



Strategic Leadership
Service Review Priority Opportunity Action Plan

Special Council Meeting
July 17, 2023





Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

Community Services | Corporate Services

Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes

Notes:

All numbers are presented as GROSS in this document unless noted otherwise.

This presentation is solely for Service Review and is not a budget document. All financial information presented has been sourced from the 2023 budget documents. However, some small variations may occur.

Not included in Department and Division overview is the Division titled “Governance”. This includes:

	Gross Cost	Tax Levy
Council	340,470	294,470
DIA Administration	220,747	119,945
Non-Departmental	650,200	627,700
Grants	213,563 ¹	713,563

Icons used in the presentation



Efficiency Savings



Dollar Savings



Employee Impact

¹Gross Cost does not include TTAG \$475,000; however, it includes \$80,000 CIP



Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

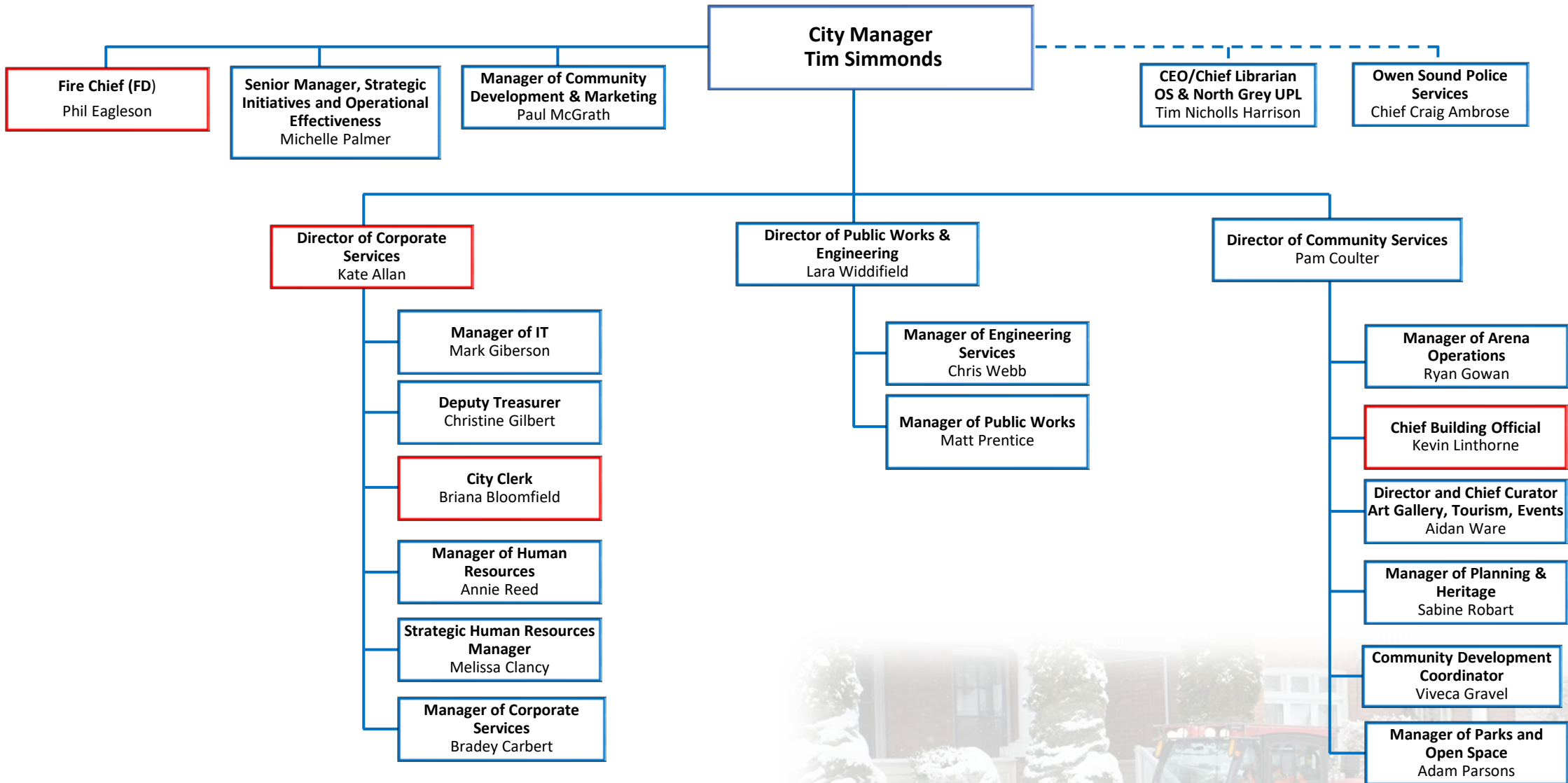
Community Services | Corporate Services

Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes



Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Budget By The Numbers

Operating Budget	43,018,283
Police Services	12,408,946
Fire Services	5,412,854
Debentures	2,551,200
Library	1,048,960

Total Gross Operating Budget **Outside Service Review Scope** **\$21,421,960**

Total Gross Operating Budget **Within Service Review Scope** **\$21,596,323**



By The Numbers | Employees Within Service Review Scope

Total Employee Count

Full-Time Employees	119
Part-Time Employees	33
Seasonal Employees	25
Student Employees	14
F/T Contract Employees	4
Total Employee Count	195

Employees By Position

Statutory	3
City Manager	1
Director/Sr. Mgr	4
Manager	12
Supervisor/Superintendent	6

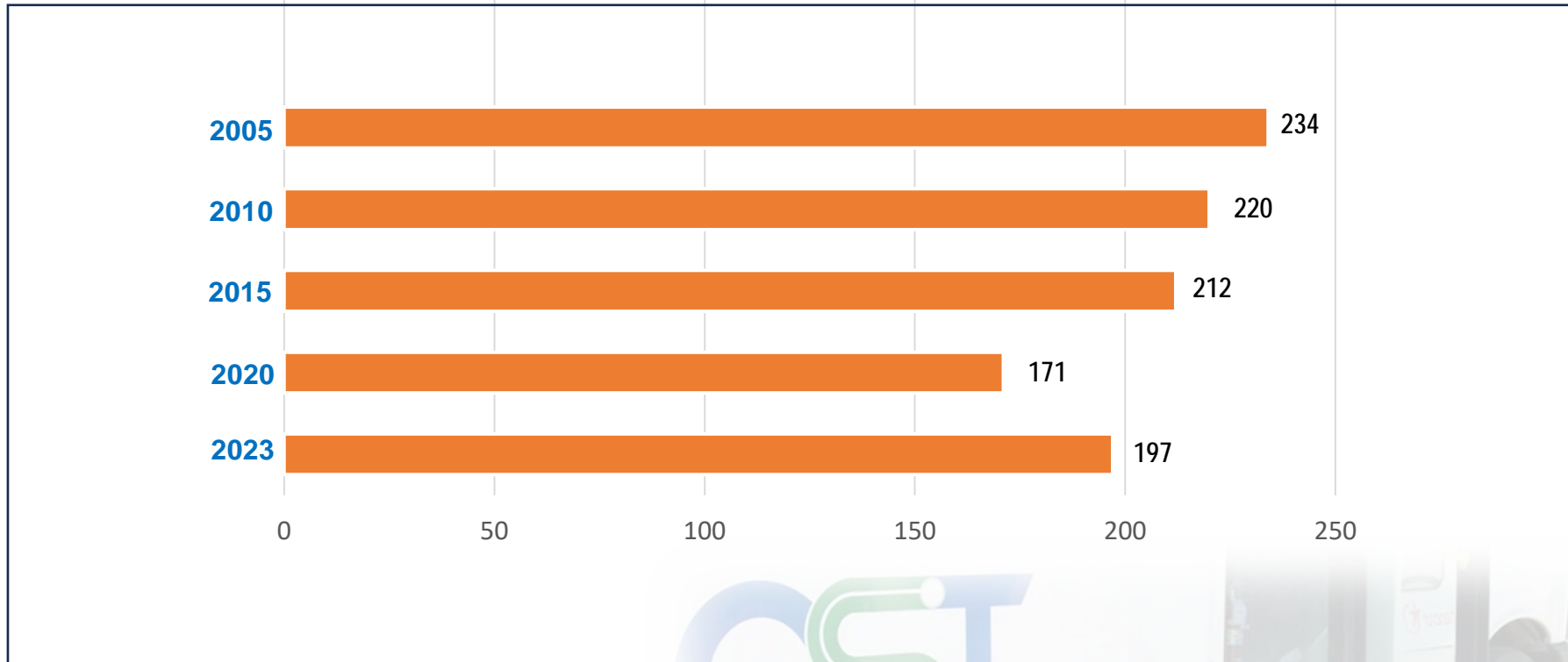
Average Span of Control

City Manager	6 + 2
Director	5
Sr. Mgr/Manager	5
Supervisor/Superintendent	11

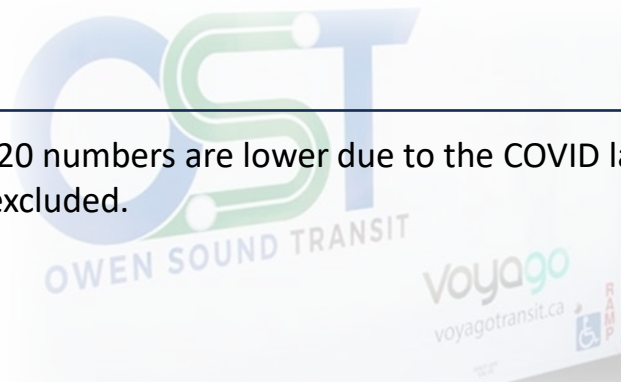
Employees By Department

	Full-Time	Part-Time	Seasonal	Contract	Students	Total
City Manager's Office	4	1				5
Corporate Services	30	0			1	31
Community Services	35	13	16	3	12	79
Public Works	50	19	9	1	1	80

By The Numbers | Historical Employee Count



All pay years are using the first payroll in June. 2020 numbers are lower due to the COVID layoff. Billy Bishop Museum, Library, Literacy, Police are excluded.





Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

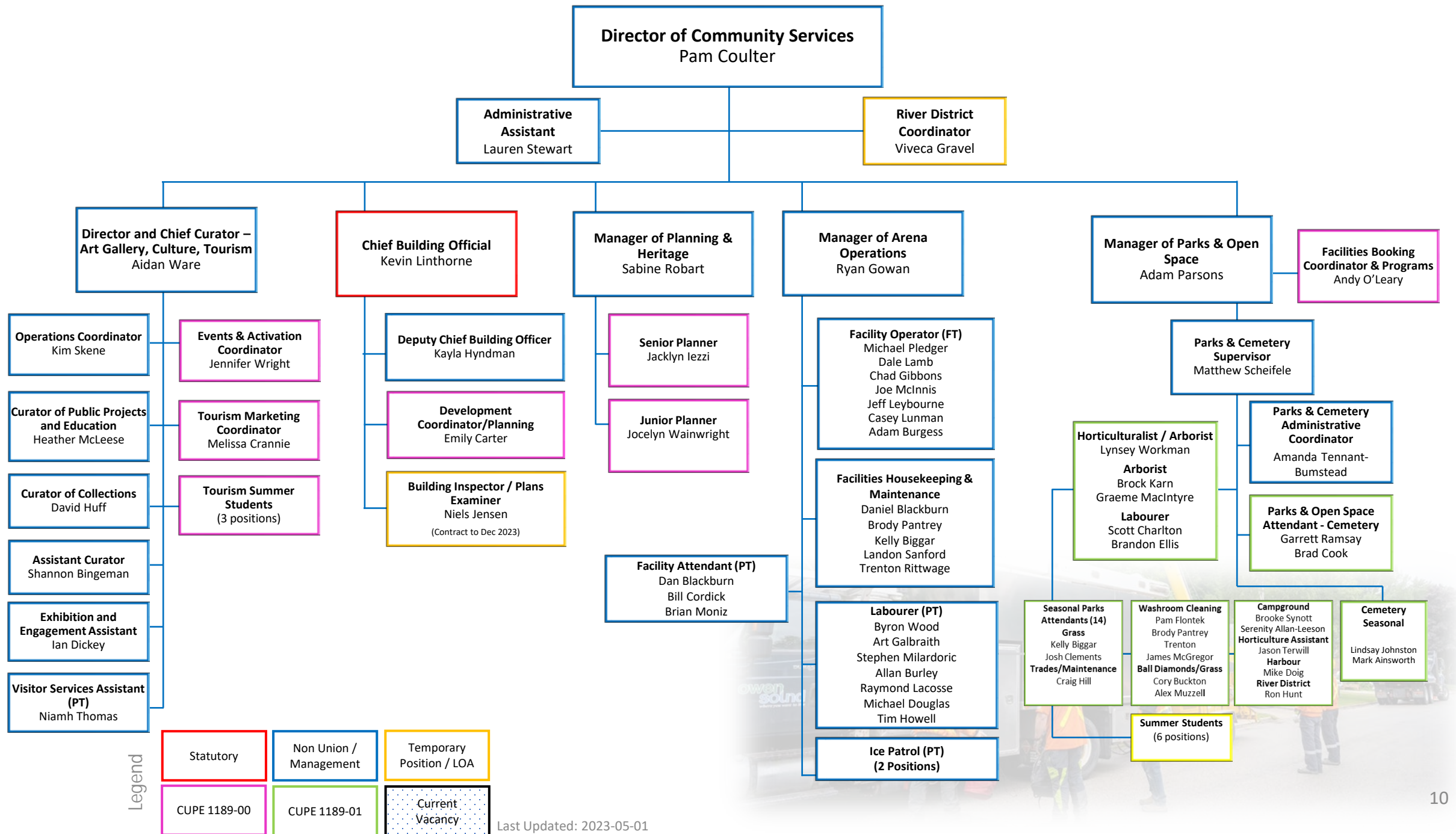
Community Services | Corporate Services

Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes



Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Last Updated: 2023-05-01

Department: **Community Services**
Divisions: TOM | Tourism | Events, Community Development (River District)
Planning and Heritage, Parks and Open Space, Facility Booking & Programs,
Building, Arena Operations

Key Service Areas

TOM

Art Exhibitions
Art Collection Management
Public Programming and Events
Art Education and School Tours
Community Partnerships and Projects

Tourism

Visitor Services
Product Development
Marketing and Promotion

Events

Community Events
Marketing and promotion
Sponsorship Procurement

River District

River District Branding
River District Management
River District Experience Development
River District Promotion
Administration (Board)

Planning

Policy Development
Development Approvals
Lead Development Team
Delegated approval from Province for site plans

Heritage

Designated properties and heritage
Register
Heritage permits
Interpretive Plaque Program

Community Improvement Plan

Administer active CIP programs

Parks & Open Space

Parks, Sports fields, Trails
Forestry and Arboriculture
Greenwood Cemetery
River District Maintenance and Beautification
Fleet & Asset Management
Inspections
Invasive Species Management
Capital project management

Facility Booking & Programs

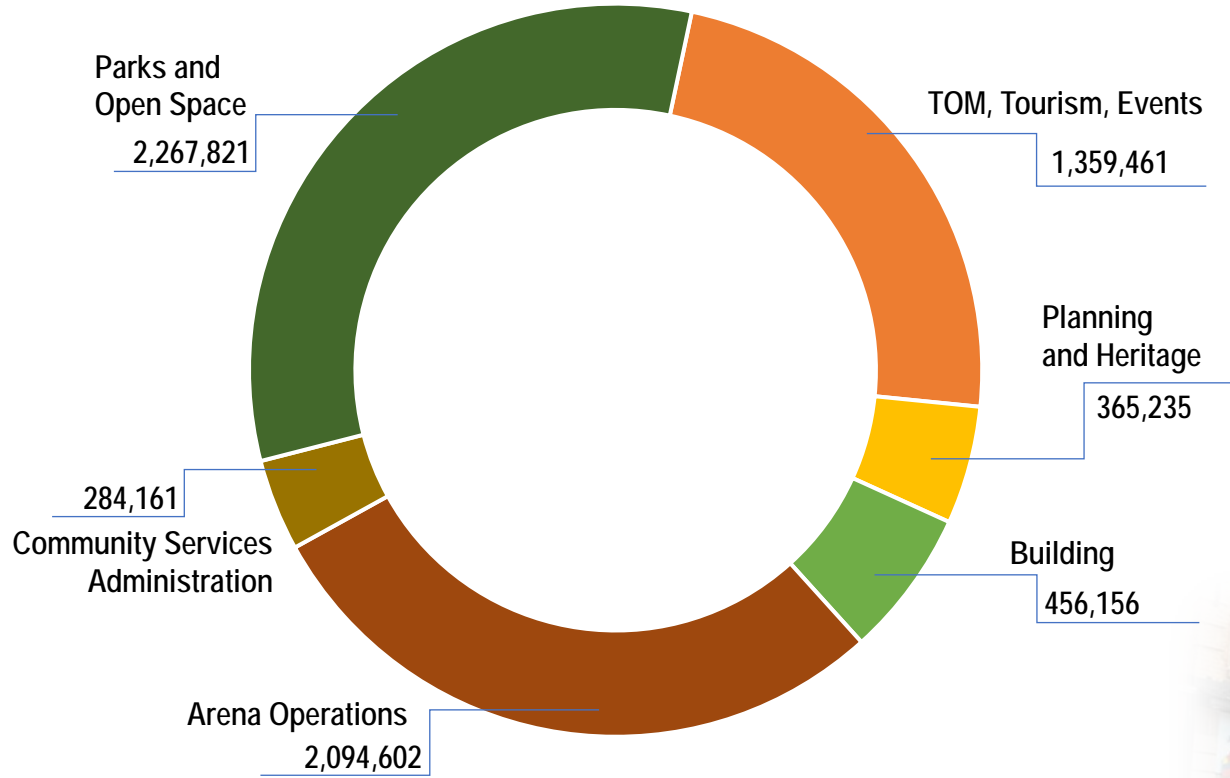
Facility booking
Special events – facilitate and implement approval and agreements for the use of facilities and parks
Community Programs (City Summer Youth Programs, City Skating, Volunteer Awards, Springfest Games)
Customer Service

Arena Operations

Coordination with Facility Booking on customer service – including allocation
Facility Maintenance and Capital projects
Safety inspections and monitoring
Hall operations
Arena Operations



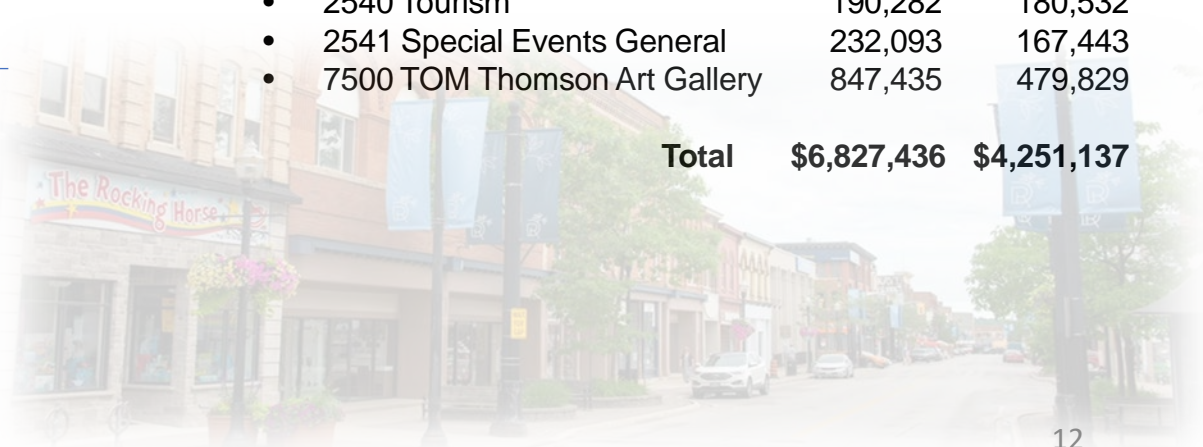
Department: **Community Services**
 Divisions: TOM | Tourism | Events & Activations, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking & Programs, Building, Arena Operations.



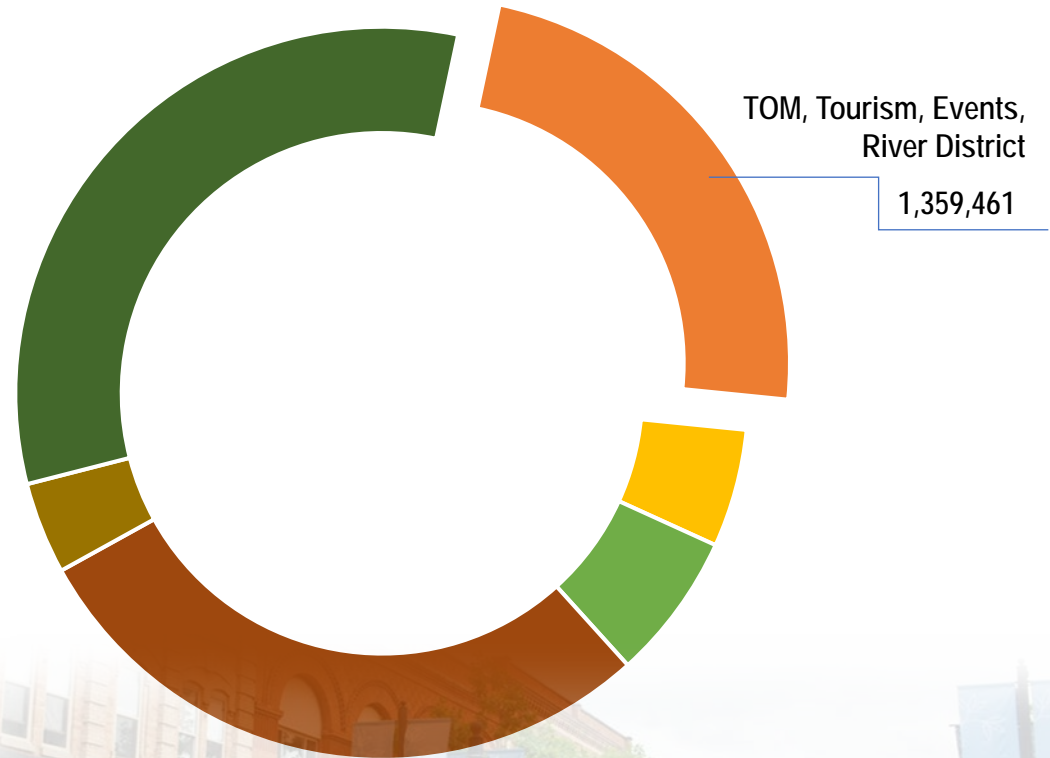
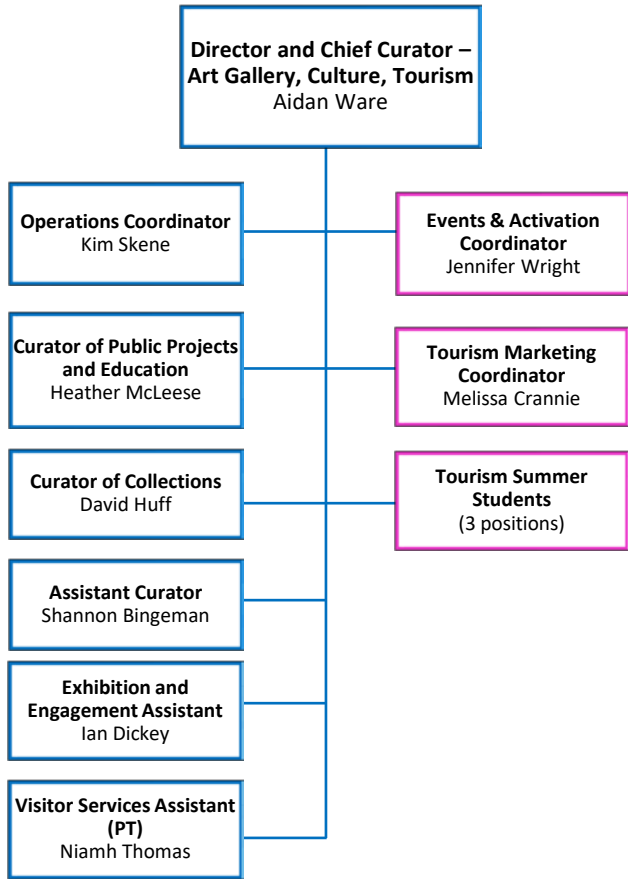
Operating Budget by Department
(Gross Costs)

