

Core Service Review

	Dept	Division	Program	Services Delivered <i>Follow Service Level Profile to fill in these sections</i>	Estimated Timelines
1	Corp Serv	Treasury	Accounts Payable	Input and Pay Invoices - Standard is pay within 30 days of invoice date-see MuniAct 294.1 - all required to prepare financial statements - can choose to pay within 60 days but will incur penalties, if we chose to reduce service	May 12 2015 Council meeting
2	Corporate Services	Revenue & Taxation	Collections	Property Tax, Utility Billing and Accounts Receivable	Regular July 7 2015 council meeting
3	Corporate Services		Corporate Branding, Marketing & Advertising	Manage Corporate Branding Program and ensure its use in all departments.	City Strategic Plan identifies as a 2016 top 10 priority to Develop and Execute a targeted Branding, Marketing & Communications Strategy to increase the profile and visibility of the City of Kawartha Lakes, with a focus on the Greater Toronto Area. Strategy process has commenced and June 21 2016 Special to present high level framework.
4	CS	Parks, Recreation & Culture	Arena Operations	Maintain 11 arena facilities and administer contracts and rentals	July 8th 2015 Special council meeting - incl with review of buildings for Nov 19 2015, Report to Council Dec 8 2015. Report back with recommendations on locational needs July 12, 2016. Staff presented to Council on requested options on November 29 2016 followed by Council report by December 13 2016 . Current direction to maintain status quo with Mayor's Working Group looking at Operating Model for Manvers Arena.

Core Service Review

5	CS	Parks, Recreation & Culture	Trailer Parks	Maintain and manage the City's 2 trailer parks	May 19 2015 Special council July 7 2015 Regular Council - Council directed an Economic Impact study for Bobcaygeon only be undertaken. OSM and Ec Dev will work with Community Services and present to Council on November 29 2016 with report back Dec 13, 2016. Cease operations following 2017 season based on Dec 13, 2016 decision.
6	CS	Parks, Recreation & Culture	Community Hall Operations	Maintain 18 community facilities and administer contracts and rentals	Consultation with mngt boards - Q4 2015 presentation Oct 20 2015 and incl with review of buildings Nov 19 15, Report to Council Dec 8 2015. Presentation to Special Council on November 29, 2016 with staff report with recommendations on December 13, 2016. Current direction to maintain status quo with review of working with Community Groups on operating models moving forward.
7	CS	Library	18 Branch Libraries	Regular library programming (books, magazines, periodicals, etc.)	Coordinated with Board to set up a time line/sub committee to review options - first presentation occurred Sept 29 2015. Library Board presentation Dec 1 2015. Presentation update on June 21, 2016 with updated locational options and recommendations to Council July 12, 2016.
8	CS	Parks, Recreation & Culture	Parks Operations, Sports Fields	Maintain and manage the City 135+ municipal parks including grass cutting, horticulture programs, playgrounds, beaches, boat launches, docks, splashpads, sport courts, skateparks, etc./Maintain the City's 55 sportsfields and administer contracts and rentals/Manage the City's urban tree program, plant replacement trees as required, deal with hazard trees and how to deal with historical subdivision agreements - what is the standard for tree and cost recovery?	March 15, 2016 Special Council Presentation. Staff reviewed 2016 operations and adjusted for efficiencies. Portfolio Mgmt Group working on potential surplus disposition of lands and that process will be followed to guide recommendations to Council. General Information Report to be presented to Council in Q4 2017 or Q1 2018 on operating efficiencies incorporated by staff.

Core Service Review

9	CS	Bldg & Property	City Process Classification Framework (PCF) Section 9 Acquire, Construct, and Manage Assets Corporate Bldg & Property Services	Facility Maintenance and Repair Work	Special Council June 14 2016 - presentation of a Portfolio Framework model to provide building maintenance service delivery
10	CS	Bldg & Property	Corporate Bldg & Property Services	Administer various facility lease contracts	Presentation July 8, 2015 special meeting. June 14, 2016 - presentation of a Portfolio Framework model to address leasing. Q2 2017, recommendations on specific leasing options to be presented by Realty Services.
11	CS	Customer Services	External Support - 6 Service Centres/Internal Support - 6 Service Centres/Call Centre	Issue permits, process municipal bill payments/City Administration Services/Manage and administer City call centre	July 8th, 2015 special council meeting. July 12, 2016 Council decision to consolidate Kirkfield Service Centre with Coboconk and consolidate Bethany with Omemee. Lindsay Service Centre and Call Centre internal review was finalized by end of 2016 with implementation plan in place. The customer service framework was presented to Council before the end of 2016, with the customer services standard to come to Council by end of June 2017.
12	CS	Bldg & Property	Corporate Bldg & Property Services	Contract Administration	Special Council June 14 2016 - presentation of a Portfolio Framework model to provide building maintenance service delivery
13	CS	Parks, Recreation & Culture	Swimming Pool/Fitness Facility Operations	Maintain the City's 2 facilities and administer contracts and rentals and provide all associated programming	September 24 2015 presentation, Report to Council Dec 8 2015. Follow up supplemental report on fitness programs June 28, 2016. Complete and new Fees implemented.
14	DS	Planning & Development	Planning Approvals including Committee reporting/support & Public Information Provision	Process planning applications including support to various committees (Planning committee, Committee of adjustment, Environmental Advisory Committee, Local Advisory Committee on Architectural Conservation) - timelines of Planning Act and including external agency approvals.	Dec 1 Council presentation (incl Conservation Authority impact on planning). Ongoing work will align with task force, establish KPI's and targets. Ongoing updates in Q2 and Q3 2016 with Planning Approvals task force. Task force mandate expires in September 2016 with recommendations to Council by end of January 2017.

