



## Committee of the Whole Report

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<b>Report Number:</b>	<b>CAO2022-002</b>
<b>Meeting Date:</b>	April 5, 2022
<b>Title:</b>	<b>Service Transformation &amp; Reset</b>
<b>Description:</b>	An update on service and program delivery reviews and changes resulting from the City's pandemic experience and recovery efforts.
<b>Author and Title:</b>	Ron Taylor, Chief Administrative Officer

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### Recommendation(s):

**That** Report CAO2022-002, **Service Transformation & Reset**, be received; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

At the Council Meeting of June 15, 2021, Council received an update on City service considerations, innovations, enhancements and changes resulting from our response to the pandemic. Report CAO2021-006 is attached (Appendix A).

There was optimism at that time that the pandemic was substantially completed, and that recovery and service transformation and modernization reviews could be initiated. Council adopted the following resolutions:

### **CR2021-306**

**Moved By** Councillor Ashmore

**Seconded By** Councillor Yeo

**That** Report CAO2021-006, **City Service Innovations and Enhancements**, be received.

**Carried**

### **CR2021-307**

**Moved By** Councillor Yeo

**Seconded By** Councillor Elmslie

**That** the CAO continue to review service levels and changes with departments, and recommend service reviews, changes and efficiencies to Council in Q1, 2022.

**Carried**

Pandemic response directives affecting services remained in place throughout the Fall of 2021, with varying limitations, and up to the present time. Throughout the pandemic, administration did implement various innovations and service changes, many of which will be maintained post-pandemic. Council-approved modernization reviews of certain services were also completed.

The City's focus in 2021 was establishing and implementing various pandemic recovery programs and relief, focused on economic and community recovery. With restrictions and limitations anticipated to be reduced dramatically, there is an opportunity now to shift resources towards the review and implementation of service transformation and reset, where appropriate.

Council requested, in 2021, certain service reviews to occur (these will be incorporated into our proposed Service Transformation & Reset Program):

**CR2021-126**

**Moved By** Councillor Veale

**Seconded By** Councillor Yeo

**That** Staff report back by the end of Q4, 2021 on a feasibility plan to consolidate City facilities and vacate the facility located at 322 Kent Street West, Lindsay.

**Carried**

**CR2021-382**

**Moved By** Councillor Elmslie

**Seconded By** Councillor Seymour-Fagan

**That** staff report back to Council on the efficacy of Services Centres; and

**That** the report back includes alternatives that may be explored on the current operation of Service Centres.

**Carried**

This report is intended to provide Council with an overview of the City's proposed Service Transformation & Reset Program, to be launched formally in May of 2022.

**Rationale:**

**Service Transformation & Reset Program**

The proposed Service Transformation & Reset Program will be an on-going, multi-year program to streamline and enhance municipal programs and services by capitalizing on the lessons we have learned through the COVID-19 pandemic.

This program will provide a unifying framework for reviews and projects that transition our services collectively to an integrated, innovative, efficient and customer-focused service delivery model.

**Program Guiding Principles**

We will strive to **Make It Better** by:

- Enhancing customer and staff experiences
- Encouraging innovation
- Reducing our physical and carbon footprints
- Supporting and resourcing our people
- Enhancing communication and education

- Ensuring fiscal responsibility and sustainability

#### Service and Program Review Considerations

##### Current State:

- Do we need to deliver the program/service?
- How are we delivering the program/service now?
- Are there alternatives?

##### Measurement and Benchmarking:

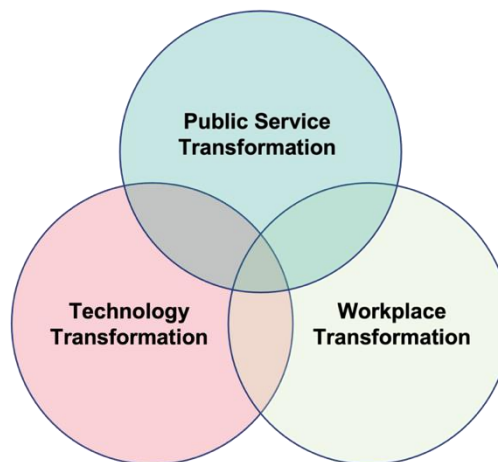
- What are customer expectations?
- What is the program/service demand?
- What resources are needed to deliver the program/service?
- What is the total cost of delivering the program/service?