Operating Budget by :

	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District (Community Services)	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$6,827,436	\$4,251,137



Department: Community Services
 Divisions: TOM | Tourism | Events & Activations, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations



Operating Budget by Division
(Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Community Services
Divisions: TOM | Tourism | Events and Activations, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking & Programs, Building, Arena Operations

What the Division Does Day-To-Day

Art Collection (2,600 Art Objects)

- Conservation, security, environmental monitoring, and daily checks
- Documentation in PastPerfect database: condition reports, audits, location tracking, photography, accessibility to the public
- Art Collection Policy/Procedure
- Artwork loans to other institutions
- Reports and applications to the Canadian Cultural Property Export Review Board
- Stewarding donors
- Accessioning works into the collection – Deed of Gift, donation receipts, contracts
- Assisting the public with research
- Monitoring offsite storage locations
- Public art administration and documentation

Exhibitions

- Researching, organizing, curating, and installing exhibitions – 8-14 per year
- Maintaining a rolling 4-year exhibition plan and schedule
- Exhibition budget forecasting
- Coordinating and working with artists
- Exhibition agreements/contracts, layout and design
- Exhibition painting and construction, lighting design
- Writing curatorial statements and essays
- Coordinating insurance, art transit and art traffic

Exhibitions (Continued)

- Maintaining and archiving exhibition files
- Documentation of exhibitions
- Project grant applications
- CARFAC artist fees
- Ontario Exhibition Assistance grants disbursement
- Educational materials, tours, and programs
- School tours and curriculum programming
- Lectures, talks
- Professional development for artists
- Developing and organizing events
- Hosting third-party events
- ArtCart programming
- Summer, March break, Family Day programming
- Community partnerships and collaborations
- OPEN Team projects and collaborations
- Overseeing borrowed exhibitions: handling, installation, insurance, and transportation
- Working with grant stakeholders: Ontario Arts Council and the Canada Council for the Arts
- Marketing and promoting exhibitions and programs
- Artefacts weekly newsletter
- Financial reconciliation
- Overseeing interns and summer students
- Health and safety inspections and reports

Financial, Facility, and Other

- Strategic planning
- Facility expansion planning
- Art Collection Team
- Fundraising Team
- Facility Expansion Team
- Reporting to the TTAG Advisory Committee
- Drafting and updating Art Gallery specific policies and procedures
- Budget forecasting
- Fundraising events and projects
- Annual calendar campaign
- Annual film series
- Sponsorship and donations
- Operating grant applications: Ontario Arts Council, Canada Council for the Arts
- Volunteer coordination
- Membership administration
- Supporter's Circle campaign
- Tracking revenue and expenses, coding invoices, and processing revenues
- Financial reports for grants, projects, exhibitions
- Statistical tracking
- CADAC reporting
- Collecting visitor data
- Surveys
- Coordinating facility maintenance, including contractors
- Meeting Agendas, Minutes
- Training



Department: Community Services
Divisions: TOM | [Tourism](#) | Events and Activations, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking & Programs, Building, Arena Operations

What the Division Does Day-To-Day

Visitor Services

A seasonal Visitor Centre is run by tourism from May to October, seven days a week. The Visitor Center, which serves as a gathering place for visitors visiting Owen Sound and the surrounding area, is housed in the former CN Rail station on the City's West Harbour.

- Providing information to the public
- Visitor Centre Management- cleaning, promotions, merchandising, programming
- Summer tourism staff management and oversight (4 students)
- Scheduling
- Assisting patrons - phone, email, online direct messages
- Support Events Coordinator with staff, set up, execution of events
- Contests
- Data analysis and trends
- Brochure deliveries
- Tourism supplies, deliveries
- Support for trip planning, travel advice, recommendations
- Answer internal and external emails regarding tourism-related inquiries

Product Development

The Tourism division works to market Owen Sound as a travel destination by creating experiences and activities that draw tourists in and showcase the city's most attractive features. Ex. Corkscrew City Tour – Salmon tour, Snowen Sound Frolics.

- Savour Owen Sound
- Snowen Sound Frolics
- Corkscrew City Tour
- CC Harvest Dinner
- Salmon Experience
- Project grant applications for other initiatives

Marketing and Promotion

The Tourism division works to market Owen Sound as a travel destination and to engage the regional community in events and projects.

- Marketing design and promotion
- Social media
- Tourism website
- Community partnerships
- Monthly newsletter
- Media Releases
- DMO partnership
- Trade shows
- Support and collaborate with River District, the TOM, and the OPEN Team



Department: Community Services
Divisions: TOM | Tourism | **Events & Activations**, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking & Programs, Building, Arena Operations

What the Division Does Day-To-Day

Community Events

In addition to core events delivered directly by the City, the City supports and promotes other events such as Summerfolk, Salmon Spectacular, and Emancipation Festival.

- New Year's Eve Family Celebration,
- Arts and Cultural Awards,
- Sound Waterfront Festival/Canada Day
- TD Harbour Nights
- Music at the Market
- Movie Nights
- Home and Garden Expo
- Annual fireworks display
- Budget and forecast, quotes, and invoicing
- Venue coordination
- Hiring and overseeing contractors and musicians
- Booking media
- Invoicing
- Support River District and Tourism on projects
- Partnerships with community members, stakeholders, service groups
- Coordinate insurance
- Permits and approvals – such as AGCO, Fireworks, Street Closures, Insurance etc.
- Applications and contracts
- Recruit and train volunteers
- SERF document submission
- Application to Transport Canada
- Coordination with Coast Guard, Fire Department and Police Department Arrange on-water safety coordinators
- Special project support
- Routine requests and inquiries

Marketing and Promotion

- Work with planners, sponsors, stakeholders, staff and clients to promote events
- Create and oversee marketing, print materials and social media
- Media advisories
- Cheque presentations
- Hosting duties at events

Grants and Sponsorship (Events Only)

- Project grant applications
- Sponsorship packages and requests
- Sponsorship acknowledgment and coordination
- Event donations



Department: Community Services
Divisions: TOM | Tourism | Events & Activations, **Community Development (River District)**, Planning and Heritage, Parks and Open Space, Facility Booking & Programs, Building, Arena Operations

What the Division Does Day-To-Day

Experience Development

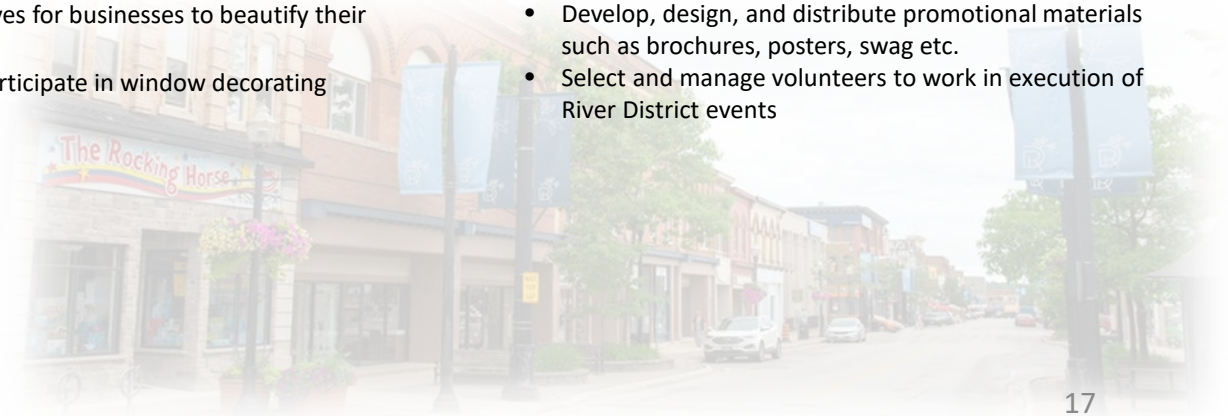
- Animate and create engaging spaces in the River District
- Support businesses to open on Sundays, past 4 p.m. on weekdays, and on holidays
- Encourage businesses to put up patios and ensure businesses have easy access to the required paperwork
- Support any expansion of the River District boundaries
- Encourage outside groups to use the River District to host events and promote the inclusion of the River District in tours already created
- Create community partnerships and work with groups to bring events to the River District
 - Concours d’Lemon
 - Cars & Coffee
- Continue to plan and execute a roster of exciting events that will attract the target market
 - Just Say Yes
 - River District Blooms
 - Wheel & Rides in spring and fall
 - Hottest Street Sale
 - Trick-or-Treat Trail
 - Holiday Magic
 - Moonlight Madness

General Management

- Liaison with community service groups and promote access through River District network
- Data analysis
- Assisting businesses by being first point of contact for the City of Owen Sound
- Assist visitors in locating the appropriate business
- Communicate accessibility issues within the River District to appropriate departments
- Communicate snow and garbage removal requirements to businesses and landlords
- Help identify and assist in correcting waste issues within the boundaries of the River District
 - Garbage receptacle replacement strategies
 - Support in modifications to Bi-Law for waste removal
 - Communicate changes in waste removal to businesses and landlords
 - Create, promote, and manage the Community Clean-up Cart Program
- Create and manage incentives for businesses to beautify their businesses, promoting CIP
- Encourage businesses to participate in window decorating seasonally

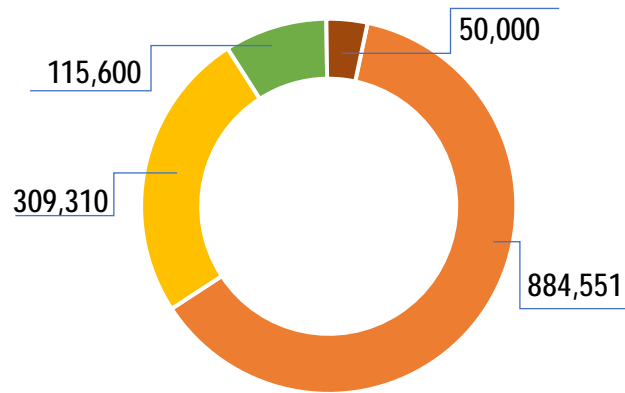
Branding and Promotion

- Develop and execute a strategic, multi-layered collaborative, bold promotions plan for the River District, including branding.
- Business directory and events approvals and management
- Social media administration, newsletter, website
- Promotional campaigns for events
- Create and execute contests to encourage community interaction
 - Scones of the River District
 - Warmest Seats On The Street
 - Holiday Shopping Passport
- Create and execute the Locals Love It Here Program
 - Social media promotion
 - Community Clean up Carts
 - Podcast and Rogers TV Show “My River District”
 - Business incentive program
- Develop, design, and distribute promotional materials such as brochures, posters, swag etc.
- Select and manage volunteers to work in execution of River District events



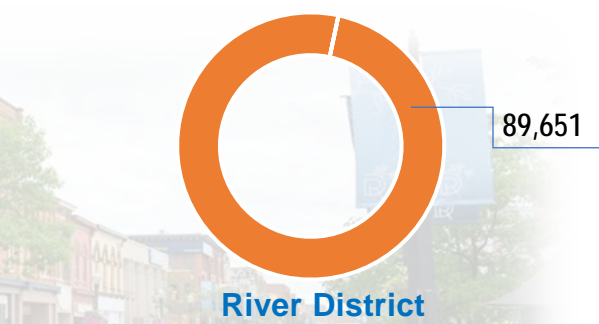
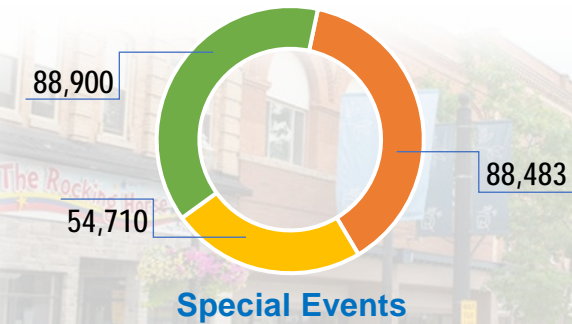
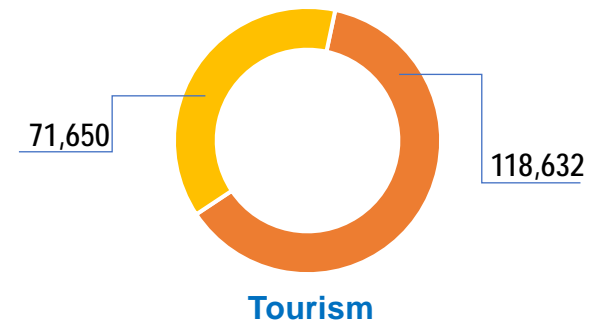
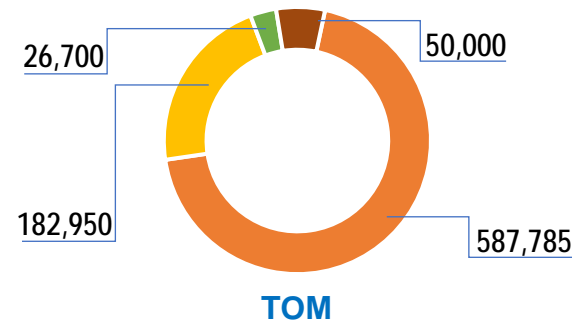
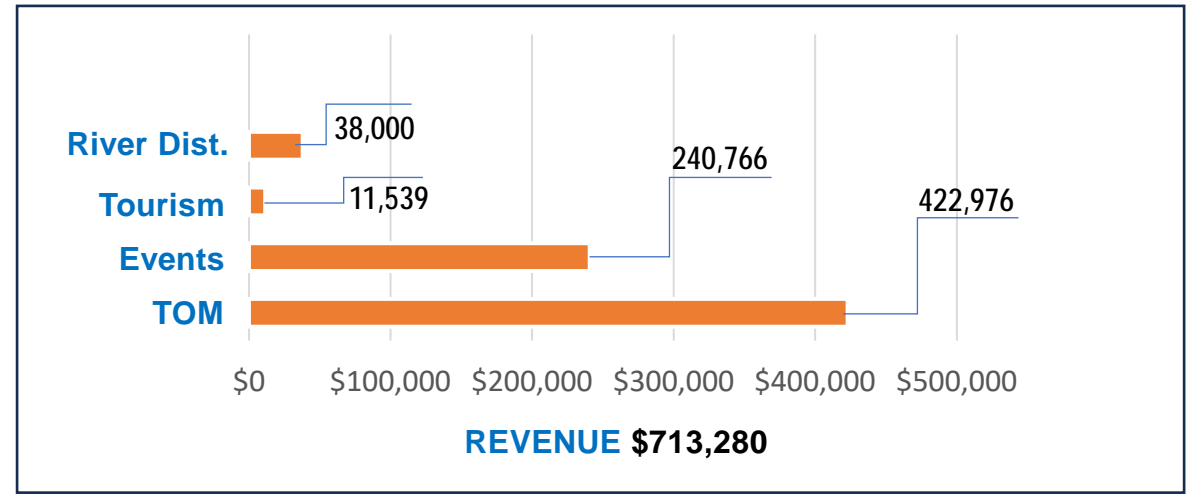
Department: Community Services
 Divisions: TOM | Tourism | Events and Activations, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations

	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$1,359,461	\$841,443



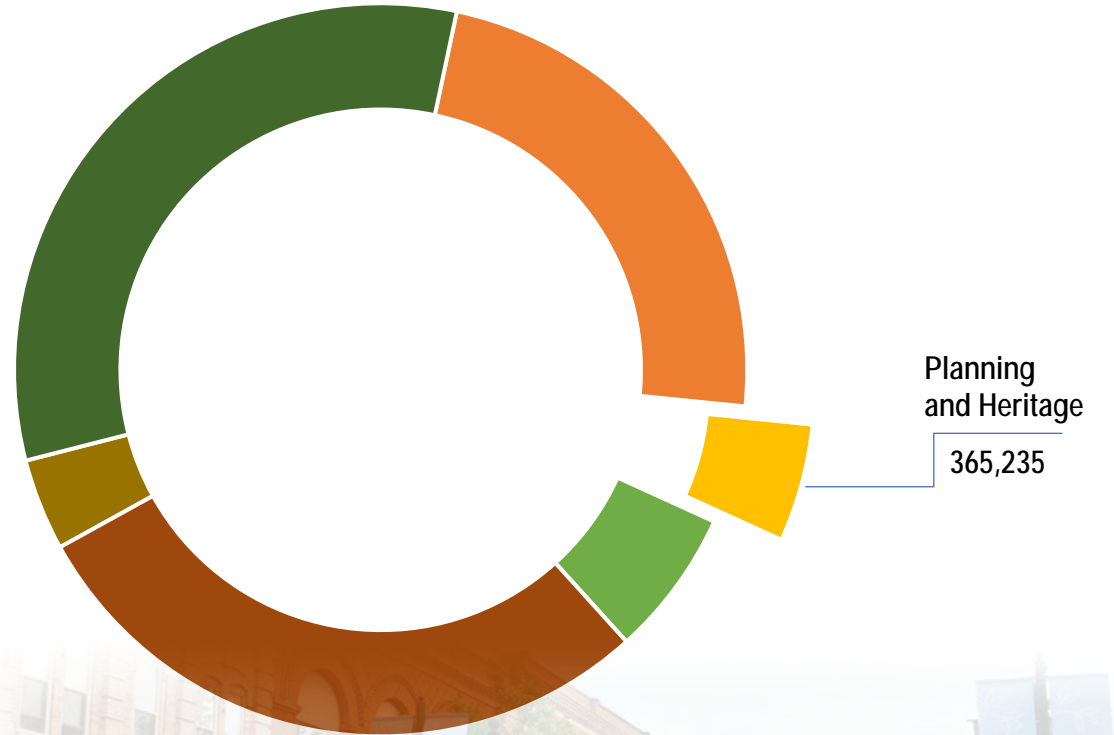
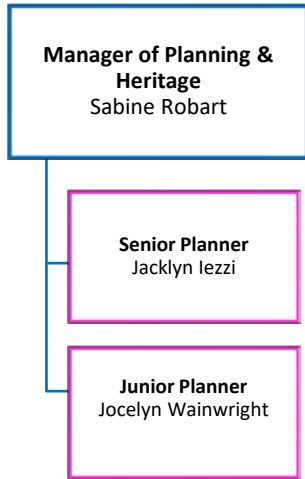
Division

Salaries and Benefits Materials & Supplies Contract Services Debt Payments



EXPENSES

Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District) **Planning and Heritage**, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations



Operating Budget by Division
(Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Community Services
Divisions: TOM | Tourism | Events, Community Development (River District) **Planning and Heritage,** Parks and Open Space, Facility Booking and Programs, Building, Arena Operations

What the Division Does Day-To-Day

Development

- Local Official Plan Amendments (save and except for any 5-year review of the Official Plan, a new Official Plan, or an amendment related to a boundary expansion)
- Draft Plans of Subdivisions or Condominium and Part Lot Control
- Zoning By-laws, Zoning By-law Amendments, Removal of Holding Provisions
- Committee of Adjustment applications - Minor Variances & Consent (severance)
- Processing of the above includes reviewing applications for completeness, preparing applications for circulation, a notice of complete application and public meeting, preparation of technical and recommendation reports, presentation at meetings, preparation of amending policy and approval documents, etc.
- Site Plan Approval – review of applications, preparation of recommendation report including conditions of approval, negotiate and prepare site plan agreements and securities, and ascertain compliance and release agreements and securities
- Planning staff review and comment on:
 - building permit applications,
 - sign permits,
 - business licenses,
 - encroachment requests,
 - lands sale requests,
 - compliance matters with By-law Enforcement requests for agreement release, capital projects, and all other property-related issues for compliance with City Planning policies.

Development (continued)

- Indigenous consultation is included in the City's required work.
- Review of capital projects
- Verbal and written responses to public, legal firms & developer inquiries
- Customer service – front counter, email, phone inquiries
- FOI requests
- Represent the City at Ontario Land Tribunal
- Maintain the Planning & Heritage webpages within the City's website:
 - Heritage
 - Current Development Projects
 - How to Apply
 - Planning Policy & Urban Design
 - Zoning By-law
- Lead the City's Development Team one window' contact for applicants seeking information on potential property development or change of use in the City of Owen Sound.
- (Development Team includes: Planning, Building, Engineering, Public Works, Clerks, Finance, as well as peer review if required)

Policy

- Draft, maintain, and implement the City's Planning policy framework:
 - Official Plan- updated in 2021-2022
 - Community Improvement Plan (see below)
 - Zoning By-law – comprehensive update currently underway
- Policy planning studies and special projects such as Official Plan reviews, Zoning By-law reviews, Secondary Plans, Community Improvement Plans, Heritage Conservation Plans, Community Gardens Policy, Sidewalk Patio Guidelines, and other policy matters

Policy (continued)

- Coordinate the activities of consultants working on studies or technical reports for the City, including preparing study outlines, arranging for requests for proposals or quotations with City Purchasing staff, assisting with consultant selection, acting as the primary contact for the City, and overseeing the completion of project deliverables.
- Tracking and implementing provincial and upper-tier planning and development-related policy and legislation such as County Official Plan or the PPS.
- Monitor and make recommendations on changes to Upper-tier plans
- Assist other City staff, including the Managers, Clerk's Office, Engineer, Chief Building Official, and By-law Enforcement Officers, in the interpretation and implementation of City and Provincial planning policies, legislation, and/or by-laws, updating City policies, practices, etc.
- Report to Council, Community Services Committee (Heritage Committee), Accessibility Advisory Committee
- Development and management of strategies, policies, regulations, and programs that implement the City's Official Plan and Zoning By-law and are related to land use planning, including but not limited to:
 - cultural and natural heritage conservation
 - accessibility (AODA)
 - community gardens
 - sidewalk patio program & permitting
 - community improvement planning
 - site alteration
 - retail and commercial policy
 - urban design
 - growth management
 - infrastructure planning.