Core Service Review

15	DS	By-Law & Municipal Law	By-Law complaints	Investigate and respond to complaints and enforcement	February 16, 2016 Presentation. Follow up report to Regular Council meeting April 19, 2016. Follow up report required following animal control peer review November 8 2016. Parking review is ongoing.
16	Economic Development		Innovation, New Canadians Attraction, Economic Development Strategy, Business Retention & Expansion, Arts, Culture & Heritage, Downtown Revitalization, Tourism, Small Business Entrepreneurship		City Strategic Plan identifies priority to Develop and Execute a Comprehensive Economic Development Strategy to bring business to the City of Kawartha Lakes and to expand local employment. Strategy process to commence in 2016. Special Council June 21 2016 presentation on the framework model for this Ec Dev strategy.
17	Fire Services	Vol/FullTime			Resolved at Contract Ratification early 2016 to be included with June 14 2016 presentation on organization chart.
18	Fire Services	Administration - General Tax Rate	City PCF Section 9 Acquire, Construct, and Manage Assets	Maintain stations and locations	<p>Special Council Sept 24 2015 - Decision at Regular Council November 10 2015. Held public consultation. May 17 2016 Special council presentation will include fire location needs and peer review recommendations reported on June 28, 2016. July 12, 2016 further recommendations: THAT the Fire Chief be instructed to provide a Fire Station implementation plan by the end of Q3 2016 that includes:</p> <ul style="list-style-type: none"> • the lifecycle and status of the Coboconk, Ops, Bethany, Little Britain and Oakwood Fire Halls; and • options and costs for new builds or refurbishment of each facility. Reported on September 20, 2016 agenda. Follow up on lifecycle costing and the City's Fixed Asset Management Plan to come to Council no later than March 31 2017. Implementation and future
19	Fire Services	Fire Management Complement			Incorporated into Organization Chart Review by CAO to Council - Nov 19 2015 and implementation occurred as per the presentation. These changes will be included in the Special council June 14, 2016 presentation on organization chart.

Core Service Review

20	Fire Services	Administration - General Tax Rate	City PCF Section 9 Acquire, Construct, and Manage Assets	Perform maintenance on fire trucks and set aside capital dollars for future replacement	Special Council Sept 24 2015 - Decision at Regular Council November 10 2015 reduces fleet. Fleet asset management review will undertaken by Fire Chief and Corporate Services and go to Regular Council October 18, 2016
21	Fire Services	Administration - General Tax Rate	City PCF Section 9 Acquire, Construct, and Manage Assets	Equipment	Special Council Sept 24 2015 - Decision at Regular Council November 10 2015. In 2016 staff was tasked with a review of standardized fleet specifications to inform a fire fleet policy. This will be forthcoming no later than March 31 2017.
22	Fire Services	Fire Area - Area rated	City PCF Section 4.8.3 Manage Fire Services	Medical response	May 31, 2016 Joint Presentation with Paramedic Dispatch core service review below.
23	HSS	Social Services	Community Social Investment Fund	Community agency programs - for poverty reduction and community participation programs (primarily for children of low income families)	Presentation at Special Council meeting Oct. 20, 2015. Decision made at Regular Council meeting Nov. 10, 2015 to maintain the funding and the program.
24	Mayor Council CAO	Legal	Land Management	Selling, leasing and licensing City owned land and purchasing of land	February 16, 2016 Presentation. Special Council meeting June 14 2016 to present Portfolio Framework model to address service levels.
25	Mayor Council CAO	Mayor/Council	Size of Council	Review Size of Council	Report to Council May 10 2016 seeking direction on which options to put to public consultation, public consultation process from May to August 2016. Recommendations Report at the October 18 2016 council meeting - decision to reduce size of Council to 8. Ward boundaries recommendation to Council February 2017. Ward Boundary Decision March 2017.
26	Mayor Council CAO	Mayor/Council		Conservation Authorities	Phase 1 - Development Approvals in conjunction with Dev Serv (Dec 1 2015 Presentation). Will now be handled through Development Approvals Review and the task force
27	Mayor Council CAO	Legal	City Solicitor	Respond to litigation, claims and provide advice	May 31, 2016 Presentation

