Community 	Completed
Canada Community Building Fund (Formerly Federal Gas Tax Program)	Federal, distributed through AMO	2021	\$555,364	Annual Funding	Capital	<ul style="list-style-type: none"> Concession 6 Road Reconstruction 	Ongoing
Fire Safety Grant	Office of the Fire Marshal	2021	\$8,900	One time funding	Operating	<ul style="list-style-type: none"> Increased training opportunities 	Ongoing
Investing in Canada Infrastructure Program (ICIP) Covid-19 Resilience Infrastructure Stream	Minister of Infrastructure (Federal & Provincial)	2021	\$176,000 Federal (80%) \$44,000 Provincial (20%)	One time funding	Capital	<ul style="list-style-type: none"> Emergency back-up generators Cemetery shop addition 	Ongoing



Grant & Funding Opportunities

Grant/Funding	Received From	Year	Amount	Frequency	Capital / Operating	Project(s)	Status
Ontario Community Infrastructure Fund (OCIF)	Ministry of Agriculture, Food & Rural Affairs	2021	\$815,415	Annual	Capital	• Concession 6 Road Reconstruction	Ongoing
Ontario Municipal Partnership Fund (OMPF)	Ministry of Finance	2021	\$358,800	Annual	Operating	• General assistance grant	Ongoing
The Safe Restart Agreement (Federal)	Ministry of Municipal Affairs	2021	\$427,007	One time funding	Operating	• General COVID Pressures (Federal)	Ongoing
The Safe Restart Agreement (Provincial)	Ministry of Municipal Affairs	2021	\$105,000	One time funding	Operating	• General COVID Pressures (Provincial)	Ongoing
The Safe Restart Agreement Phase 2	Ministry of Transportation	2020/21	\$13,692	One time funding	Operating	• Transit system COVID Pressures	Completed

Grant & Funding Opportunities

Grant/Funding	Received From	Year	Amount	Frequency	Capital / Operating	Project(s)	Status
Transit Gas Tax	Ministry of Transportation	2021	\$168,753	Annual	Operating	• Transit System	Ongoing
Canada Community Building Fund 2021 Top-Up (Formerly Federal Gas Tax)	Federal, distributed through AMO	2021	\$533,887	One-Time	Capital	• To be determined	Pending

Successful Funding, recently unannounced

- \$67,500 (50% matching) for staff positions, website forms, digitalization, economic development initiatives

Pending Applications

- Canada Healthy Communities Initiative - \$70,000, for Heritage Trail

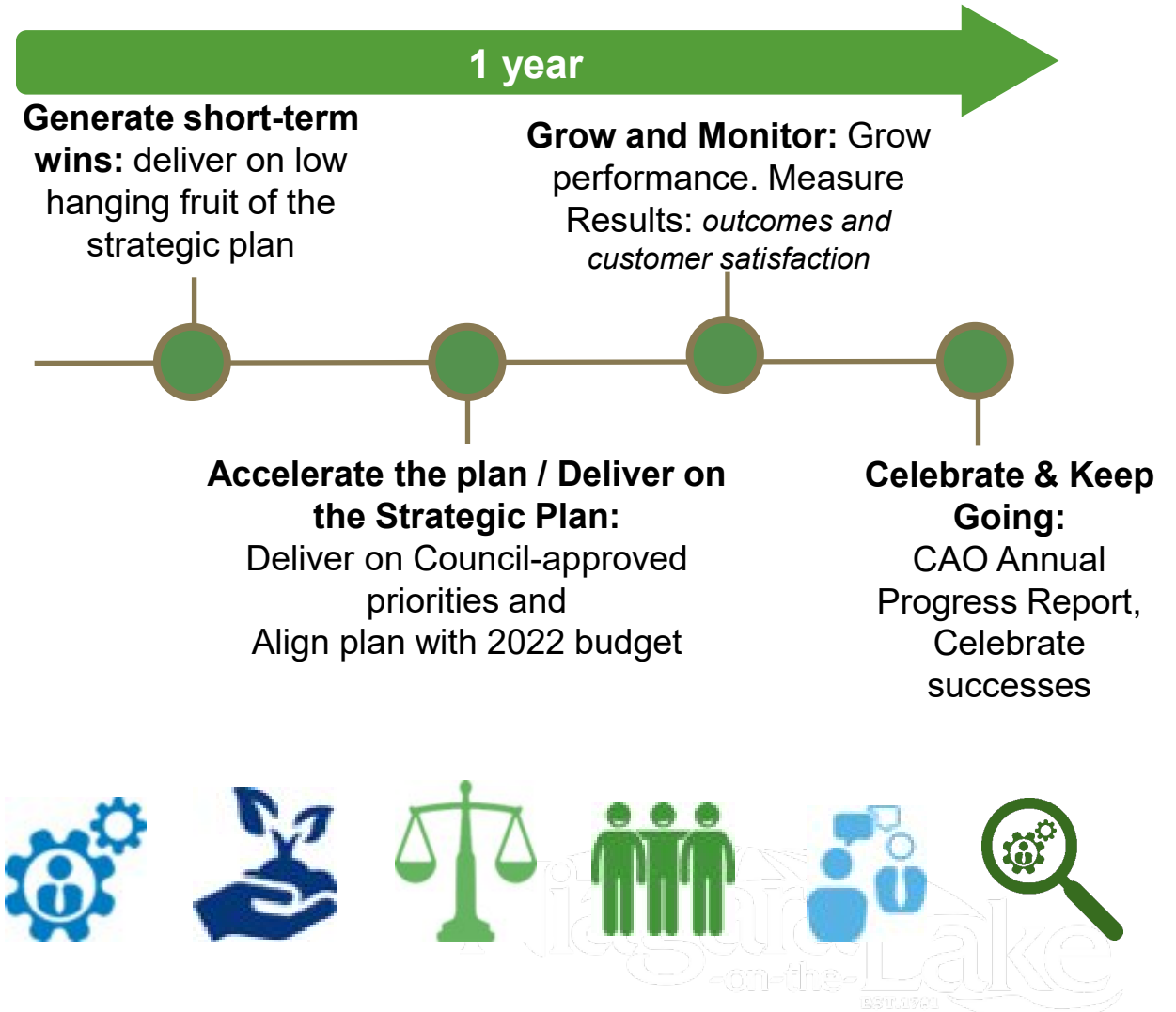
Where are we Going Next?



Where are we Going?

Focus on the initiatives that:

- Advance the Vision and Strategic Priorities of the Town
- Have long-term positive impact on the community and preserve the unique character of NOTL
- Enhance customer experience



Where are we Going?

KEY INITIATIVES to advance NOTL Council strategic priorities in 2021 (*Examples*):

- **Planning Workshop & Action Items**
- **Heritage Expansion Study**
- **Tourism Strategy**
- **Former Hospital Site Initiative**
- **Transportation Master Plan**



Where are we Going?

KEY INITIATIVES to advance NOTL Council strategic priorities in 2021 (*Examples*):

- **Advance Service Delivery Initiatives**
(*e.g. Website*)
- **Develop a Framework towards a Sustainable Budget**
- **Also, ensure Environmental Stewardship in Decision Making** (*e.g. Niagara Adapts -2021, Asset Management Plan: Green Infrastructure Plan - 2023*)



Where are we Going?

PARTNERSHIP INITIATIVES in progress in 2021:

- **Niagara District Airport RFP**
- **Transit**
- **Niagara Shores Park**





*If you don't know
where you are going
any road will get you
there – Lewis Carroll*

*A Vision without a
Strategy remains an
illusion –
Lee Bolman*



**Thank you.
Any Questions?**