Department: Community Services
Divisions: TOM | Tourism | Events, Community Development
(River District) **Planning and Heritage**,
Parks and Open Space, Facility Bookings and
Programs, Building, Arena Operations

What the Division Does Day-To-Day

Community Improvement Plan

- Maintain and update the CIP document and associated program guidelines
 - Annual report to Council – monitoring & evaluation
 - Provide annual update to CSC of completed projects
- Intake including pre-consultation with potential applicants, application review, recommendation report to staff delegate or Community Services Committee as required
- Develop the financial incentive program agreement (FIPA) between the City and the applicant, which includes the procedure and requirements prior to commencing work to obtain reimbursement from the City, liabilities and responsibilities, changes to work
- Site visits at the beginning and end of the process to evaluate works to determine if they were completed in accordance with the agreement
- Building & heritage permits may be required
- Review of receipts and final project, administer request for payout
- Monitor and manage the annual CIP operating budget
- Coordinate with the County to implement County CIP contribution, including annual report in the form of a report card (\$20,000)

Community Improvement Plan (continued)

- The CIP has five financial incentive programs that provide capital grant funding to eligible property owners and authorized tenants of land and buildings each year:
 - Façade & Structural Improvement Grant Program
 - Accessibility Improvement Grant Program
 - Start-up Space Leasehold Improvement Grant Program
 - Landscaping & Property Improvement Grant Program
 - Vacant Building Conversion & Expansion Grant Program
- The CIP also contains city-wide incentive programs, including:
 - Brownfield Financial Tax Incentive Program
 - Tax Increment Equivalent Grant
 - Heritage Property Tax Rebate Program
 - Vacant Lands Tax Assistance

Heritage

- Maintain the City's Heritage Register (designated & listed properties), including monitoring and maintaining documentation for the lands/buildings/structures designated under the Ontario Heritage Act,
- Heritage Conservation & Maintenance Agreements – these apply to designated properties, the agreements include a conservation & maintenance plan which describes the existing conditions of the designated features and lays out ongoing & upcoming maintenance works & can provide tax relief under the CIP

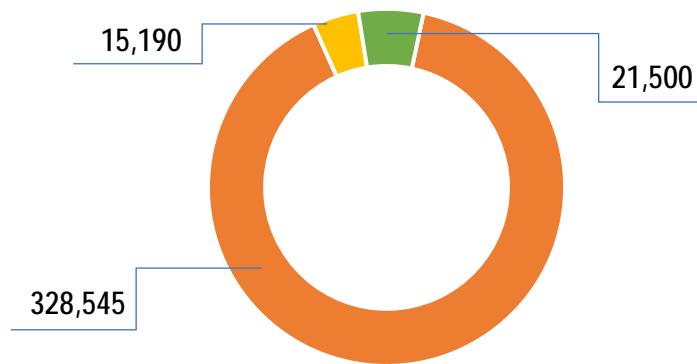
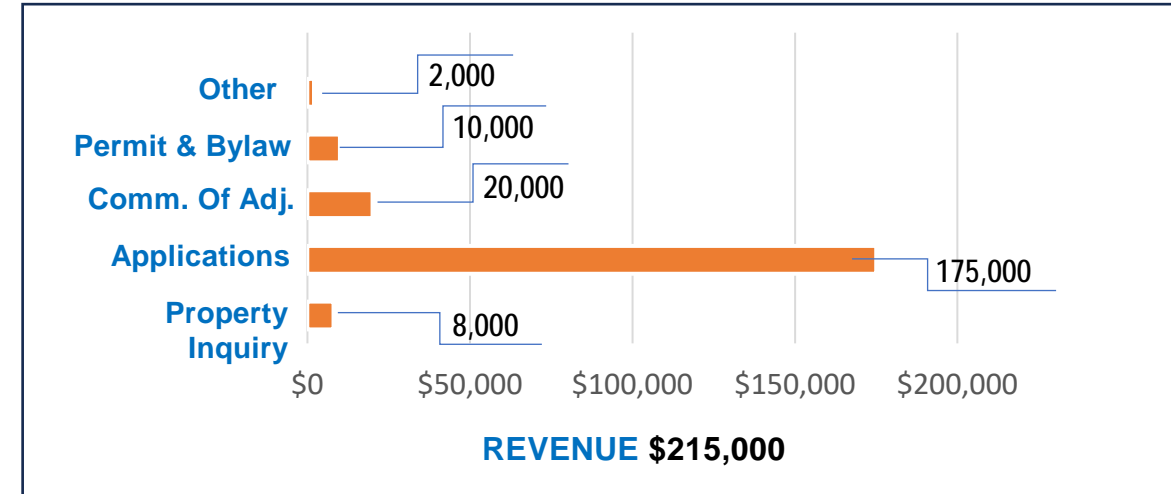
Heritage (continued)

- Provide heritage comments on development applications involving identified heritage resources as well as applications for the façade and structural improvement program.
- Provide recommendations on the administration, assessment, and preservation of the City's heritage and cultural resources.
- Coordinate and assist in the development and implementation of cultural heritage policies, studies, and initiatives
- Provide process support for property owners who wish to nominate a property for the City's Heritage Register which may include listing or designation of a property
- Heritage Easements
- Process Heritage Permits for alterations to properties included on the City's Heritage Register to ensure alterations are sympathetic to identified heritage attributes
- Heritage Permit application process is also used to track façade and structural improvement programs under the CIP
- Staff respond to inquiries from the public and property owners regarding the City's Heritage Register and provide historical information for specific properties
- maintenance and implementation of the City's Cultural Heritage Interpretation Program, specifically Interpretive Plaques



Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations

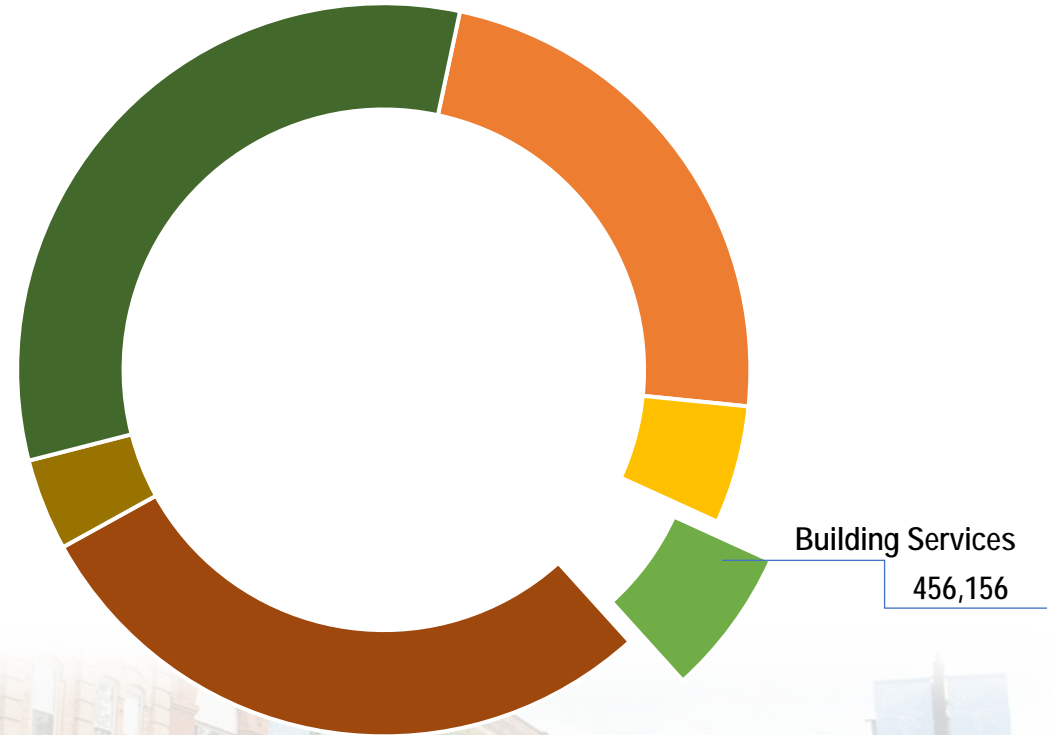
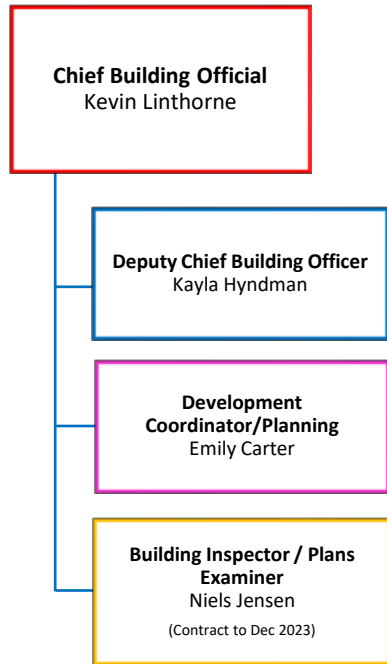
	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$365,235¹	\$216,443



■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments



Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking **Building**, Arena Operations



Operating Budget by Division
(Gross Costs)

Legend	Statutory	Non Union / Management	Temporary Position / LOA
	CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Community Services
Divisions: TOM | Tourism | Events, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking **Building**, Arena Operations

What the Division Does Day-To-Day

Rationale for Service

- Under the Building Code Act, 1992 s.o. 1992, chapter 23 section 3.(1) the Council of each Municipality is responsible for the enforcement of the Act and appointing a CBO to administer this function.
- The services provided are for the protection of the general public as a whole, as well as protecting the city by confirming compliance with the OBC and all applicable laws.

Description of Service

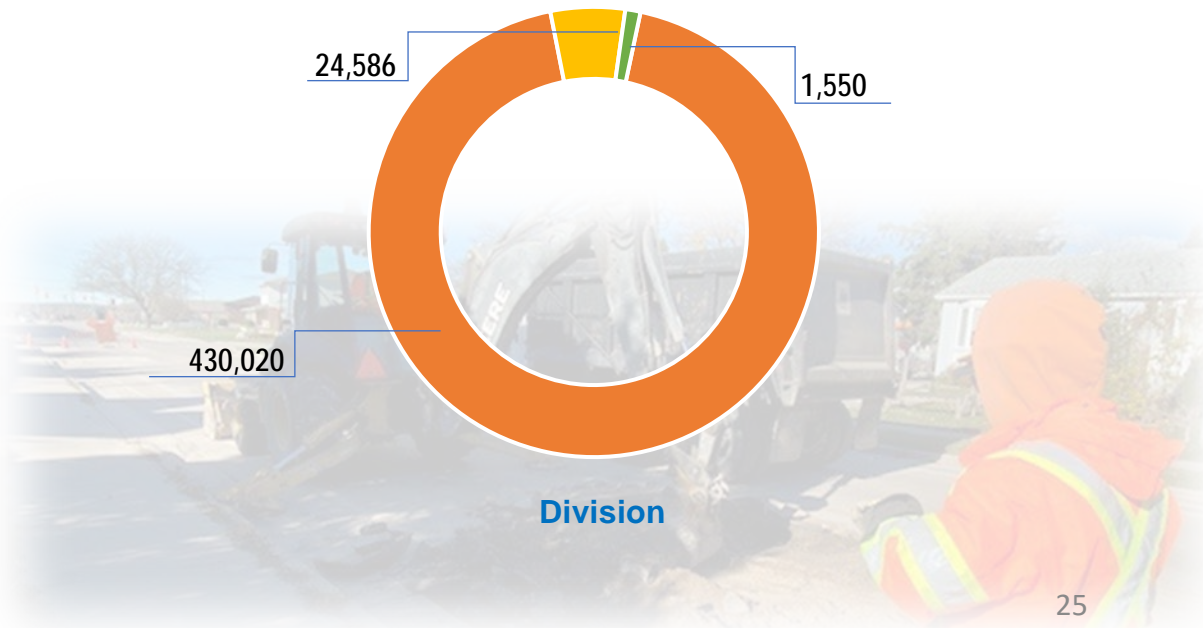
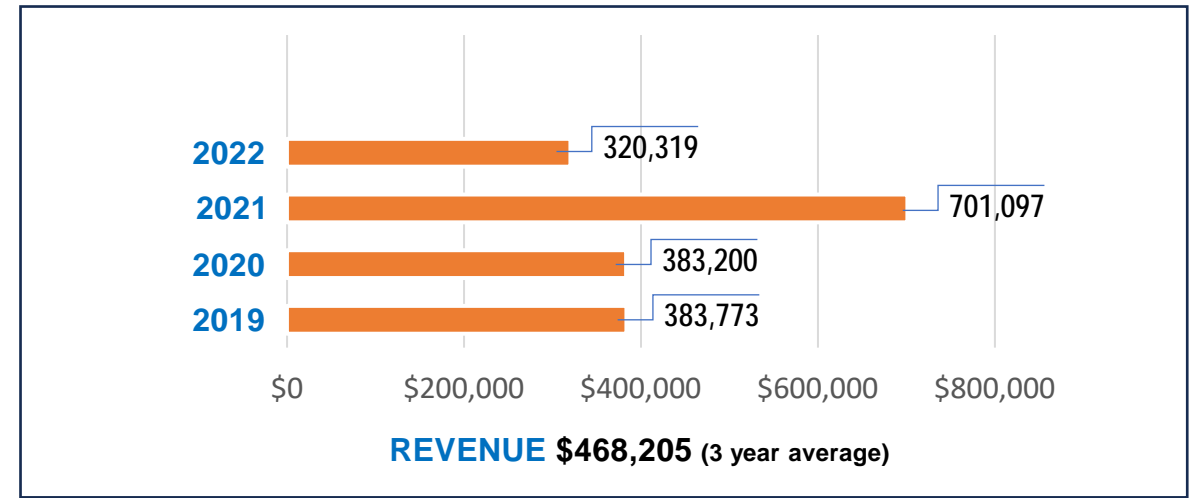
- Overseeing all permit applications (Building & Plumbing), conducting inspections to confirm compliance with the Ontario Building Code and Owen Sound Zoning By-law, as well as all other applicable Laws. Building inspection services are mandated under the Building Code Act, including:
- Accept incoming applications for construction, including new builds, renovations, alterations, changes of use, underground servicing, and plumbing
- Review each application and drawings to confirm completeness and compliance with applicable legislation and the OBC, confirm it has incorporated the minimum building standards for health, life safety, accessibility as well as energy efficiency;
- Communicate with the applicant, architect, or engineer as required for further information
- Calculate fees and accept payment of applicable fees, including DC's

- Each permit reviewed by senior staff prior to issuance
- Conduct onsite inspections of all construction, renovations, new builds, demolition, and site services. There are a number of mandated inspections, including inspections of excavation, footings, foundation, backfill, framing, insulation, vapour barrier, plumbing underground, plumbing rough-in, occupancy, and final inspection; each permit would have different required inspections. A new home would have a minimum of 8 required inspections, whereas a commercial building would have a minimum of 12. These inspections are typically double in numbers due to deficiencies;
- Conduct onsite inspections with respect to property standards issues, which may include determining if there may be an unsafe condition;
- Perform property inquiries for active and open work orders;
- The CBO is asked to give expert witnessing on behalf of solicitors representing the City of Owen Sound in litigation, testifying at hearings and writing reports used as evidence;
- Issues orders to comply, stop work orders and charges toward compliance with legislation;
- The Building Division responds in writing to all written requests of Property inquiries, this involves looking up outstanding orders or unclosed permits. There are, on average, upwards of 6-8 inquiries a month.
- There are a number of customers daily that frequent the Building and Planning counter for information and or advice on projects. We provide knowledgeable staff on a daily basis to deliver this service; a representative is always available and is qualified to answer most questions;

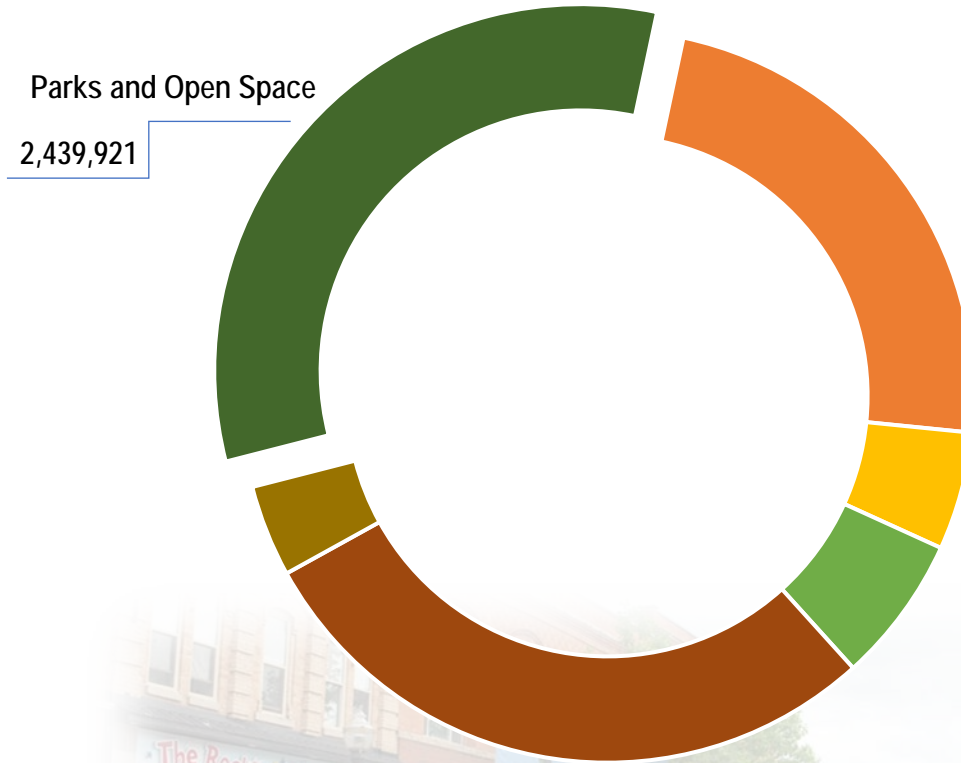
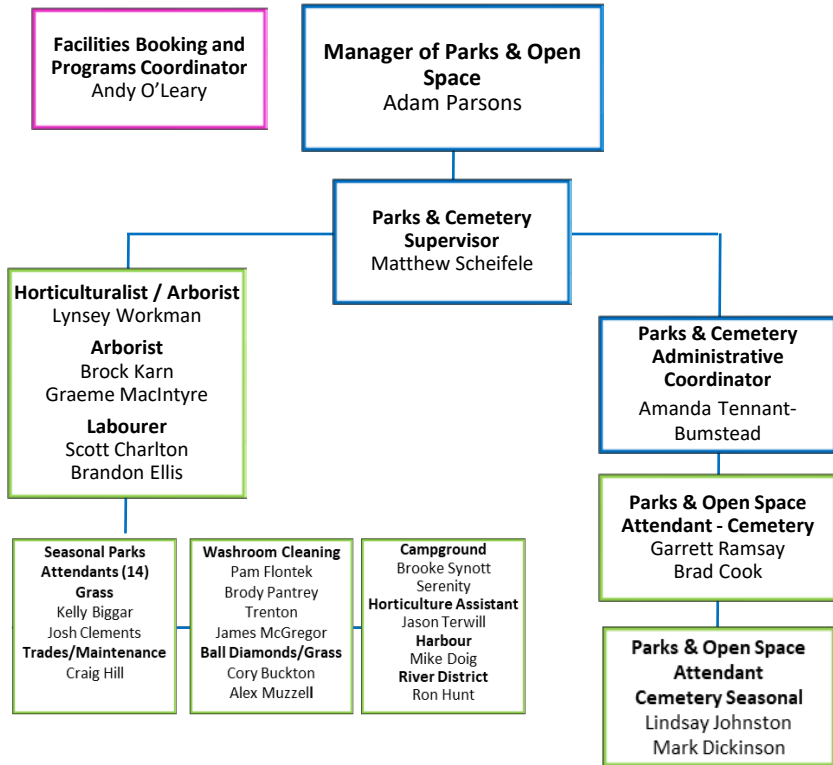
- Receive, review, and issue tent and stage permits;
- Review all business license applications for compliance with the Ontario Building Code; (52 permits in 2022)
- Provide input to the City's Development Team as part of the priority and pre-consultation effort with all developers;
- The Chief Building Official is also responsible for municipal addressing in accordance with the 911 Emergency Operations Group. This includes street naming and unit numbering to conform to City standards
- The CBO administers the Sign By-law, and the Building Division issues Sign Permits.
- Building staff are responsible for the upkeep of current ownership of properties in the Amanda Property Management Software
- Staff submit electronic plans and occupancy permits to MPAC for the municipality to be able to get Supplementary Assessment from MPAC and add to the tax roll in a timely manner
- Building Division maintains historic building records, including applications, documents, and plans indefinitely
- Staff also check for Site Plan compliance during on-site inspections
- Building staff will be Team Lead in the implementation of Cloudpermit

Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking Building, Arena Operations

	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$456,156	\$7,566



Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations



Operating Budget by Division
(Gross Costs)

Legend	Statutory	Non Union / Management	Temporary Position / LOA
	CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Community Services
Divisions: TOM | Tourism | Events, Community Development
(River District) Planning and Heritage,
Parks and Open Space, Facility Booking and
Programs, Building, Arena Operations

The Parks section of the Parks and Open Space Division is responsible for the management, maintenance, and development of 157 hectares (390 acres, including 45 Parks

The City has 45 parks that are diverse in type, facilities, and amenities, including ball diamonds, playgrounds, soccer fields, skate and bike & skateboard parks, outdoor skating rinks, tennis and basketball courts, bandstands, picnic shelters, amphitheater, trails, boat launches, and fish cleaning stations, etc..

Parks Operations

- Parks are open 7 days a week from dawn to dusk, 365 days a year, with lit facilities operating until 11:00 pm unless otherwise arranged.
- Parks, like all facilities, require regular inspections to ensure they remain safe and clean. Garbage collection is performed on a daily basis through the summer months and 3 times per week during the winter months.

Maintenance operations

- Turf Maintenance: turf and vegetation mowing in parks, along roadsides and boulevards, and other City facilities, including other City buildings, water and wastewater properties, reservoirs, etc. Several kilometers of roadsides and guard rails are also maintained by the Division.

Horticulture

- Flower and shrub bed maintenance, planting, and cultivation of between 12,000 to 14,000 annual bedding plants and perennial plants in 47 beds in various City parks and open space locations. There are partnerships at the Bayshore with the Garden Club to do the bed maintenance, and in the River District, there is a partnership with the River District.

Garbage collection and Litter removal

- In addition to emptying of 50+ garbage barrels in parks and along the inner harbour, refuse is removed for disposal from dumpsters located at; Harrison Park Inn, Harrison Park Campground, Bayshore Community Centre, Harry Lumley Arena, Julie McArthur Regional Recreation Centre (includes Family Y), Kiwanis Soccer Complex, Duncan McLellan Ball Park, and the Greenwood Cemetery maintenance yard.

Trail maintenance

- This includes surface grooming and maintenance, capital project improvements, sign installation and maintenance, and vegetation and pruning back of encroaching branches.
- Ball Diamond Maintenance and Operation: Regular grooming of infields and lining for play based on the booking schedule. Turf maintenance and trimming in other areas and cleaning and maintenance of buildings, including washrooms.
- Soccer fields; mowing of all fields and repairs of fields at Kiwanis Soccer Complex, Kelso Beach, and Victoria Park and cleaning and maintenance of buildings. Based on the agreement with Minor Soccer, that organization cleans the washrooms.

What the Division Does Day-To-Day

Playground Inspections and Repairs

- inspections carried out monthly through spring, summer, and fall based on CAN/CSA Z614-14 “Children’s Playspaces and Equipment” standard. When operating, daily inspections are also completed for the Sk8 and Bike Park and the Good Cheer Ice Rink.
- There are 22 playgrounds) that require regular inspection and maintenance.

Snow Plowing & Salting

- Is performed as required on the roadways and parking lots in Harrison Park and for access to Kelso Beach Park and the Westside Boat Launch. Snow is also removed in other linear parks, such as Percy England Parkette.

Landscaping

- To repair or restore existing plantings, including sodding of worn turf areas as required.
- Arboriculture includes tree maintenance/pruning and removals of trees in parks and other City lands, boulevards, and rights of way.
- Commemorative Tree planting program accounts for 15 to 20 of the 75-80 trees planted each fall as part of the annual autumn tree planting program.