##### Transform Programs/Services:

- Pilot service changes and test concepts/options.
- Listen to the voice of the customer (and provide for productive consultation and feedback ongoing).
- Establish service definitions and levels responding to the greater public good and interest.
- Measure and monitor success/improvements, and make adjustments ongoing as needed.

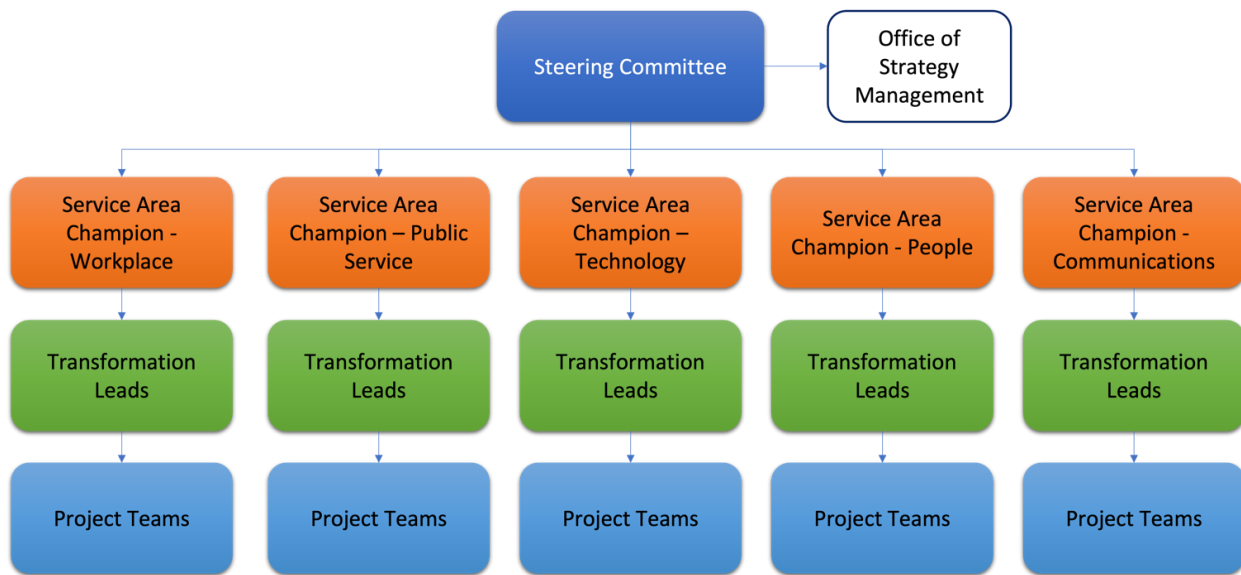
#### Focus Areas of Transformation

We have identified three main areas of Transformation – Public Services, Workplaces and Technology.



Critical to success in all of these focus areas is People Recovery. We will also need to provide strong communications and education to maintain program momentum.

The following outlines our proposed Program organizational structure:



### Service/Program Reviews and Projects

Some active and discovery projects have already been identified. They are listed in the following chart in this report. Details of projects' scope and timing will occur ongoing, and through program initiation. Additional priority projects and reviews will be added to the Program ongoing (dependant on priority, resources and/or need).

Active projects are immediate priority and are expected to produce results in-year.

Discovery projects are those that require preliminary review, research, data collection and planning before implementation. It is expected that Discovery projects in 2022 will be implemented in future years.