Core Service Review

28	Mayor Council CAO	CAO	City Hall Operations	Parking, hours of operation and use of facility	Integrated into review of administration space needs. Special Council June 14 2016 to present future model. Staff developing RFI for Civic Complex and budgeting for feasibility study in CAO operating 2017 budget
29	Mayor Council CAO	IM	Structure to SMT on strategy map, scorecard, KPI's manage continuous improvement effort		June 23 2015 Report, staffing to Nov 19 2015. Recommendations implemented
30	Mayor Council CAO	CAO	Communications	Corporate communications delivered to employees, media, and general public via Communications Officer	Refer to Strategy plan Centralized program established through organization chart realignment and 2016 budget approvals. Moved to Corporate Services department
31	Mayor Council CAO	Legal	Provincial Offences	Court administration and prosecutions	Special Council June 21, 2016 Presentation
32	Paramedic Services	Paramedic Services		Dispatch	Oct 20 2015 Special Council presentation, Chief following up with area joint chiefs. May 31, 2016 Joint Presentation with Fire medical calls core service review above.
33	PS			Police Services	May 31, 2016 Presentation. Motion made to both Police boards to find efficiencies and report back through CAO November 22 2016.
34	PW	Roads Operations		Limited Service Agreements	Presentation on Limited Service Agreements Aug 12 2015. Additional Public Feedback was obtained at Public Information Session held August 24, 2016. Presentation to Council Scheduled for November 29, 2016. Report to Council scheduled no later than March 31 2017.
35	PW	Fleet	Fleet Assets	This includes: Procurement, Disposal (at end of life) Repair and Maintenance of vehicles; procurment of parts/inventory management	Presentation Oct 20 2015 Special Council. 2016 fleet policy approved by Council.

Core Service Review

36	PW	Waste Management	Waste Management Services	Waste collection/management program	Waste Mngt strategy to Council Sept 24 2015 , Regular Council meeting Oct 27 2015. City Strategic Plan identifies Execute the Waste Management Strategy - this will occur over several years.
37	PW	Waste Management	Landfill Operations	Manage 5 Active Landfills	Waste Mngt strategy to Council Sept 24 2015 , Regular Council meeting Oct 27 2015. City Strategic Plan identifies Execute the Waste Management Strategy - this will occur over several years.
38	PW	Fleet	Fleet Administration Services	Coach and Truck Technician Licenses (verification of licenses quarterly on CVOR document; staff licensing renewed every three years)	Presentation Oct 20 2015 Special Council
39	PW	Transit	Transit Services	Rural Transit Services	Completed, Council resolution to cease
40	PW	Roads Operations	Specialty Services	Banner and Christmas decoration installation	Presentation to Council Aug 12 2015 October 13 2015 follow up report at regular Council
41	PW	Roads Operations	Winter Control	Winter sidewalk plowing operations	Presentation on Winter Service Level options Sept 24th 2015- Decision Regular Dec 8 2015
42	PW	Transit	Miscellaneous Services	Adult Crossing Guard Program	Presentation Special Council Aug 12 2015 - decision at regular October 13 2015 meeting
43	PW	Waste Management	Specialty Waste Management Services	Leaf and Yard Waste collection (2x fall, 1x in spring)	Presentation Special Council Aug 12 2015 - Report to regular Oct 13 2015 Council meeting
44	PW	Waste Management	Specialty Waste Management Services	Environmental Roundup days (4 times per year; electronics, House Hold Waste, used clothing and scrap metal)	Presentation Special Council Aug 12 2015 - Report to regular Oct 13 2015 Council meeting

Core Service Review

45	PW	Waste Management	Waste Management Services	Waste and recycling collection program on private roads	Presentation Special Council Aug 12 2015 - Report to regular Oct 13 2015 Council meeting
46	PW	Roads Operations	Winter Control	Winter road plowing operations	Special Council meeting October 27th 2015. Follow up report on progress to Council June 21st 2016
47	PW	Roads Operations	Spring, Summer and Fall Operations	Misc. road patching (hardtop potholes and cracks)	Presentation on Road Patching Feb 16 2016. Additional data is collection is required to support this review. Follow up Report to Regular Council by March 31 2017
48	PW	Roads Operations	Spring, Summer and Fall Operations	Street sweeping	Presentation on Street Sweeping Aug 12 2015 Report Oct 13 2015
49	PW			Roads depot locations - added by Director PW. Scope now increased to include fleet locations	EA work in the 2016 Capital Budget. RFP to go out early 2016 and will take approx 10 months to complete

49

Completed
Presented, requires report back to Council
In progress

37

12

0

49