River District Maintenance and Beautification

Lead the River District beautification plan:

- Hanging baskets
- Sidewalk planters
- Trees
- Banners
- Seasonal Cross Street lighting
- River District waste management April-November
- Respond to direct inquiries from River District members
- River district sidewalk sanitation
- Vegetation Management

Department: Community Services
Divisions: TOM | Tourism | Events, Community Development
 (River District) Planning and Heritage,
**Parks and Open Space, Facility Booking and
 Programs, Building, Arena Operations**

What the Division Does Day-To-Day

Master Plan Preparation and Implementation

- Coordinate and implement action items from 13 master plans relevant to parks:
 - Official Plan
 - Strategic Plan
 - Recreation Parks and Facilities Master Plan
 - Harrison Park Master Plan
 - Kelso Beach at Nawash Park Master Plan
 - Victoria Park Master Plan
 - Recreation Trails Master Plan
 - Boat Launches Master Plan
 - Downtown Harbourfront Urban Design Master Plan Study
 - River District Action Plan

Invasive Species Management

- EAB Removals Program -Tender and Contract management
- Giant Hogweed eradication- Contract Management (annual service)
- Phragmites eradication and maintenance

Partnerships and Agreements

- Partnership and agreement management:
 - CMHA Community Garden
 - Gitche Namewikwedong Reconciliation Garden
 - BGDCSB agreement for the use of Victoria Park
 - River District agreement
 - Volunteer group agreements
 - Dog strangling vine
 - Stoney Orchard litter pickers
 - East side snowmobile Club

- Festival of northern lights
- Owen Sound Minor Soccer
- HP Inn
- HP Pool – YMCA
- HP Sr. Centre
- Leash Free Dog Park
- Transport Canada Leases implementation
- Owen Sound Rowing Club
- Putt N Paddle
- Owen Sound Attack (Facility booking)
- Stoney Keppel Riders (snowmobile Club)

Campground Management

- Manage 2 municipal campgrounds

Winter Ice Rink Operations

Facility Maintenance and Cleaning

- Ensure all rental facilities are cleaned/prepared for rentals
 - Ball diamonds (11)
 - Sports pitches (9)
 - Harrison Park Community Hall
 - Harrison Park Picnic Pavilion
 - Harrison Park Bandshell
 - Farmers Market Square
 - SERF (Special Event Request Form) items

City Led Special Event Support

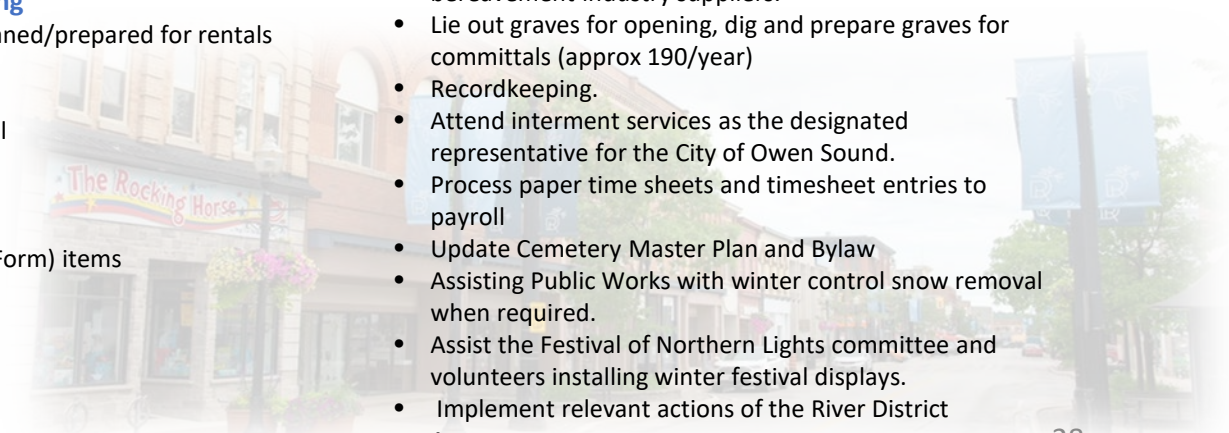
- Logistical support
- Washroom cleaning
- Trash management
- Groundskeeping ahead of the event
- Set up support
- Tear down support

Bylaw Encampment Support

- Support bylaw with encampments in parks (this is several times a week in 2022-2023)
- Respond to inquiries relating to Parks and Cemetery Services delivery.

Cemetery

- Sales of Cemetery plots and services.
- Coordinate the delivery of cemetery services with bereavement industry suppliers.
- Lie out graves for opening, dig and prepare graves for committals (approx 190/year)
- Recordkeeping.
- Attend interment services as the designated representative for the City of Owen Sound.
- Process paper time sheets and timesheet entries to payroll
- Update Cemetery Master Plan and Bylaw
- Assisting Public Works with winter control snow removal when required.
- Assist the Festival of Northern Lights committee and volunteers installing winter festival displays.
- Implement relevant actions of the River District Agreement



Department: Community Services
Divisions: TOM | Tourism | Events, Community Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations

What the Division Does Day-To-Day

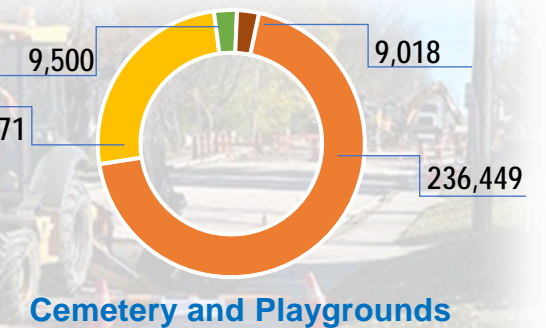
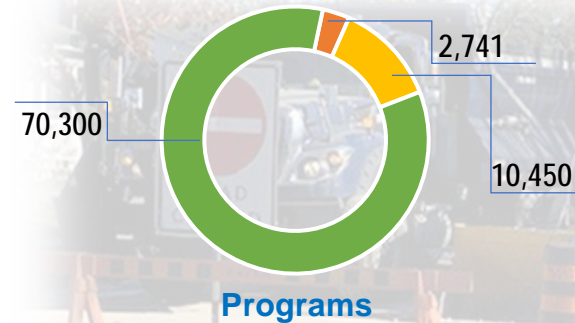
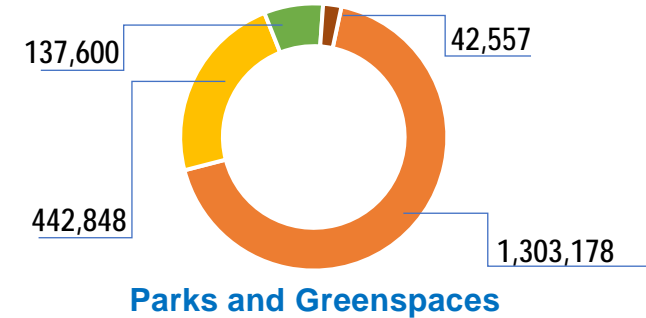
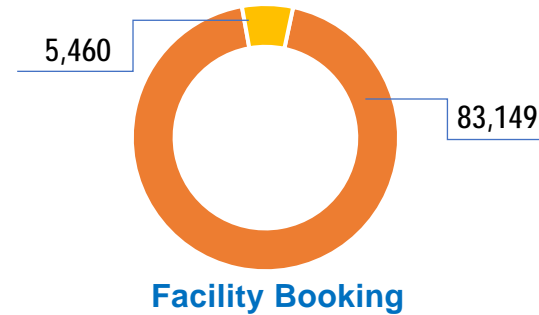
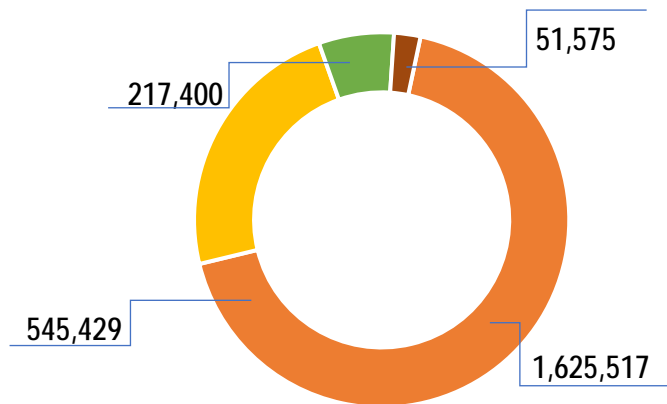
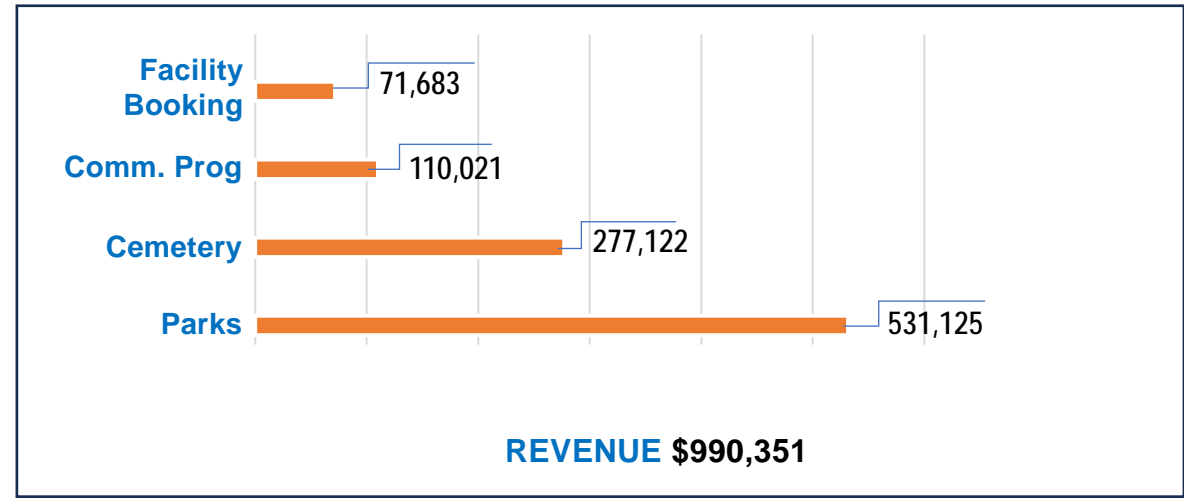
Facility Booking and Community Programs

- Market and Promote the City as a destination for tournaments and special events
- Assist in marketing the city's promotion of the City's inventory of parks facilities and open spaces
- Prepare reports and recommendations for City Council on various issues about facility bookings, including agreements, beer gardens/tents, and special events.
- Prepare agreements for special events held in City-owned facilities for City Council approval and ensure conditions of the agreements are fulfilled by event organizers leading up to events
- Undertake approval of staff delegated approvals of events and agreements, ensure implementation of conditions, and coordinate with Police, Fire, Parks and Public Works, AGCO, etc.
- Monitor compliance-and post-event reviews; work with event organizers to coordinate logistics within various facilities and parks, tourism, and events, and act as the City's lead liaison with event organizers as well as other agencies such as Owen Sound Police Services, Owen Sound Fire, EMS, and AGCO
- Administer the City's facility bookings, including:
 - Arenas (3 ice pads) Ball Diamonds (14)
 - Bandshells (5)
 - Picnic shelters (17 rows)
 - Soccer Fields (8)
 - Halls (5)
 - Parks & Open Spaces (4)
 - Farmer's Market Pavilion
- The Facility Booking Coordinator works with event organizers to provide significant coordination of one-time events, annual events, and tournaments. These events require Council approval and agreements approved by Council. Certain events are now staff delegated with reporting to Council 2 x annually.
- Administer Senior Use of City Facilities (Bayshore, McQuay, Harrison Park) as well as coordination and implementation of the district Springfest Games, including obtaining sponsorships and working with volunteers and event conveners
- Marketing and promoting, and implementing minor sports registration with community partners
- Agreement administration for leases such as Putt n Paddle etc.
- Develop and implement the City's Community Programs (Soccer Camps, Sports Camps, Power Skating, Hockey Skills, etc.)
- Work with Family Y on the agreement and implementation for the operation of the Harrison Park Pool
- Coordinate Senior, Volunteer, and Youth Volunteer of the Year awards, including administering intake of applications and preparing closed and open reports for Council for each award.
- Coordinate with the IT department to maintain the recreation and facilities web page and coordinate with respect to communication and the use of social media
- Work with staff from Facilities, Parks, Police, Fire, EMS, and Public Works regarding special events.
- Monitor, review and develop policies regarding facilities, including ice allocation, ball diamond allocation, and the Municipal alcohol policy
- Administer the public skating program, including sponsorships and free skating
- Assist the Manager of Parks and Open Space and the Manager of Arena Operations in the operation of facilities relating to special events, tournaments, and special requests
- Liaise with the Owen Sound Attack respecting the booking of ice for practices and games per agreement
- Prepare and monitor the facility booking budget, including a review of monthly financial reports
- General administration inquiries
- Coordinate and promote recreation programs with partners, including the Owen Sound Family Y, Owen Sound Minor Soccer, and contractors to deliver quality programming in City Facilities.
- Undertake research projects, including the comparison of facility rental rates, policy, and document review
- Participate in meetings related to special events, sports tourism, training, and maintaining relationships with community partners
- Prepare reports for Council and Community Services Committees and present them at Committee

(The City's Ice allocation policy allocates ice time)

Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District) Planning and Heritage, Parks and Open Space, Facility Booking and Programs, Building, Arena Operations

	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$2,439,921	\$1,067,673

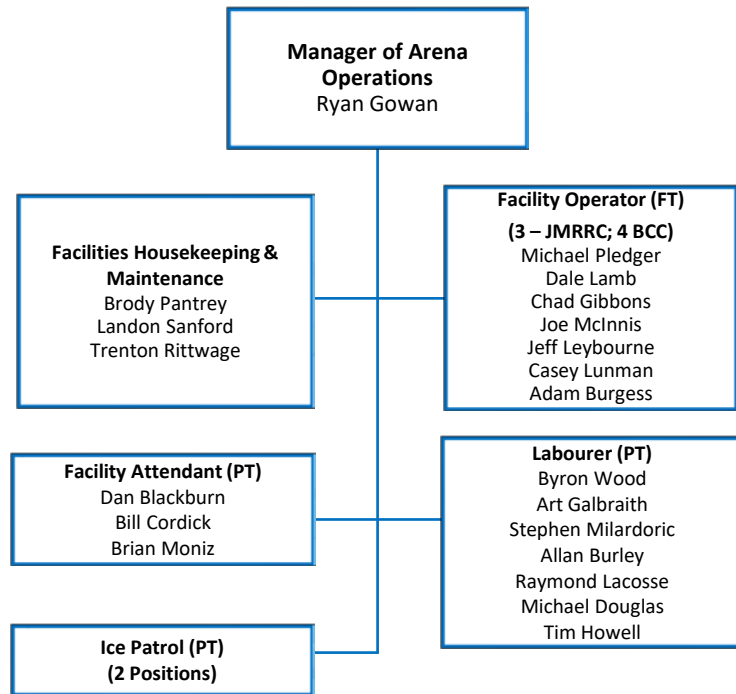


Division

Salaries and Benefits Materials & Supplies Contract Services Debt Payments

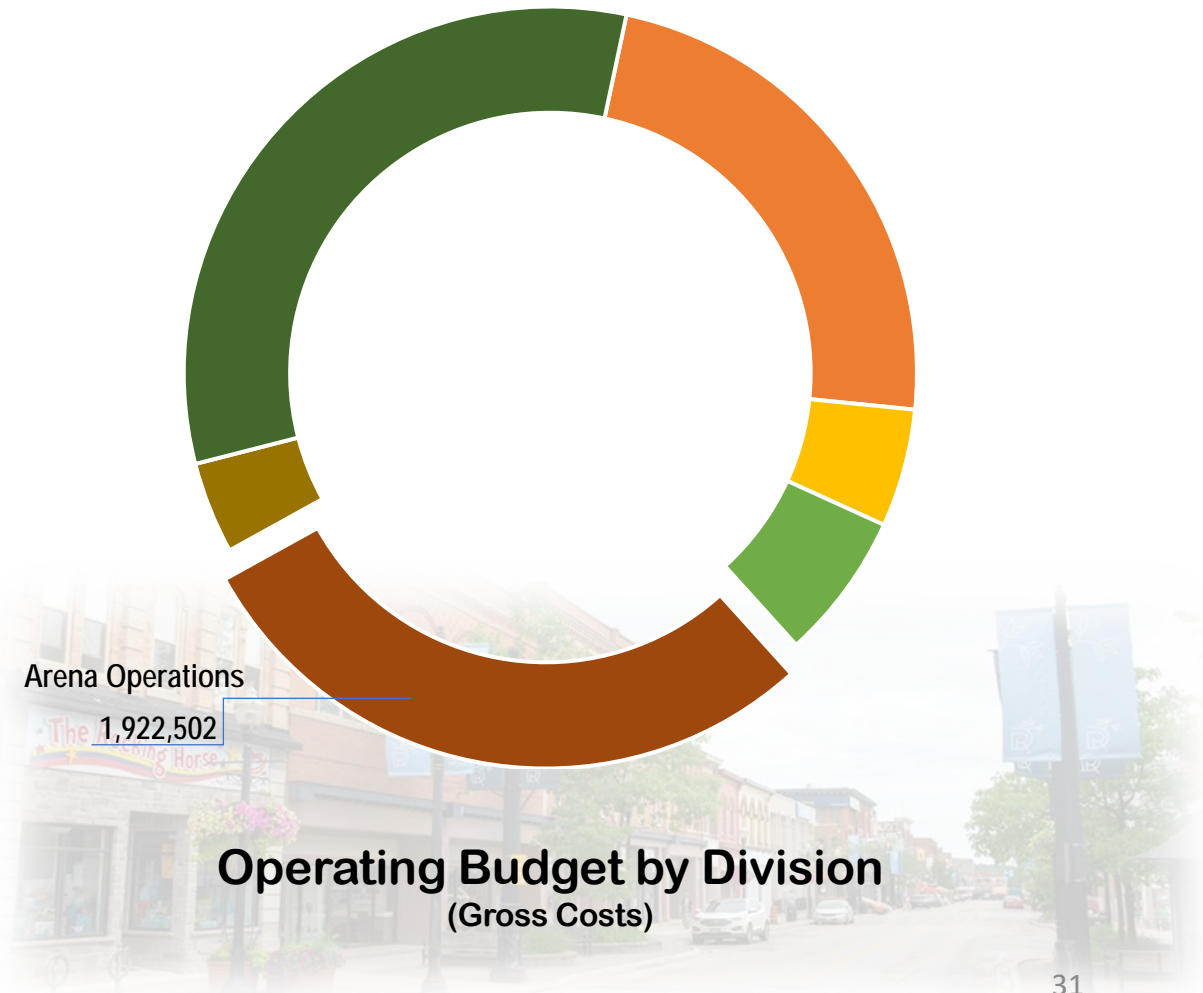
EXPENSES

Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District), Planning and Heritage, Parks and Open Space, Facility Booking Building, **Arena Operations**



Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Legend



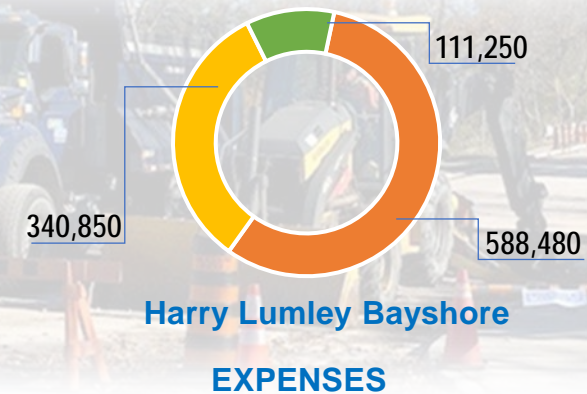
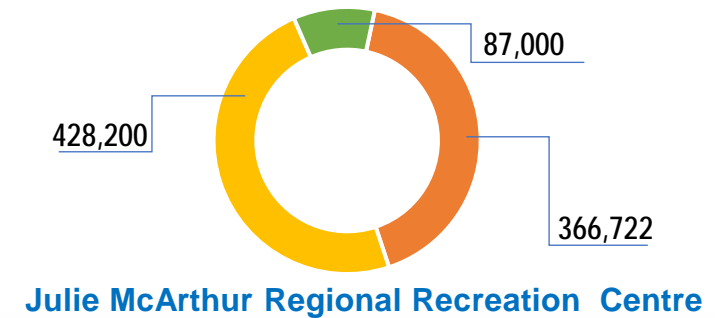
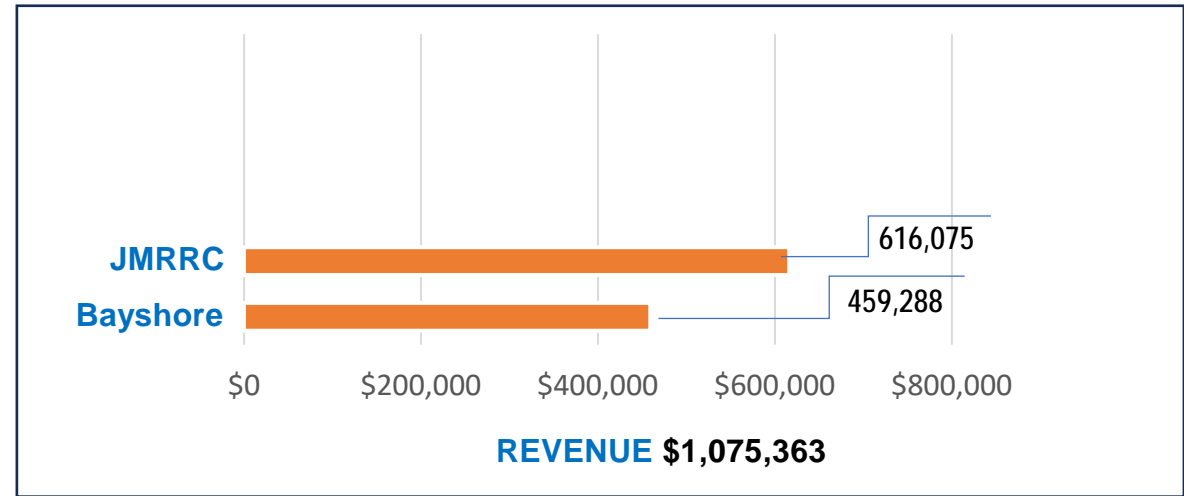
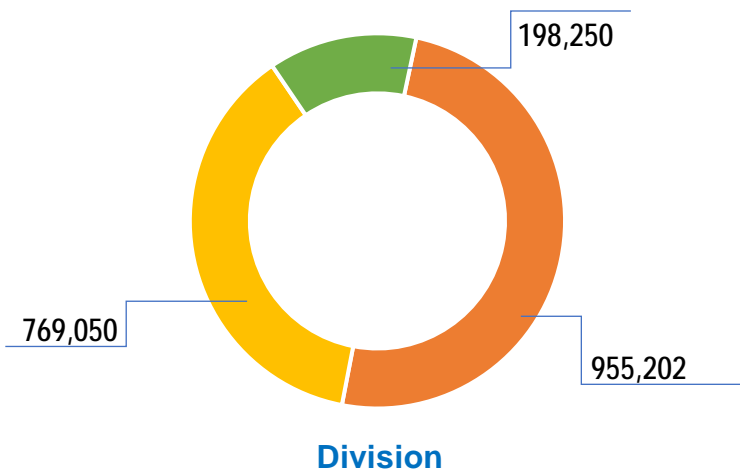
Department: Community Services
Divisions: TOM | Tourism | Events, Community Development
(River District) Planning and Heritage,
Parks and Open Space, Facility Bookings and
Programs, Building, **Arena Operations**