Service Transformation & Reset Program – Reviews and Projects

<b>Workplace</b>	<b>Public Service</b>	<b>Technology</b>
Remote Work Policy	Cash Payments & Handling	Booking & Appointment Technology <ul style="list-style-type: none"> <li>• Transit (LIMO)</li> <li>• Inspections</li> <li>• Meetings/advice</li> </ul>
Work Hours <ul style="list-style-type: none"> <li>• Disconnect</li> <li>• Flex hours</li> <li>• Flex work week</li> <li>• Weekends</li> </ul>	Consolidated “Community Service Hubs” <ul style="list-style-type: none"> <li>• Hierarchy of customer transactions</li> <li>• Service demand and footprint</li> </ul>	Meeting Technology <ul style="list-style-type: none"> <li>• Zoom/Hybrid meetings</li> <li>• Electronic documents</li> <li>• E-signatures</li> </ul>
Workspaces <ul style="list-style-type: none"> <li>• Office footprint</li> <li>• Hoteling spaces</li> <li>• Cleaning/sanitization protocols</li> </ul>	Enhanced Seasonal Visitor Services <ul style="list-style-type: none"> <li>• Waste collection</li> <li>• Public washrooms</li> <li>• Revitalizing downtowns</li> </ul>	E-permitting and E-applications
People Strategy launch	Public Participation & Access <ul style="list-style-type: none"> <li>• In-person</li> <li>• On-line</li> <li>• Consultations</li> </ul>	E-payments and commerce
Diversity, Equity & Inclusion (DEI) Program development and launch	City Website enhancements	IT Strategy launch <ul style="list-style-type: none"> <li>• Cloud strategy implementation</li> </ul>
Corporate Waste Vision implementation	Service Catalogue <ul style="list-style-type: none"> <li>• Service definitions</li> <li>• Access inventory</li> </ul>	Broadband and Wi-Fi Connectivity

Outside of the scope of the ST&R Program are several corporate and department projects, Plans and Strategies that will consider and recommend public service enhancements and changes both in-year and future years. They include, but are not limited to:

- Social Assistance Program modernization
- Economic Development Strategy update and refresh
- Film Office launch
- Fire Master Plan update, and Fire Modernization Review implementation
- Cultural Centre Feasibility Study
- Active Transportation Plan
- Trails Master Plan
- Victoria Manor Capital Plan & Lifecycle Extension Assessment
- Housing & Homelessness Program and Plan reviews
- Conservation Authority Programs & Services review and MOU refresh
- Community Paramedic Program expansion
- Growth Management Study
- Master Servicing Plan update and refresh
- Transportation Master Plan update and refresh
- Paramedic Service Master Plan implementation
- Lindsay Transit Expansion project
- Integrated Waste Management Strategy implementation
- POA facility review and service expansion

### **Other Alternatives Considered:**

No other alternatives are being considered at this time. It is important to capitalize on the timing of current return to service to best test and measure permanent program/service enhancements and changes, and confirm service demand and expectations of the public.

### **Alignment to Strategic Priorities**

The proposed Service Transformation and Reset Program is intended to align with, and advance, stated priorities and actions in the City's Strategic Plan. Resultant service changes and innovations will continue to balance and strengthen our strategic priorities of:

1. Healthy Environment
2. An Exceptional Quality of Life
3. A Vibrant and Growing Economy
4. Good Government

### **Financial/Operation Impacts:**

A \$300,000 budget has been established for some technology improvements and items as part of our COVID-19 recovery initiatives in the 2022 budget.

Further funding may be required to support this Program, including, but not limited to, supporting active communications, consultations, training, and technology. Beyond established recovery budgets, we will strive to work within current general operating budgets to adjust to service changes.

Where funding is not currently available, staff will provide recommendations to Council through the 2021 surplus disposition reporting, and/or future year capital and operating budgets.

### **Consultations:**

All Departments  
Pandemic Response and Recovery Teams

### **Attachments:**

Appendix A – Report CAO2021-006 - City Service Innovations and Enhancements



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**Report Number:** **CAO2021-006**  
**Meeting Date:** June 15, 2021  
**Title:** **City Service Innovations and Enhancements**  
**Description:** Response to the COVID-19 pandemic required changes to municipal service delivery and processes. This report provides an update to Council on some of these changes.  
**Author and Title:** Ron Taylor, Chief Administrative Officer

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**Recommendation(s):**

**That** Report CAO2021-006, **City Service Innovations and Enhancements**, be received; and

That the CAO continue to review service levels and changes with departments, and recommend service reviews, changes and efficiencies to Council in Q1 2022.

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**Department Head:** Ron Taylor