What the Division Does Day-To-Day

- Maintain two Recreation Facilities (OHL Facility and Twin Pad Arena)
- Perform routine cleaning and maintenance between the two facilities
- More than 1,900 hours booked at Bayshore Community Centre
- More than 3,800 Hours of ice booked at the JMRRRC
- Manage the installation of 2 ice pads annually
- Over 15 hours of scheduled ice maintenance weekly across three ice surfaces
- Weekly ice resurfacer blade changes for two machines
- Weekly ice depth checks for three ice surfaces
- Bi-hourly refrigeration plant checks per facility, as per T.S.S.A. Operating Engineers Regulations.
- Host Minor Sports Activities such as Minor Hockey, Girls Hockey, Minor Lacrosse, and Skating Club.
- Clean and maintain 20 dressing rooms between the two facilities.
- Clean and maintain 13 washroom facilities between two buildings.
- Perform minor plumbing, carpentry, painting, and tile repairs.
- Complete quarterly P.M. on HVAC units in both facilities (belts and filters)
- Host high-level sports groups (OHL Owen Sound Attack, Jr. B North Stars Lacrosse, and Senior B North Stars Lacrosse.)
- Host concerts and special events on the arena floor
- Convert the arena from ice/lacrosse to concerts
- Maintain two large banquet halls (which can be split into four smaller rooms)
- Host large events such as weddings, conferences, birthdays, celebrations of life, meetings, training, parties, and Seniors' Active Life Style activities.
- Over 2800 hours booked in Banquet Halls
- Asset management approach to maintenance and capital works
- Administrative duties for the division, including payroll, scheduling, performance appraisals, invoicing, purchasing, and training.
- Manage the operating budget for both facilities.
- Complete a 10-year capital plan for two recreation facilities.
- Oversee capital projects for both facilities.
- Write scope of work for procurement of capital projects, evaluate and score RFPs.
- Manage maintenance and contractors
- Complete facility inspections for both facilities and implement work lists for staff
- Maintain an effective working relationship with facility partners
- Assist with event planning, set up, and tear down; main point of contact for event logistics in the facilities.
- Coordinate with the Facility Booking staff.
- Complete the annual work plan for the division
- Maintain staffing levels for the division, interviews, and hiring.
- Manage service contracts, and delivery of contracts for both facilities (Refrigeration Plant Agreements, Water testing, pest control)
- Attend weekly manager meetings for the Community Services department
- Maintain operating agreements with facility partners and participate in negotiating renewals (YMCA and Owen Sound Attack)
- Active member of the Joint Operating Management Committee for the Julie McArthur Regional Recreation Centre
- Write and present regular reports for Community Services Committee
- Active member of the Joint Operating Management Committee for the Julie McArthur Regional Recreation Centre
- Write and present regular reports for Community Services Committee

Department: Community Services
 Divisions: TOM | Tourism | Events, Community Development (River District) Planning and Heritage, Parks and Open Space, Building, Facility Booking, **Arena Operations**

	Gross Cost	Tax Levy
• 2500 Director Community Services	284,161	56,561
• 2510 Building Inspection	456,156	7,566
• 2520 Planning and Heritage	365,235	296,443
• 2514 Parks and Greenspaces	1,926,183	1,536,920
• 2415 Cemetery and Playgrounds	341,638	392,018
• 2532 Programs	83,491	1,541
• 2533 Facility Booking	88,609	(862,806)
• 2433 Bayshore	1,040,580	979,530
• 2436 Regional Recreation Centre	881,922	1,001,922
• 2530 River District	89,651	13,639
• 2540 Tourism	190,282	180,532
• 2541 Special Events General	232,093	167,443
• 7500 TOM Thomson Art Gallery	847,435	479,829
Total	\$1,922,502	\$1,120,187



■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments



Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

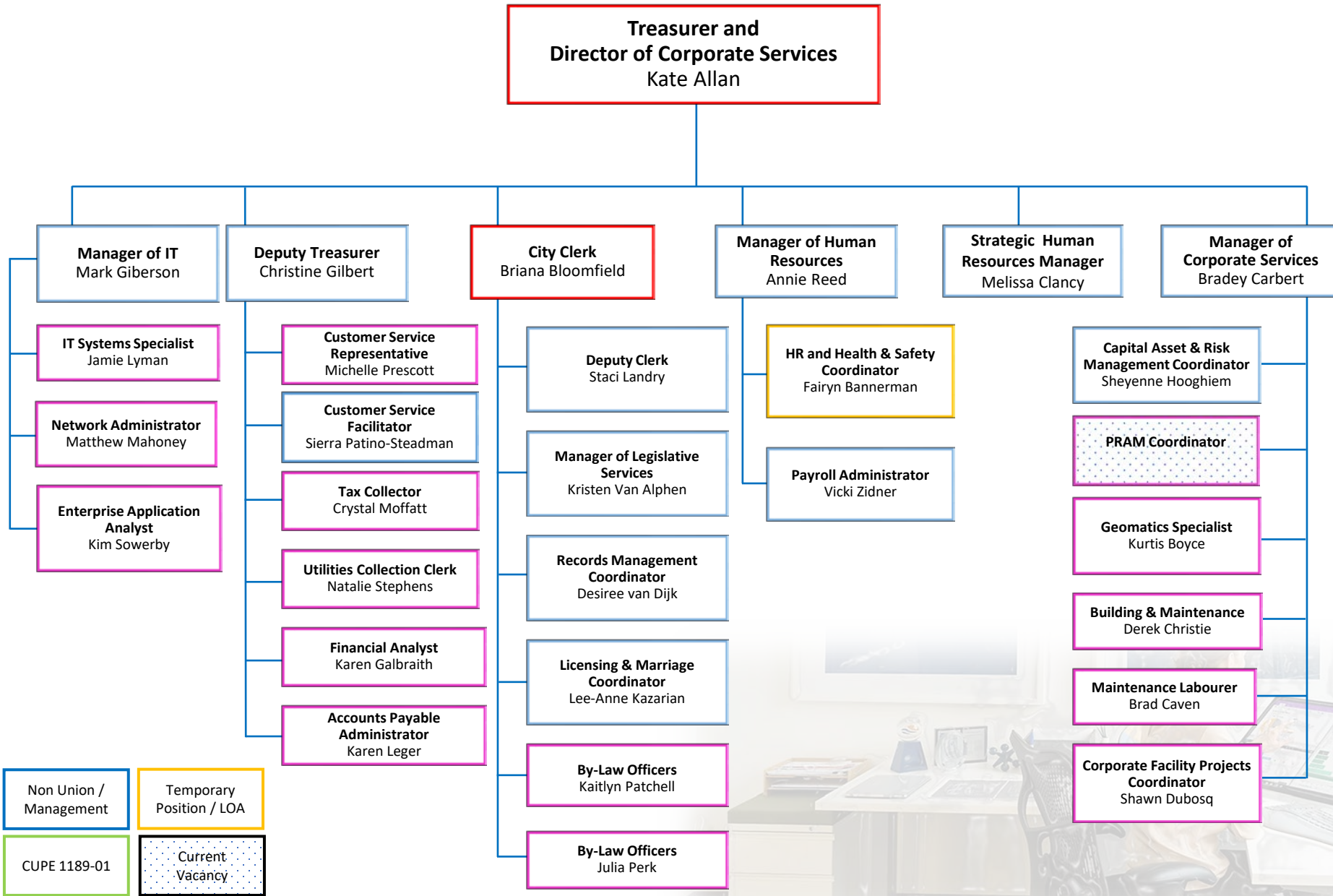
Community Services | **Corporate Services**

Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes



Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: **Corporate Services**
Divisions: Finance | Customer Service
Corporate Services
Clerks | HR & Payroll | I.T.

Key Service Areas

Finance

Revenue collection
Accounts payable
Financial Reporting and Year-End Audit
Operating Budget
Service Owen Sound

Information Technology

Network Administration
Computer Hardware
Software support
Cyber security
Wi-Fi
Email, phone, and communication infrastructure

Corporate Services

Capital Planning
Procurement
Asset and Risk Management
GIS
Grants Reporting

Clerks

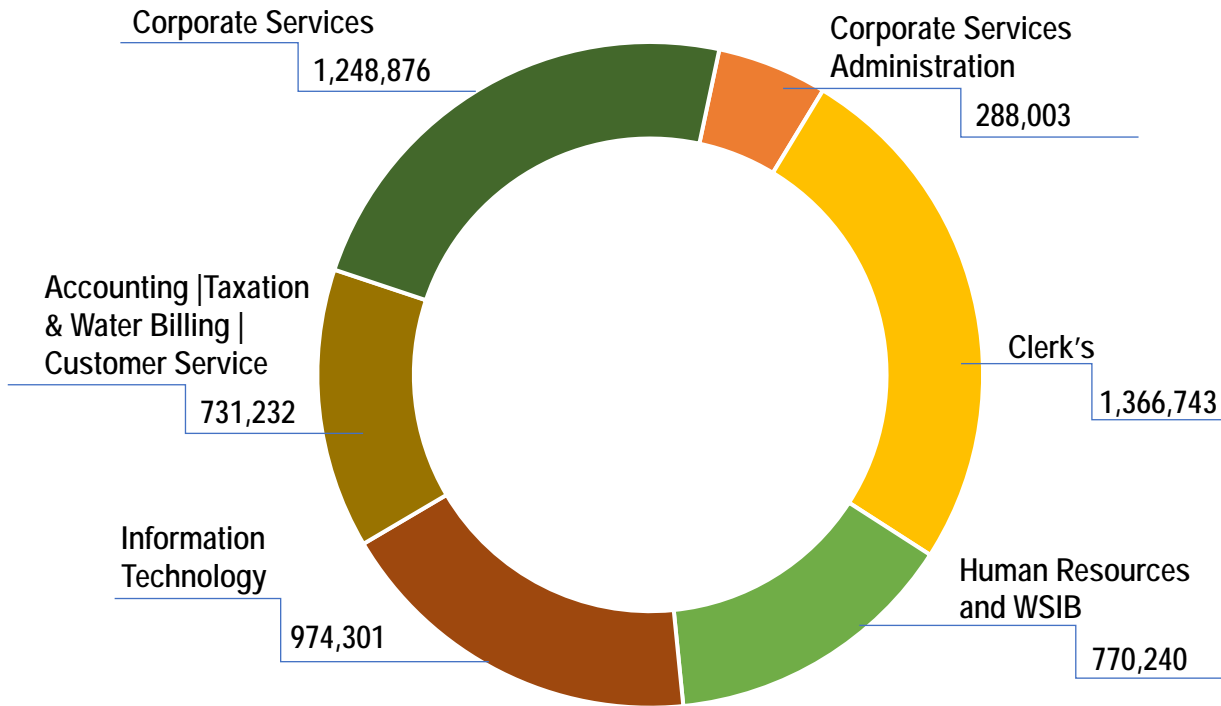
By-Law Administration and Enforcement
Council and Committee Support
Election
Records Management
Downtown Parking Enforcement

Human Resources & Payroll

Recruitment and Retention
Labour Management
HR Strategy
Indigenous Relationships
Payroll and Benefits
Health and Safety



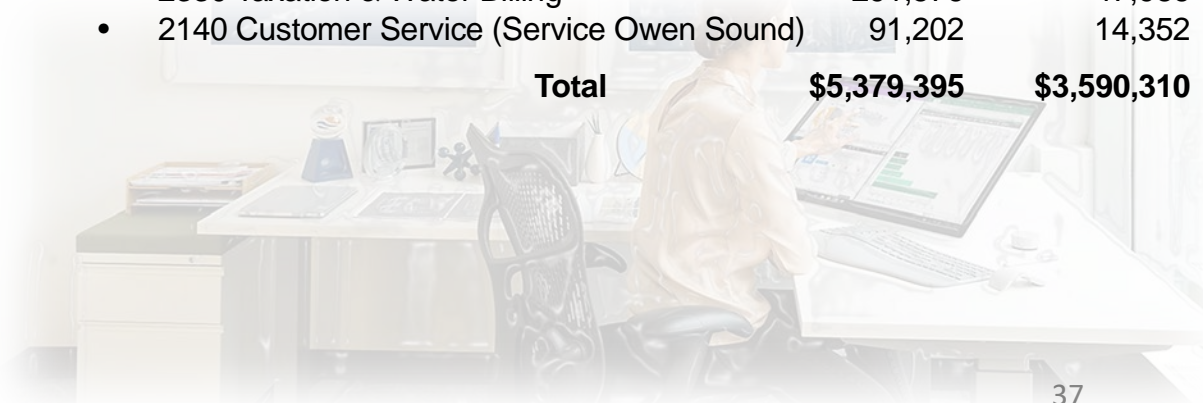
Department: **Corporate Services**
 Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.



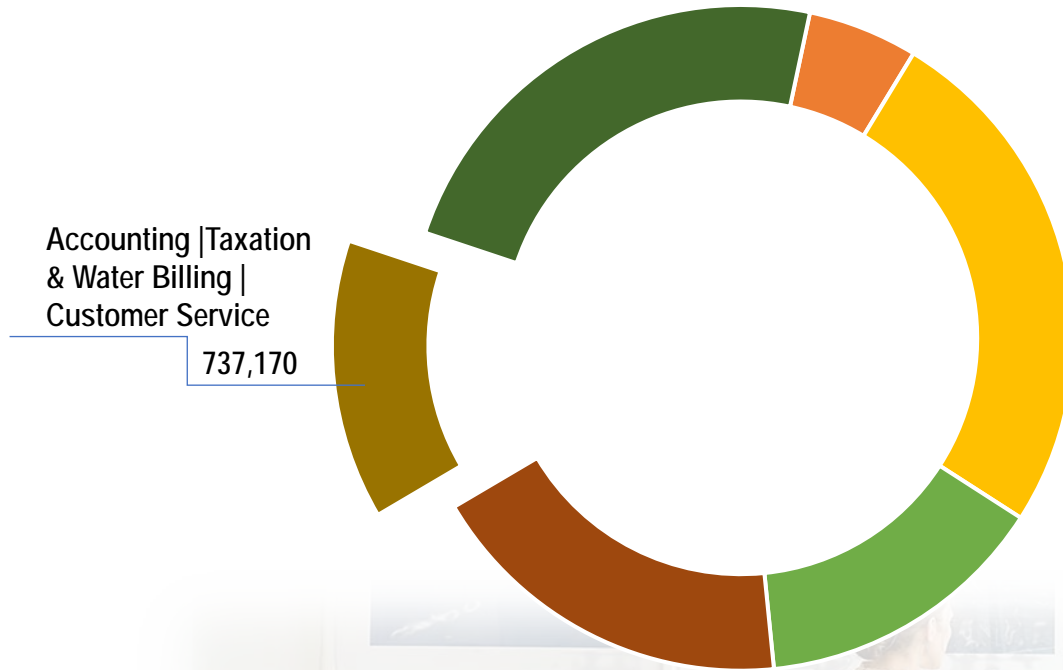
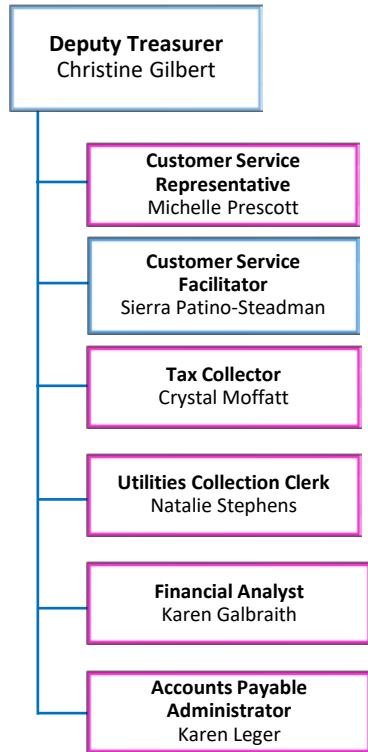
Operating Budget by Service Group
 (Gross Costs)

Operating Budget by :

	Gross Cost	Tax Levy
• 2100 Director Corporate Services	288,003	160,843
• 2110 Clerks	828,960	630,889
• 2513 Animal Control	107,525	62,025
• 2511 Bylaw	207,695	291,195
• 2512 Parking	222,563	40,988
• 2120 Human Resources	536,988	380,838
• 2130 WSIB	128,658	140,008
• 2230 Information Technology	974,301	522,411
• 2310 Accounting Accounts Payable Payroll	453,048	343,139
• 2320 Purchasing Asset & Risk Mgmt.	322,498	173,206
• 2360 GIS	115,354	15,559
• 2430 Facilities	811,024	766,870
• 2330 Taxation & Water Billing	291,576	47,986
• 2140 Customer Service (Service Owen Sound)	91,202	14,352
Total	\$5,379,395	\$3,590,310



Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | Hr & Payroll | I.T.



Operating Budget by Service Group
 (Gross Costs)

Legend

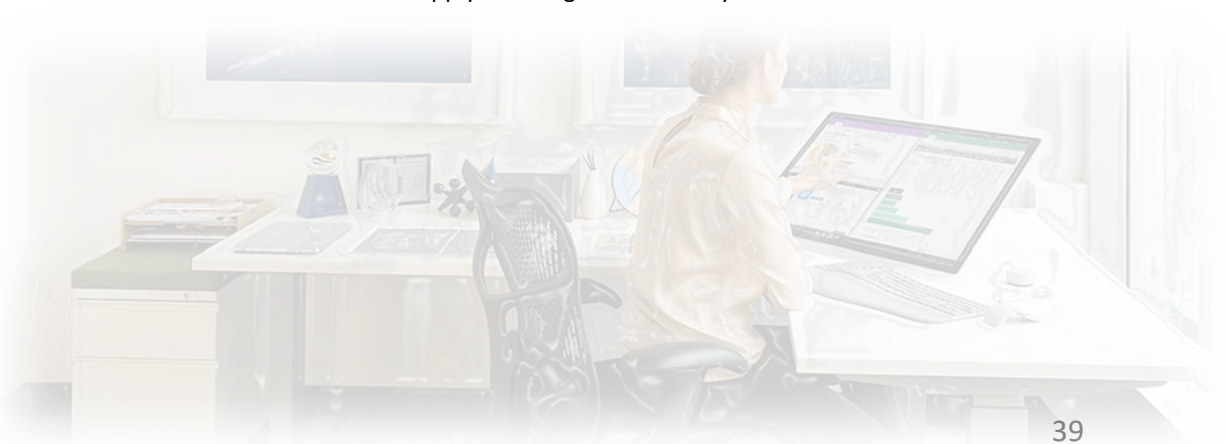
Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Corporate Services
Divisions: Finance | Customer Service
Corporate Services
Clerks | HR & Payroll | I.T.

What the Division Does Day-To-Day

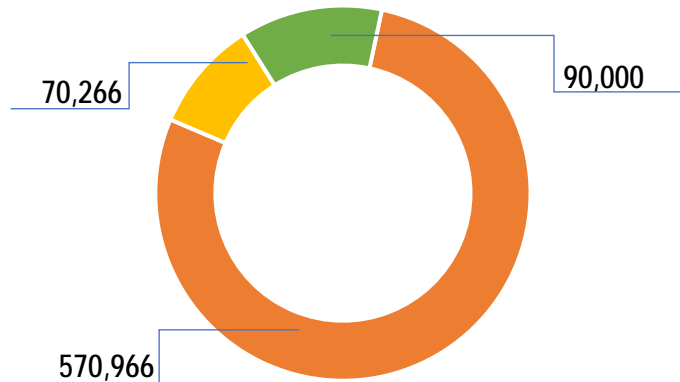
Finance

- Cash Receipting
- Banking
- Investment Management
- Loan and Debenture Management
- Operating Budget Variance analysis
- PSAB 3255 Post Employment Benefits Reporting
- PSAB 3260 Liability for contaminated sites reporting
- PSAB 3270 Solid Waste Post Closure Reporting
- PSAB 3280 Asset Retirement Obligations
- PSAB 3450 Financial Instruments Reporting
- Facility Booking
- Tax Billing and Collection
- Tax/Utility Certificates
- Post Roll Adjustments, Appeals, Write-offs, and supplementary billings
- CIP program administration
- Heritage rebates
- Property Tax Sales
- Water Meter Reading Contract
- Coordinate Water Meter service appointments
- Water-related customer inquiries
- Coordinates new water meter installations
- Water Billing and collection
- Accounts Receivable Invoicing and Collections
- Accounts Payable
- Credit Card and P-Card Administration
- Hydro and Natural Gas tracking and payments
- EFT Administration
- Customer Service Strategy
- Liaise with OSPS for all financial reporting
- Customer Service
- Switchboard
- Year End Audit
- FIR Annual Return
- Interim Financial Reporting
- Customized Financial Reports
- Monthly journal entries
- Account Reconciliations
- Municipal Sponsorship for Community Foundation grants
- HST Reporting and Remittances
- Water and Waste Water Rates
- Donations Tracking
- Dog/Cat Tags (Dogs annually/Cats lifetime)
- Transit Passes
- Bag Tags
- Parking Passes
- Office Supply ordering and inventory



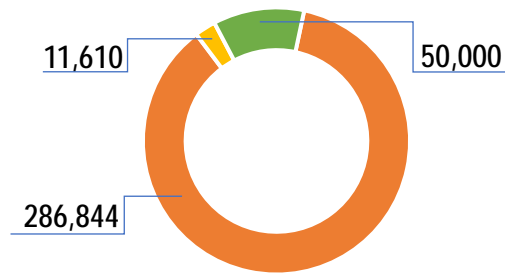
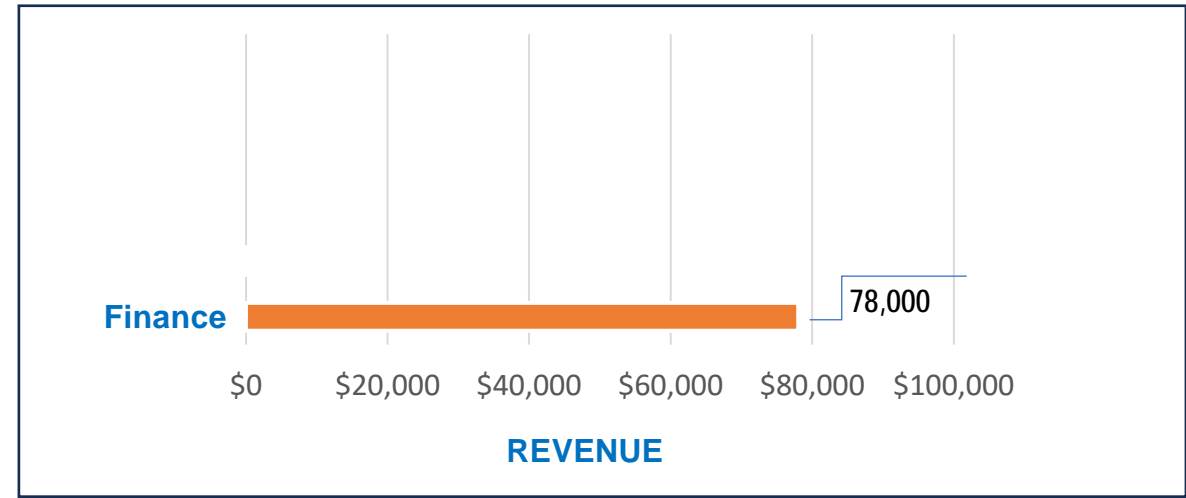
Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | Hr & Payroll | I.T.

	Gross Cost	Tax Levy
• 2100 Corporate Services Director	160,843	
• 2110 City Clerk	828,960	
• 2513 Animal Control	107,525	
• 2511 Bylaw	207,695	
• 2512 Parking	222,563	
• 2120 Human Resources	380,838	
• 2130 WSIB	140,008	
• 2230 Information Technology	522,411	
• 2310 Accounting Accounts Payable	348,454	343,139
• 2320 Purchasing Asset & Risk Mgmt.	322,498	
• 2360 GIS	115,354	
• 2430 Facilities	811,024	
• 2330 Taxation & Water Billing	291,576	47,986
• 2140 Customer Service (Service Owen Sound)	91,202	14,352
Total	\$731,232	\$405,477

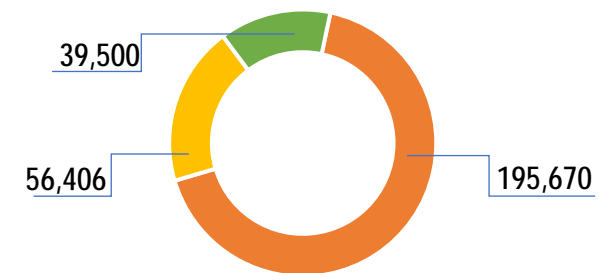


Division

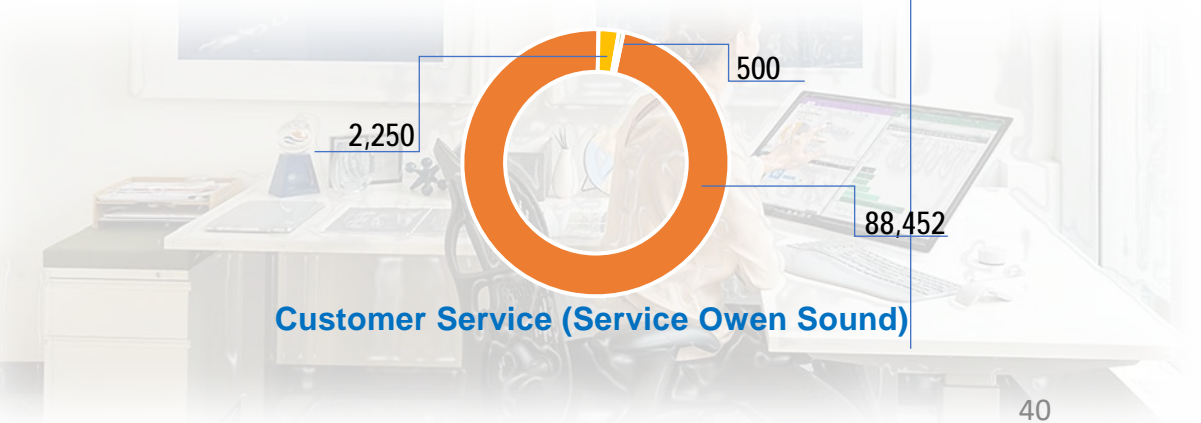
Salaries and Benefits | Materials & Supplies | Contract Services | Debt Payments



Accounting | Accounts Payable

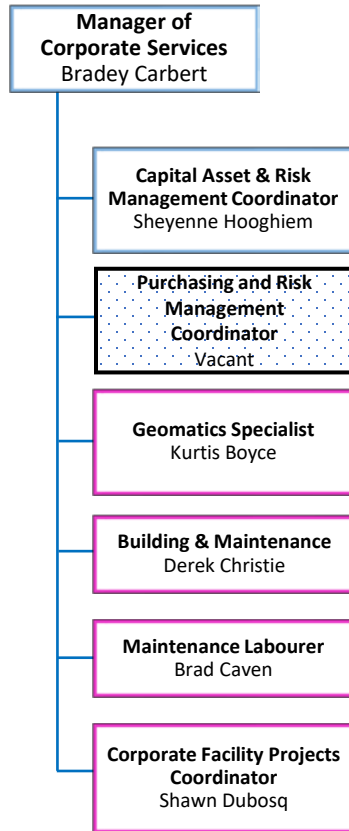


Taxation & Water Billing



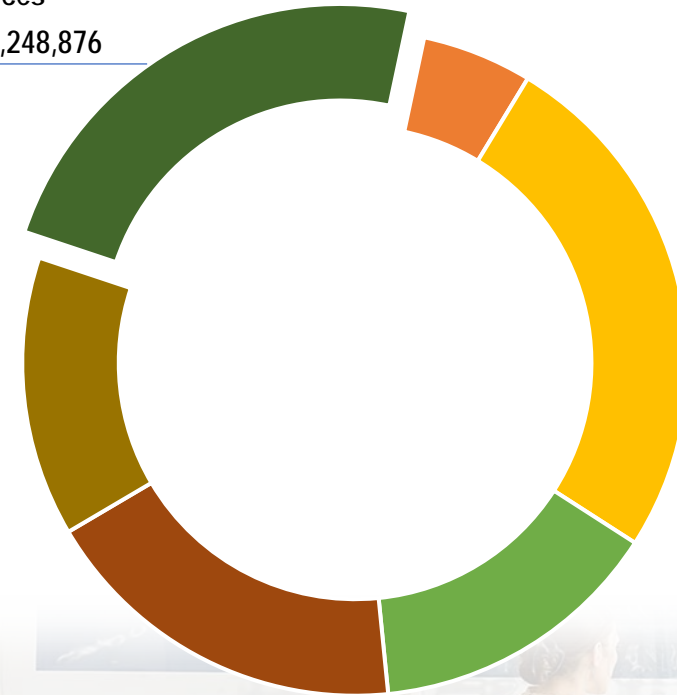
Customer Service (Service Owen Sound)

Department: Corporate Services
 Division: Finance | Customer Service
Corporate Services
 Clerks | HR & Payroll | I.T.



Corporate Services

1,248,876



Operating Budget by Service Group
 (Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Corporate Services
Divisions: Finance | Customer Service
Corporate Services
Clerks | HR & Payroll | I.T.

What the Division Does Day-To-Day

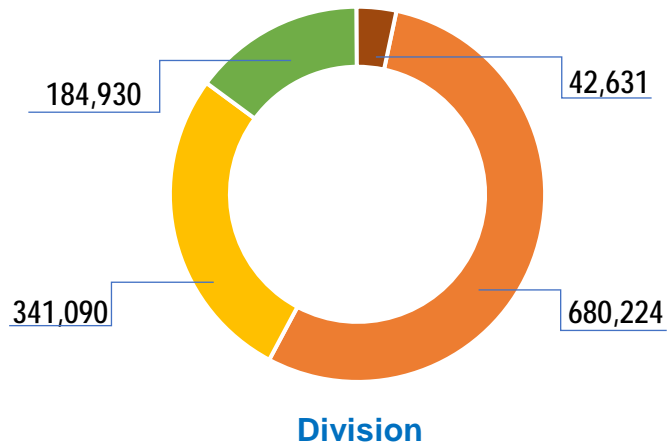
Corporate Services

- Capital Budget
- Reserve Account Management and Reconciliation
- Procurement (bids and tenders)
- GovDeals asset disposals
- Asset Management
 - Inventories
 - Condition Assessments
 - Service Levels
 - Lifecycle Activities
 - Financial Plan
- PSAB 3150 TCA Reporting
 - Additions
 - Disposals
 - Amortization
- Insurance and Claims Administration
- Risk Management
- Facility Maintenance
 - City Hall
 - Police Building
 - Farmers Market
 - Billy Bishop Museum
 - Tourism (CN Station)
 - TOM
 - Transit
- Corporate Facility Capital for all City facilities except Bayshore and Julie McArthur Regional Rec Centre
- Custodial Services
- Service Agreements Contract Management
- Grants Reporting and Administration
 - Federal Gas Tax (Building Canada Fund)
 - Provincial Gas Tax (Public Transit)
 - Ontario Community Infrastructure Fund
 - ICIP Grants
 - Ontario Municipal Partnership Fund (OMPF)
Administers City's Transfer Payment Ontario portal
- Development Charges
- Developer Deposits and Capital Contributions
- Statistics Canada Reporting
- Corporate Fleet Management
- Corporate Energy Management
- EV Charging Stations
- Water Fountain Capital Program
- Mag Locks Capital Program



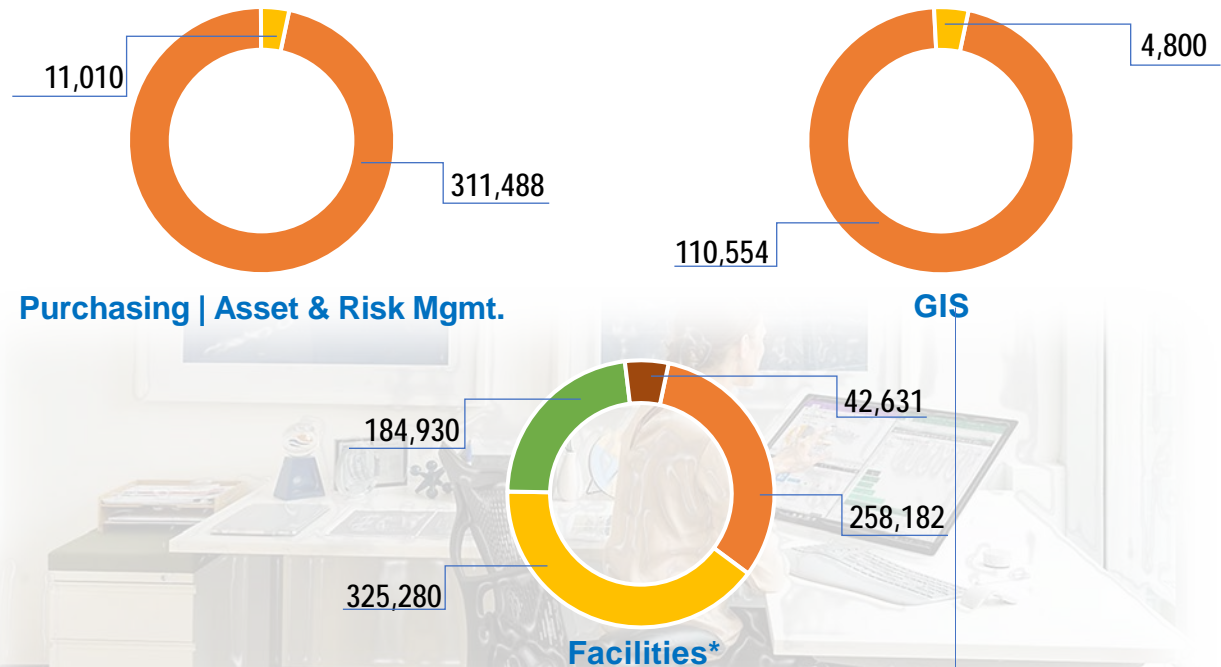
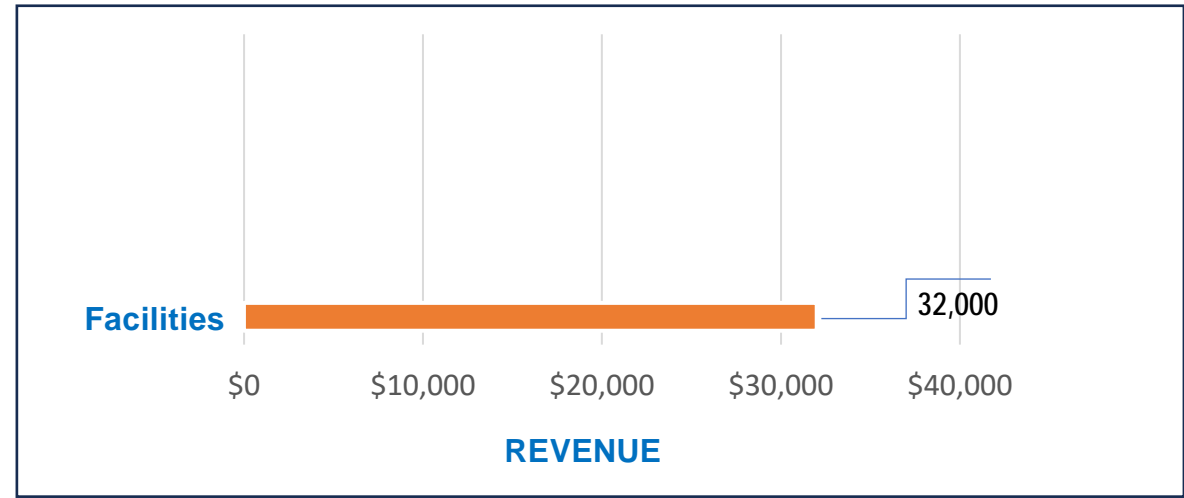
Department: Corporate Services
 Division: Finance | Customer Service
Corporate Services
 Clerks | HR & Payroll | I.T.

	Gross Cost	Tax Levy
• 2100 Corporate Services Director	160,843	
• 2110 City Clerk	828,960	
• 2513 Animal Control	107,525	
• 2511 Bylaw	207,695	
• 2512 Parking	222,563	
• 2120 Human Resources	380,838	
• 2130 WSIB	140,008	
• 2230 Information Technology	522,411	
• 2310 Accounting Accounts Payable Payroll	343,139	
• 2320 Purchasing Asset & Risk Mgmt.	322,498	173,206
• 2360 GIS	115,354	15,559
• 2430 Facilities	811,024	766,870
• 2330 Taxation & Water Billing	47,986	
• 2140 Customer Service (Service Owen Sound)	14,352	
Total	\$1,248,876	\$955,635

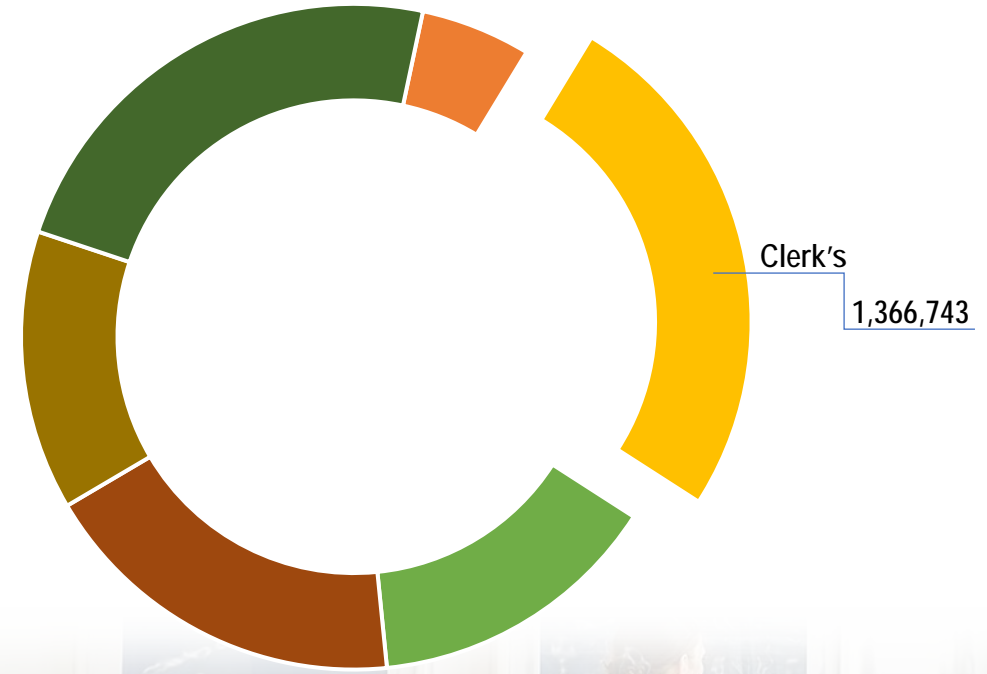
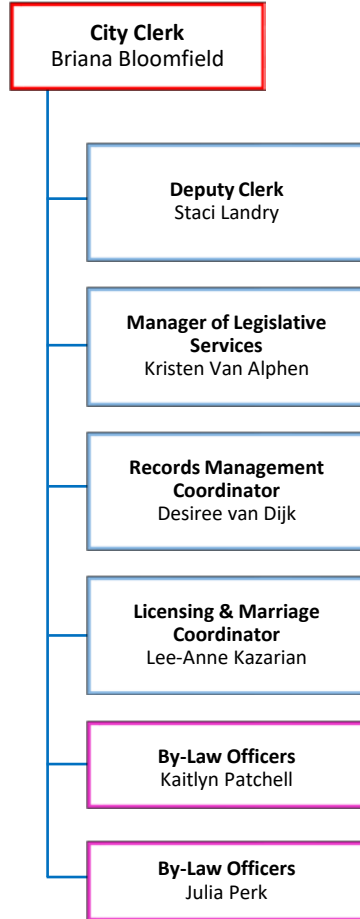


■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments

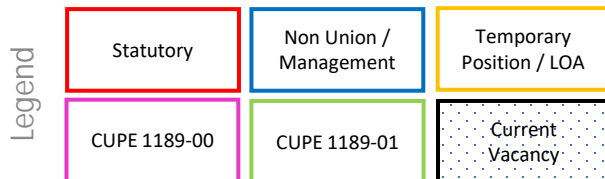
*Includes: City Hall, Police Station, Other Properties



Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.



Operating Budget by Service Group
 (Gross Costs)



Department: Corporate Services
Divisions: Finance | Customer Service
Corporate Services
Clerks | HR & Payroll | I.T.

What the Division Does Day-To-Day

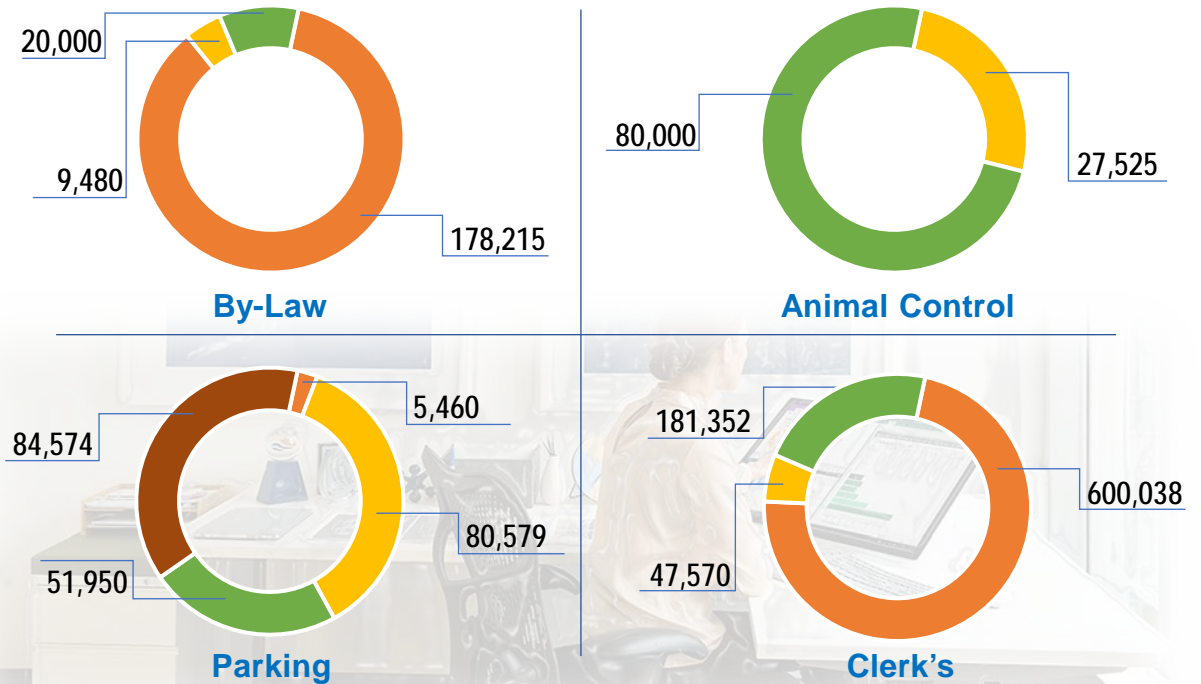
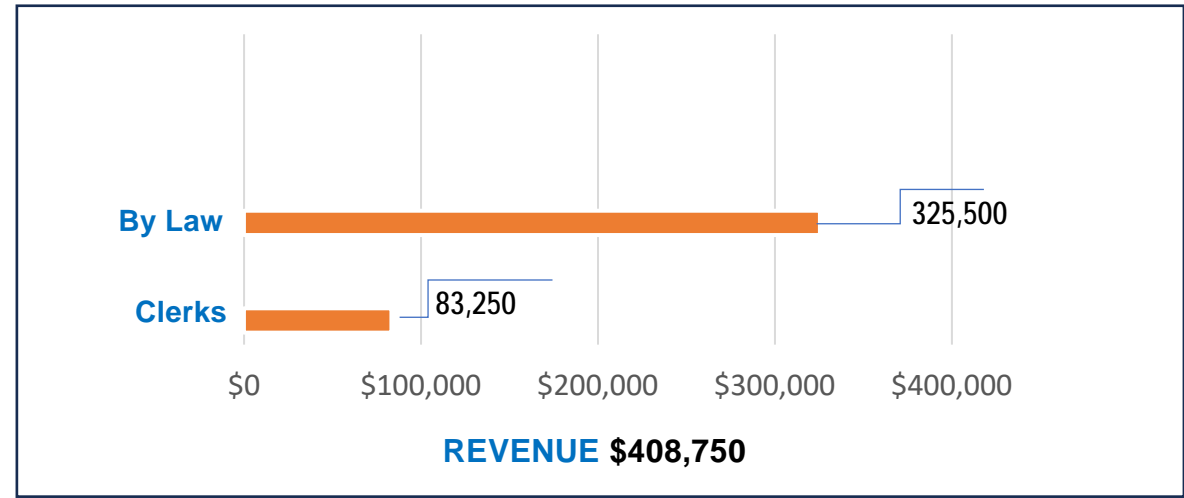
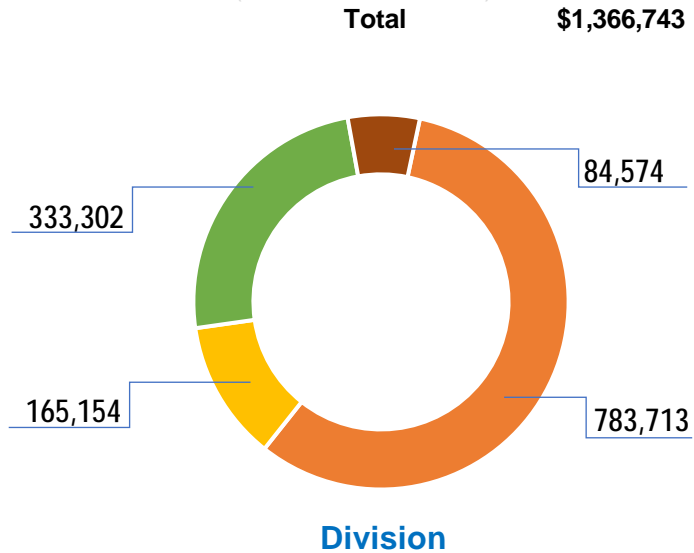
Clerks

- Records Management
- Licensing (business, lottery, marriage, short-term accommodations)
- Burial Permits
- Wedding Coordinator
- Civil Marriages
- Bylaws
- Bylaw Enforcement
- Parking enforcement
- Animal Control enforcement
- Crossing Guards
- Council and Committee Admin
- COA
- Municipal Election planning and management
- Inaugural Council meeting planning and execution
- New Council Orientation
- Procedural Advice
- Fees and Charges Annual Review
- Simple contract development and review
- Board and committee appointments
- Annual Expense Reporting
- Annual Attendance Reporting
- Encroachment Applications
- Legal Research
- Legal Invoicing
- Set Fine Applications
- Commissioning
- Planning Notice Coordination
- River District Board Administration
- eScribe
- Municipal Information Requests
- Noise Exemption Requests
- Letter of non objection requests
- Land Sale Administration
- Policy Development and Administration
- Freedom of Information



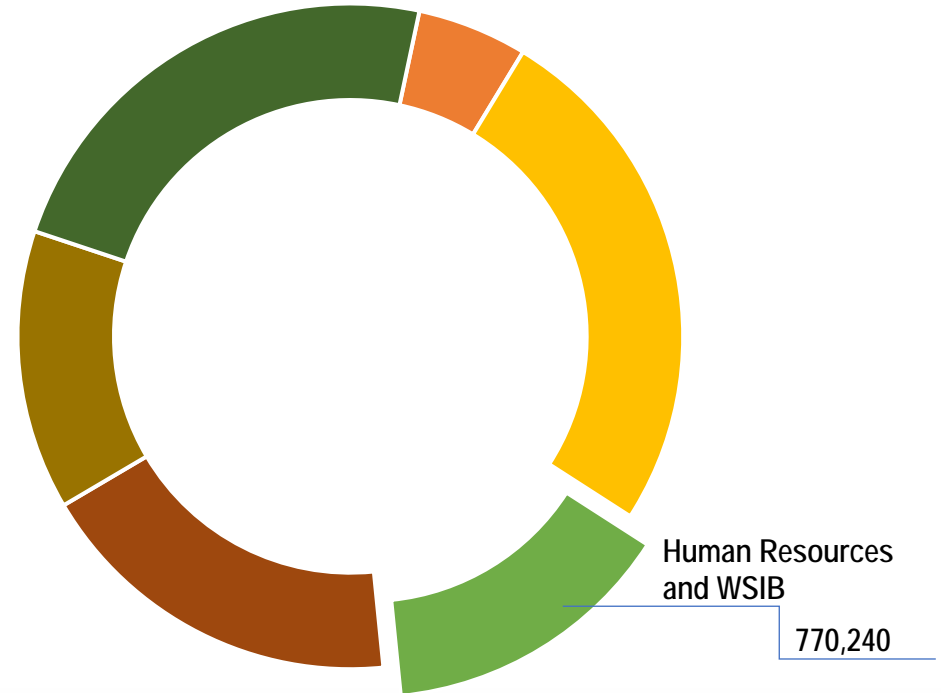
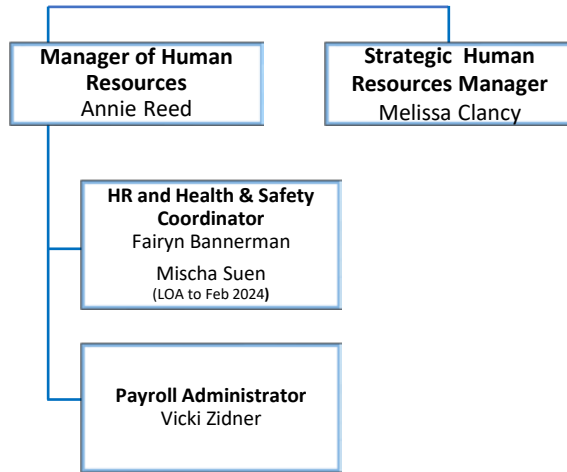
Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.

	Gross Cost	Tax Levy
• 2100 Corporate Services Director	160,843	
• 2110 City Clerk	828,960	630,889
• 2513 Animal Control	107,525	62,025
• 2511 Bylaw	207,695	291,195
• 2512 Parking	222,563	340,988
• 2120 Human Resources	380,838	
• 2130 WSIB	140,008	
• 2230 Information Technology	522,411	
• 2310 Accounting Accounts Payable Payroll	343,139	
• 2320 Purchasing Asset & Risk Mgmt.	173,206	
• 2360 GIS	15,559	
• 2430 Facilities	811,024	
• 2330 Taxation & Water billing	47,986	
• 2140 Customer Service (Service Owen Sound)	14,352	
Total	\$1,366,743	\$1,025,097



■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments

Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.



Operating Budget by Service Group
 (Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Corporate Services
Divisions: Finance | Customer Service
Corporate Services
Clerks | **HR & Payroll** | I.T.

What the Division Does Day-To-Day

Human Resources

- WSIB
- Health and Safety
- Employee Health and Wellness
- Pandemic Response
- Recruitment
- Job Descriptions
- Pay Equity
- Orientation
- Workplace Harassment Training and Investigations
- Performance Management
- Training
- Legislative Compliance, Employment Standards and Reporting

Human Resources Strategic

- Annual Employee Recognition
- Indigenous Relations
- Inclusion, Diversity and Equity
- Recruitment
- Employee Onboarding and Offboarding
- Succession planning
- Exit Interviews
- Labour negotiations
- Collective Agreement Negotiations
- HR Strategy
- Internal Investigations (harassment, etc)

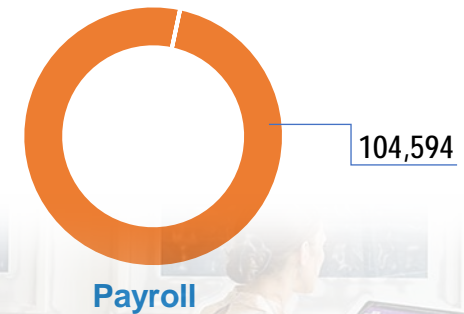
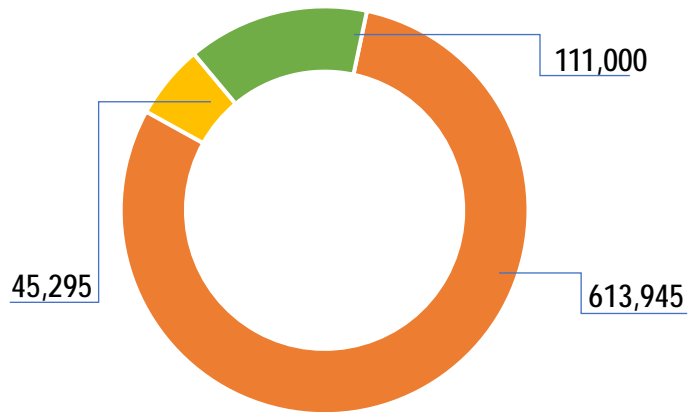
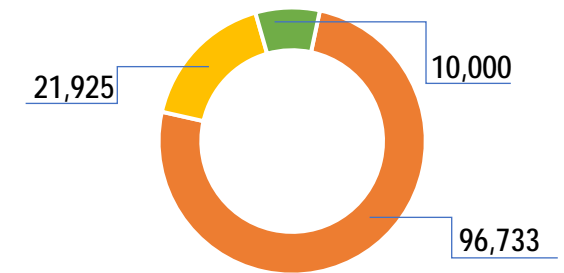
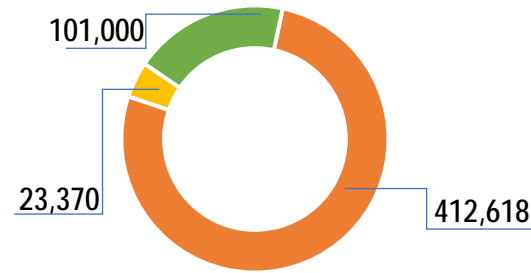
Payroll

- Payroll
- Payroll withholding taxes and remittances
- T4 and ROE reporting
- OMERS administration
- Benefits (Sunlife) Administration
- Vacation and timebank administration
- Computer Purchase Program
- Employee Advances



Department: Corporate Services
 Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.

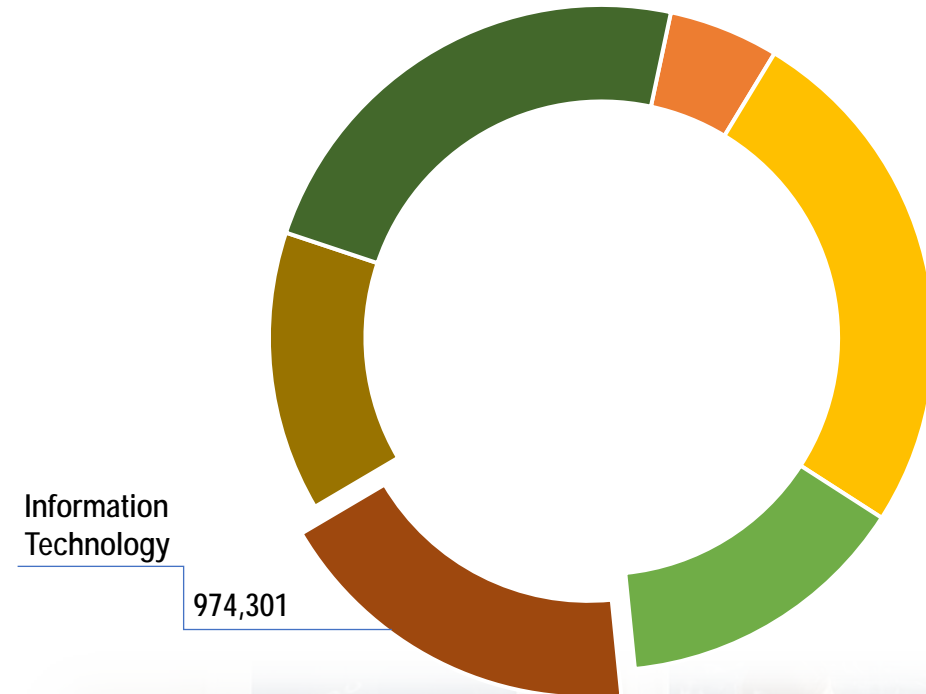
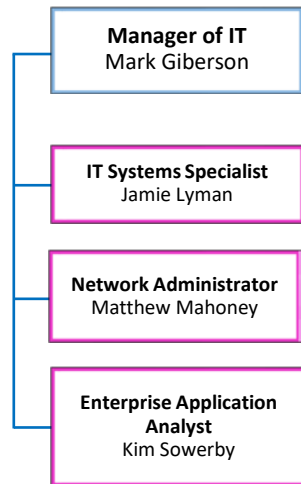
	Gross Cost	Tax Levy
• 2100 Corporate Services Director	160,843	
• 2110 City Clerk	828,960	
• 2513 Animal Control	107,525	
• 2511 Bylaw	207,695	
• 2512 Parking	222,563	
• 2120 Human Resources Payroll	641,582	380,838
• 2130 WSIB	128,658	140,008
• 2230 Information Technology	974,301	
• 2310 Accounting Accounts Payable	348,454	
• 2320 Purchasing Asset & Risk Mgmt.	322,498	
• 2360 GIS	115,354	
• 2430 Facilities	811,024	
• 2330 Taxation & Water Billing	47,986	
• 2140 Customer Service (Service Owen Sound)	14,352	
Total	\$770,240	\$520,846



■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments



Department: Corporate Services
Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | **I.T.**



Operating Budget by Service Group
(Gross Costs)

Legend	Statutory	Non Union / Management	Temporary Position / LOA
	CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Corporate Services
Divisions: Finance | Customer Service
Corporate Services
Clerks | HR & Payroll | I.T.

What the Division Does Day-To-Day

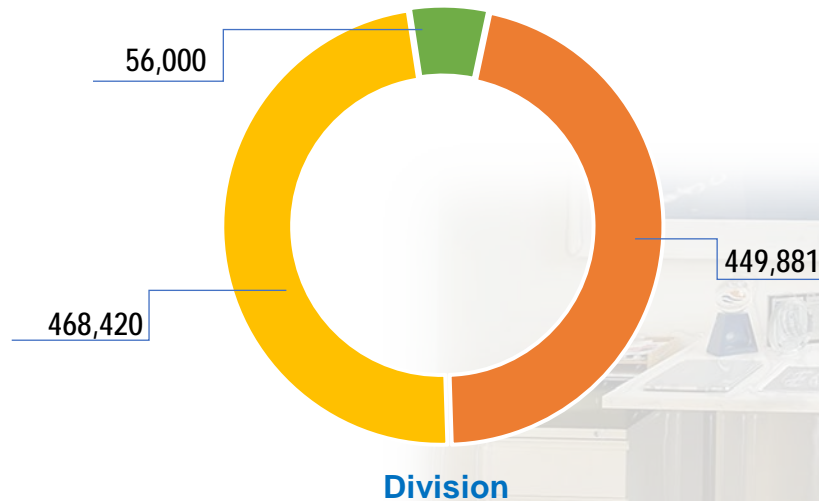
I.T.

- IT support/helpdesk
- Network Administration
- IT Hardware
- Printers and Copiers
- Cyber Security
- Data Management
- Disaster Recovery
- M365 Admin
- SharePoint
- Communication Infrastructure
- Wi-Fi
- Meeting Room and Council Technology
- Virtual Private Network (remote work) support
- Workflow and Process Integration
- Video and Cameras
- Software license management
- Supporting SCADA
- Email backup, security, archiving
- Corporate Phone System



Department: Corporate Services
Division: Finance | Customer Service
 Corporate Services
 Clerks | HR & Payroll | I.T.

	Gross Cost	Tax Levy
• 2100 Corporate Services Director	160,843	
• 2110 City Clerk	828,960	
• 2513 Animal Control	107,525	
• 2511 Bylaw	207,695	
• 2512 Parking	222,563	
• 2120 Human Resources	380,838	
• 2130 WSIB	140,008	
• 2230 Information Technology	974,301	522,411
• 2310 Accounting Accounts Payable Payroll	343,139	
• 2320 Purchasing Asset & Risk Mgmt.	322,498	
• 2360 GIS	115,354	
• 2430 Facilities	811,024	
• 2330 Taxation & Water Billing	47,986	
• 2140 Customer Service (Service Owen Sound)	14,352	
Total	\$974,301	\$522,411



■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments



Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

Community Services | Corporate Services

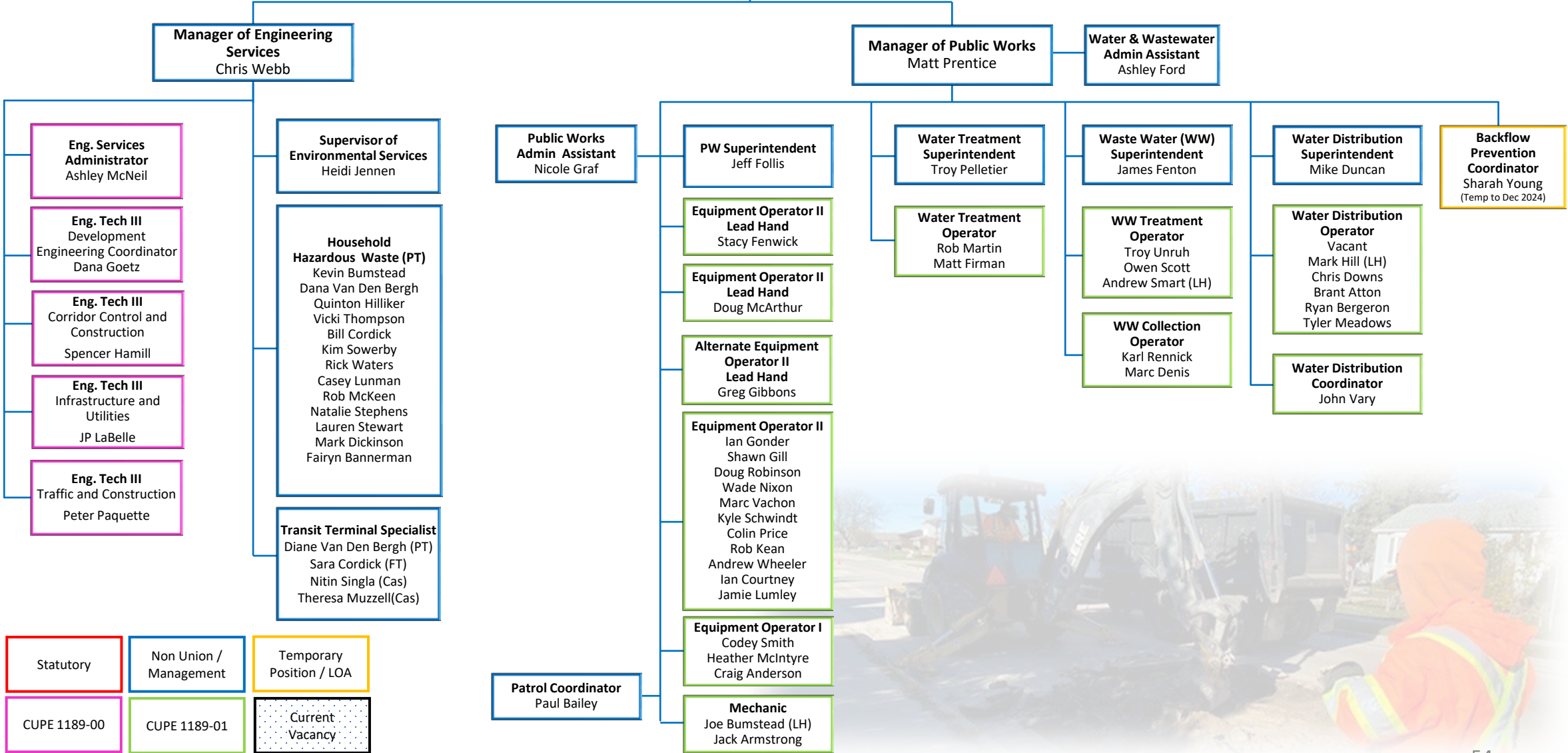
Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes

Director of Public Works and Engineering
Lara Widdifield



Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Public Works
Division: Public Works | Water & Wastewater
Environmental | Engineering

Key Service Areas

Engineering

Linear Infrastructure Project Management
Traffic & Streetlights Management
Corridor Control and Utility Coordination
Development Services Support

Environmental

Solid Waste Management
Transit
Renewable energy & Climate Change

Public Works

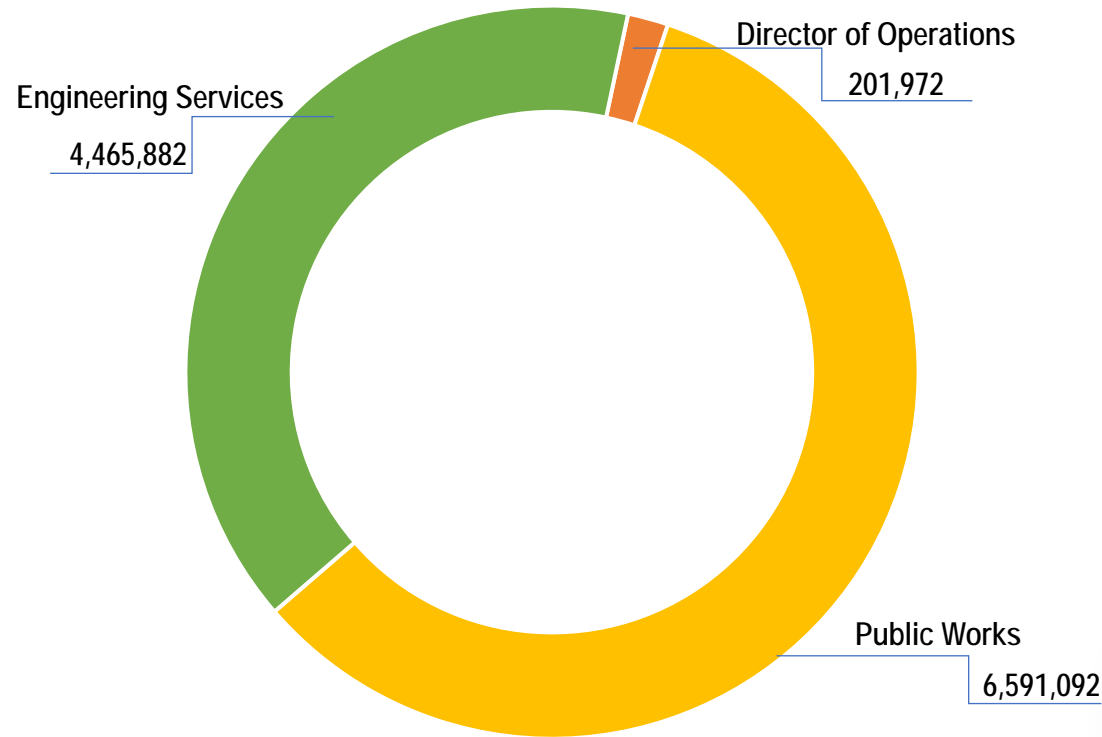
Fleet Maintenance
Winter Control Maintenance
Summer Roads Maintenance
Stormwater collection and conveyance
General Support

Water & Wastewater

Water Treatment and Distribution
Wastewater Treatment and Collection
Sourcewater Protection



Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering



Operating Budget by Service Group
 (Gross Costs)

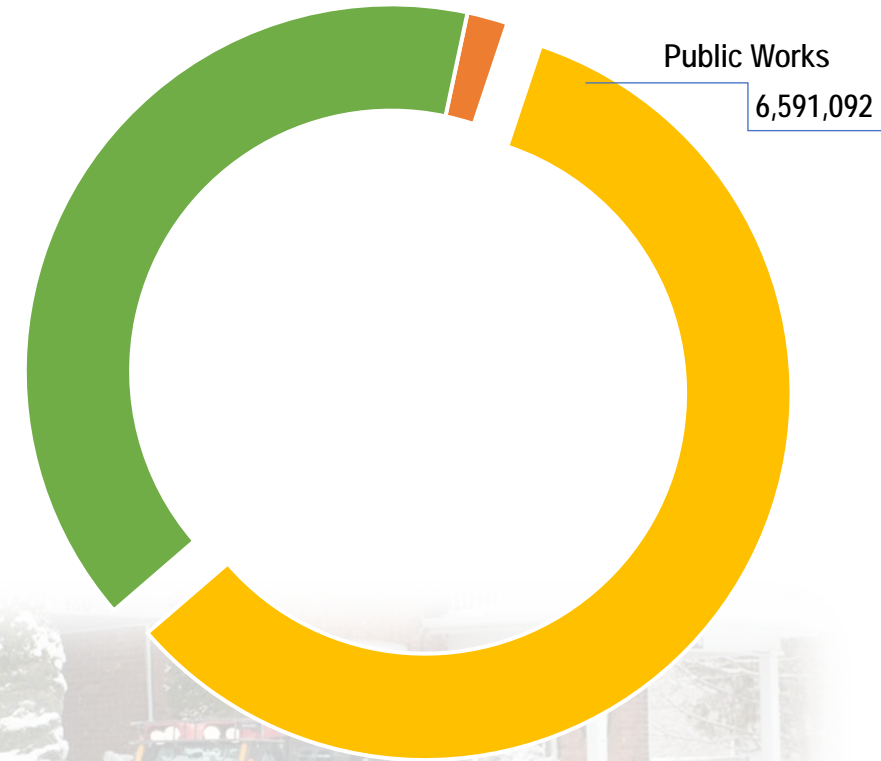
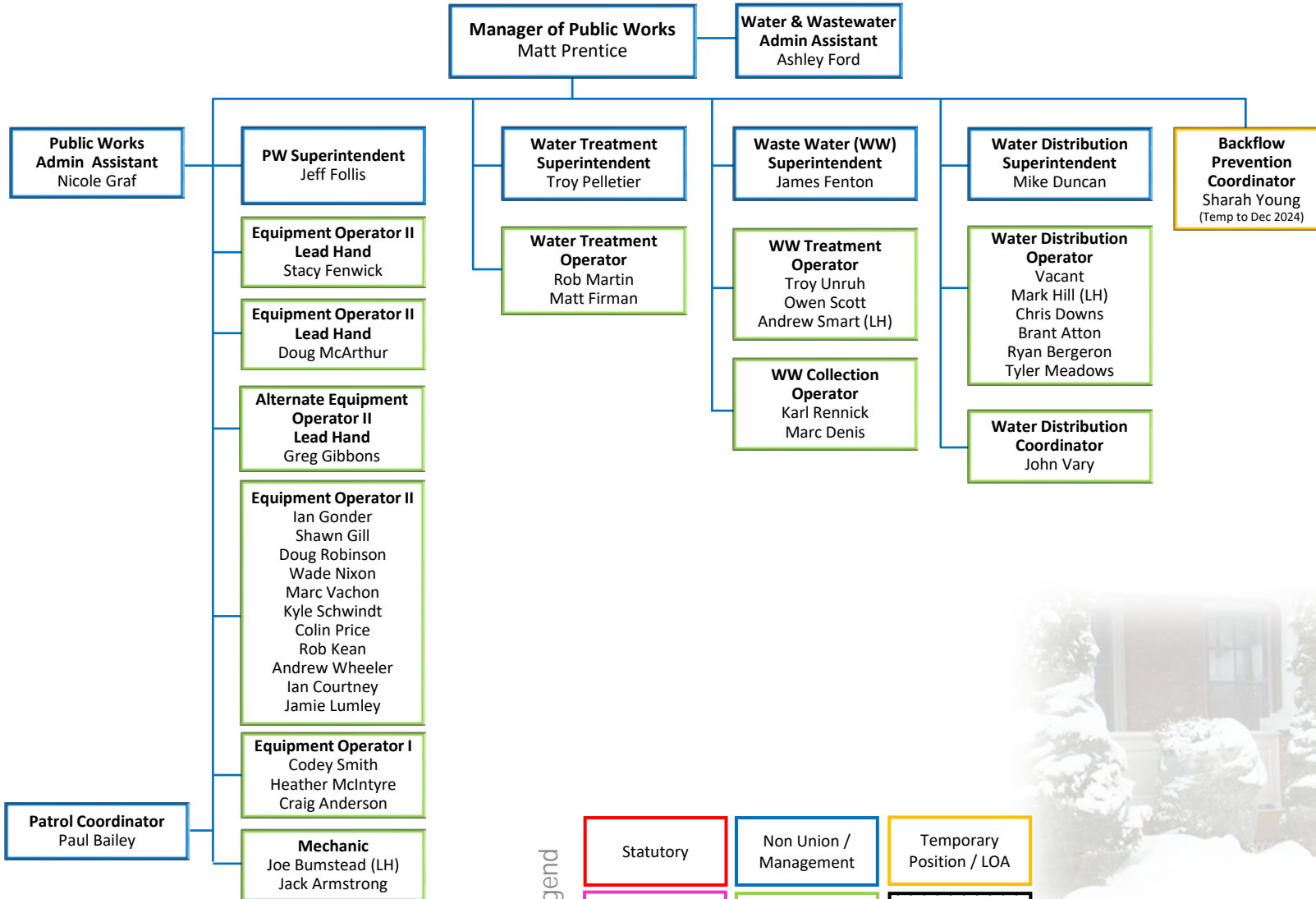
Operating Budget by :

	Gross Cost	Tax Levy
• 2400 Director Operations	201,972	111,972
• 2401 Transit	1,748,685	1,152,311
• 2410 Managers	482,804	298,144
• 2411 Labour and Fleet	2,431,560	25,358
• 2412 Roads Maintenance	1,240,761	1,078,261
• 2426 Storm and Drainage	20,000	385,625
• 2412 Winter Control	1,988,718	1,988,718
• 2413 Traffic and Streetlights	401,288	471,370
• 2416 Waste Management	1,349,727	759,117
• 2417 Solar Energy	25,961	(116,212)
• 2440 Engineering	868,120	118,800
• 2425 Landfill	198,383	195,533
• 2501 Source Water Protection	300,967	10,000
Total	\$11,258,946¹	\$6,478,997



¹ Does not include Water/Wastewater Budget

Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering



Operating Budget by Service Group
 (Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Public Works
Division: Public Works | Water & Wastewater
Environmental | Engineering.

What the Division Does Day-To-Day

Public Works

- 24/7 Coverage from November to April and full compliance with O. Reg 239 Minimum Maintenance Standards
- Roadway and Sidewalk plowing, deicing, and snow removal services
- Regular Maintenance of Public Works fleet; support other repairs as time and resources permit.
- Prepare specs for vehicle tendering
- Establish vehicle replacement cycles and other fleet management tasks
- Asphalt patching, concrete repairs, culvert repairs, roadway and sidewalk sweeping, shouldering, brush trimming, etc.
- Storm sewer, ditching, and culvert maintenance
- Guiderail and road signage
- Bus shelter cleaning and maintenance
- Leaf and Yard Waste Site, River District Maintenance, Tree Removals, Special Events Support, etc.
- Provide general support to other divisions and departments such as the Emergency Services, Bylaw Enforcement, Parks

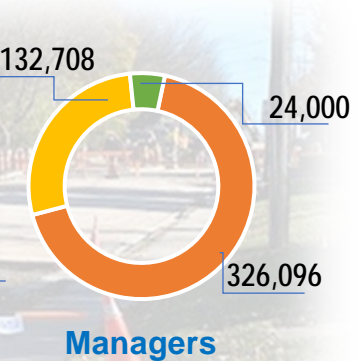
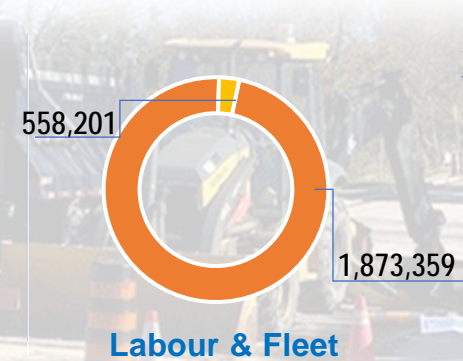
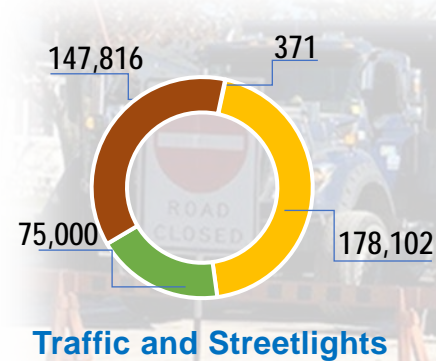
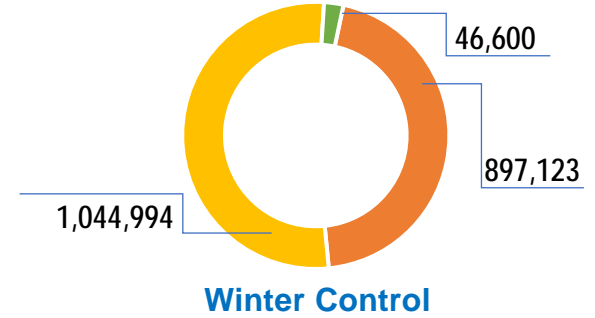
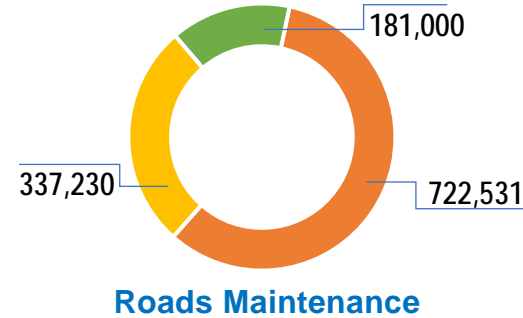
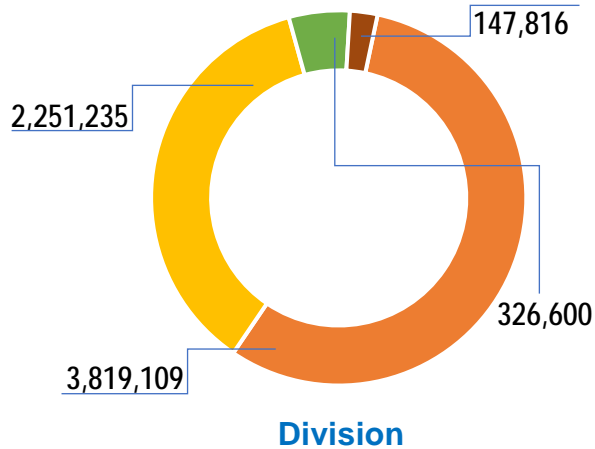
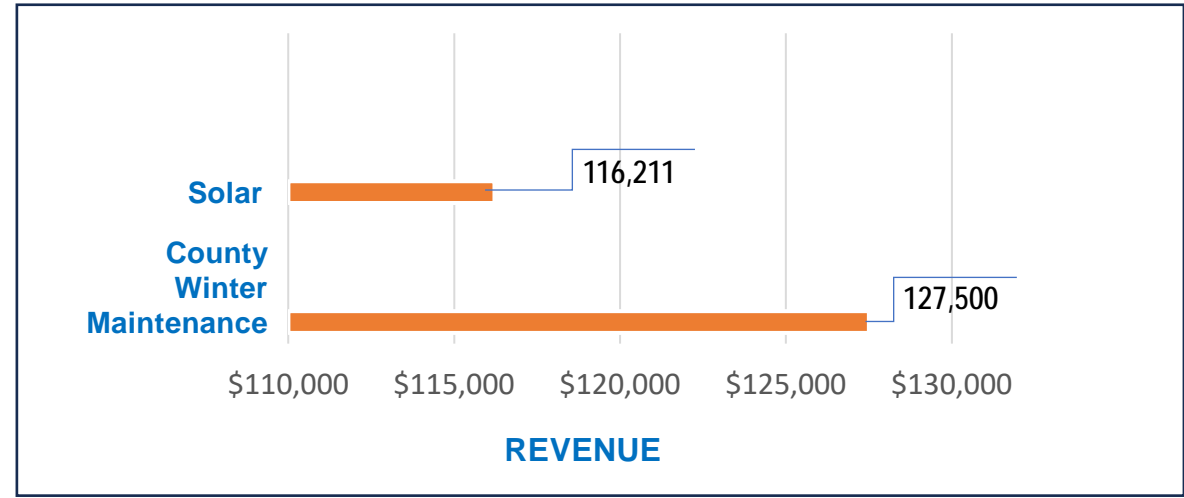
Water & Wastewater

- Complete Operation of Drinking Water treatment and distribution system from Owen Sound Bay to the tap in our customers' homes
- Damage prevention Locates of City-owned water and water and wastewater utilities.
- Complete Operation of wastewater collection and treatment system - Collected from our customers' homes and fully treated before discharge to Owen Sound Bay.
- ICI Backflow Prevention Program to enhance water safety by reducing the risk of system cross-contamination.



Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering

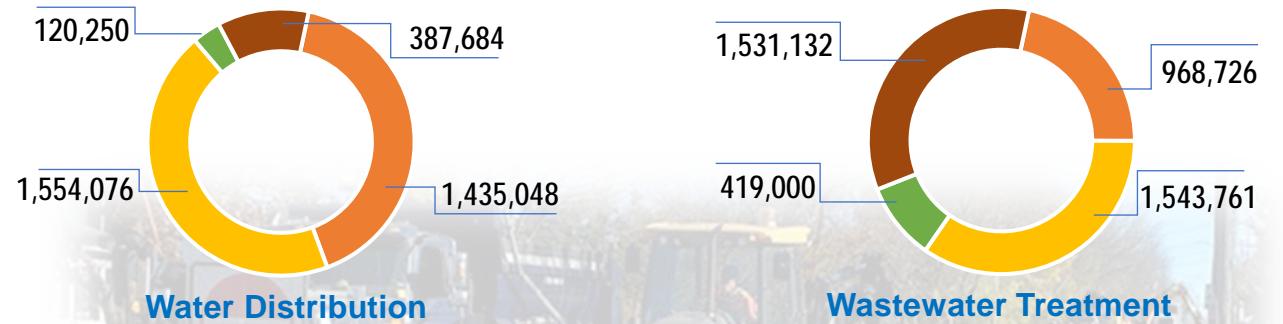
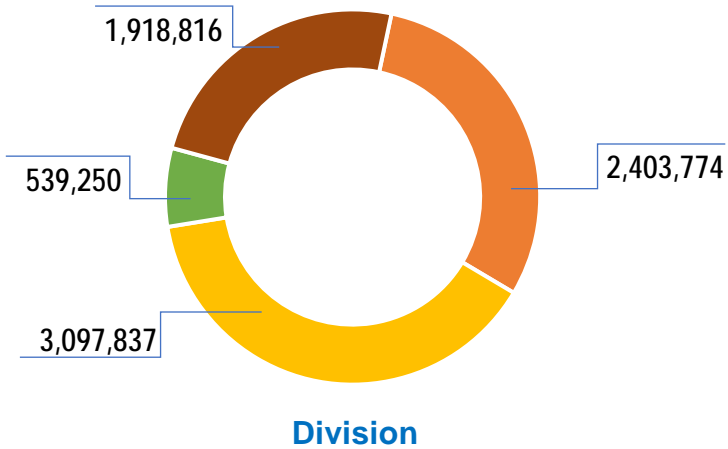
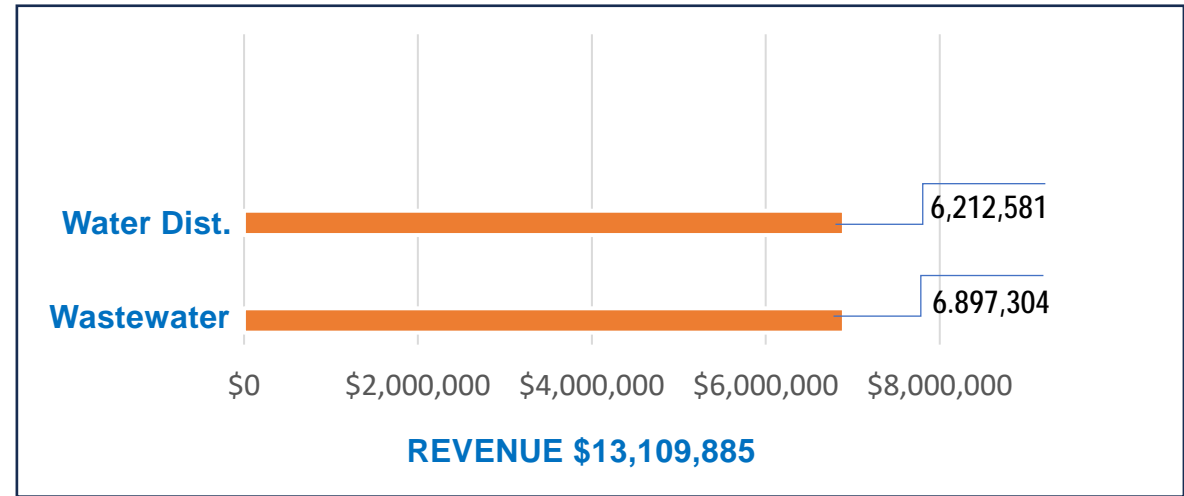
	Gross Cost	Tax Levy
• 2400 Director Operations	201,972	111,972
• 2401 Transit	1,748,685	1,152,311
• 2410 Managers	482,804	298,144
• 2411 Labour and Fleet	2,431,560	25,358
• 2412 Roads Maintenance	1,240,761	1,078,261
• 2426 Storm and Drainage	20,000	385,625
• 2412 Winter Control	1,988,718	1,988,718
• 2413 Traffic and Streetlights	401,288	471,370
• 2416 Waste Management	1,349,727	759,117
• 2417 Solar Energy	25,961	(116,212)
• 2440 Engineering	868,120	118,800
• 2425 Landfill	198,383	195,533
• 2501 Source Water Protection	300,967	10,000
Total	\$6,591,092	\$4,131,264



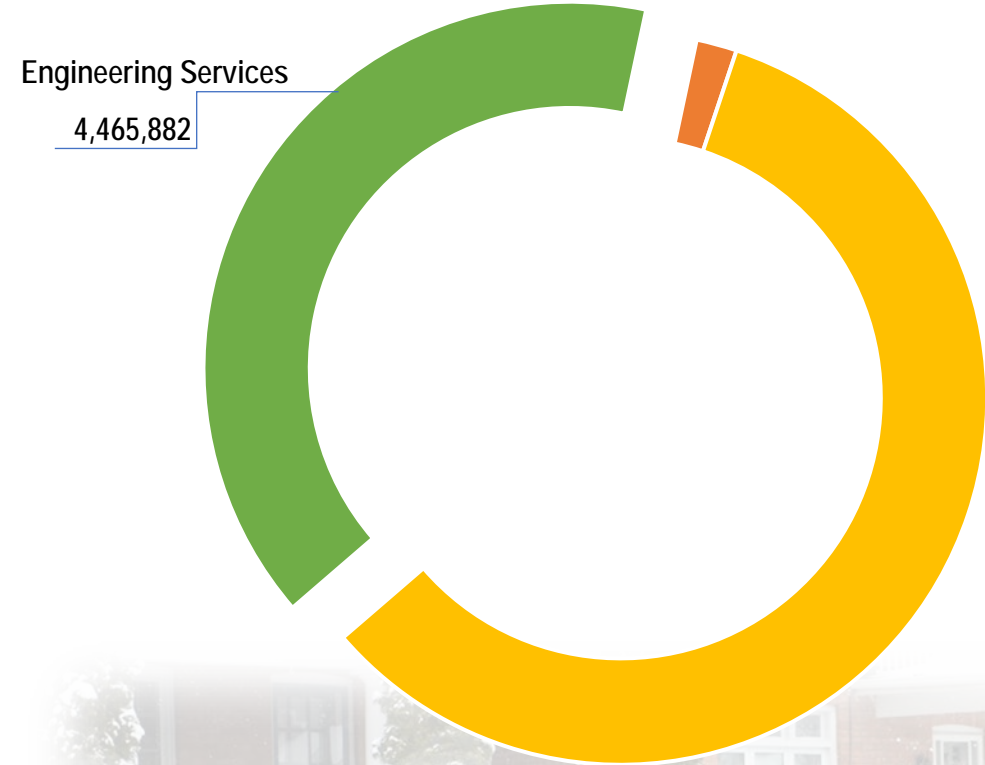
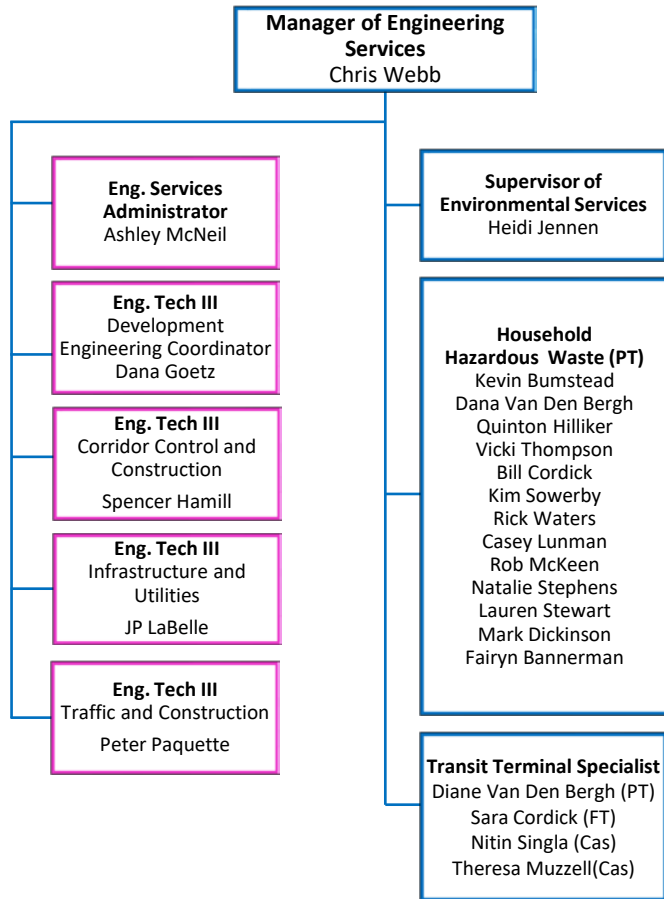
■ Salaries and Benefits
 ■ Materials & Supplies
 ■ Contract Services
 ■ Debt Payments

Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering

	Gross Cost	Tax Levy
• 2421 Water Distribution and Treatment	3,497,058	0
• 2423 Wastewater Treat. and Collections	4,462,619	0
Total	\$7,959,677	\$0



Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering



Operating Budget by Service Group
 (Gross Costs)

Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: Public Works
Division: Public Works | Water & Wastewater
Environmental | Engineering

What the Division Does Day-To-Day

Engineering

- Identify, plan, and manage roadway, linear infrastructure, and stormwater Capital Reconstruction Projects
- Manage ongoing smaller capital items-roadway resurfacing, streetlighting, traffic signalization, upgrading, etc.
- Manage non-City use of road allowances and lanes
- Issue Street Occupation Permits and process Special Services Applications for contractors and utility companies
- Provide review, guidance, and approval for energy utilities and telecommunication companies to place their infrastructure in City road allowances
- Model City's linear infrastructure systems, i.e., water, stormwater, and wastewater
- Review and comment on all development applications
- Participate actively in all Community Services Development Team activities
- Prepare and administer Servicing and Subdivision Agreements related to development
- Provide oversight for the City's Signalized Traffic Control and Streetlights maintenance and operation
- Manage traffic-related issues in conjunction with OSPS through Engineering, Enforcement & Education

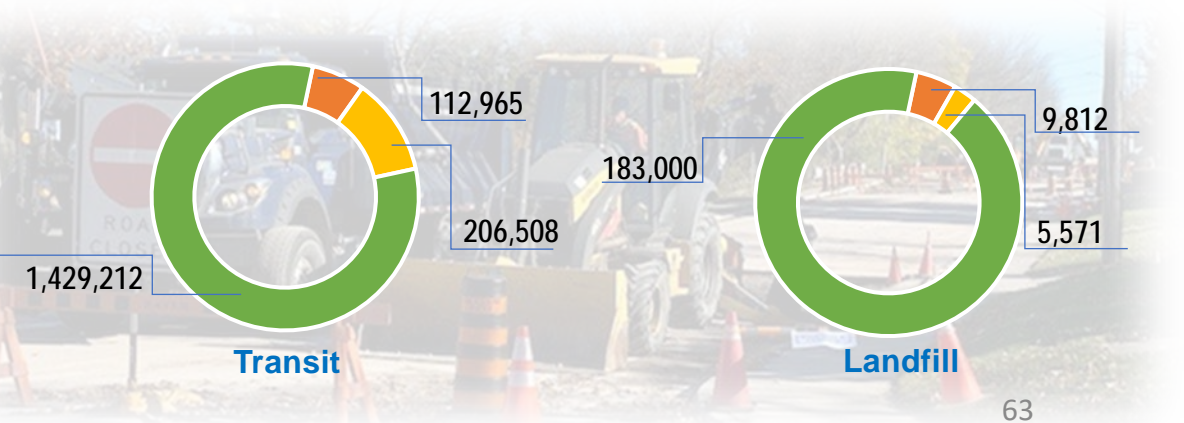
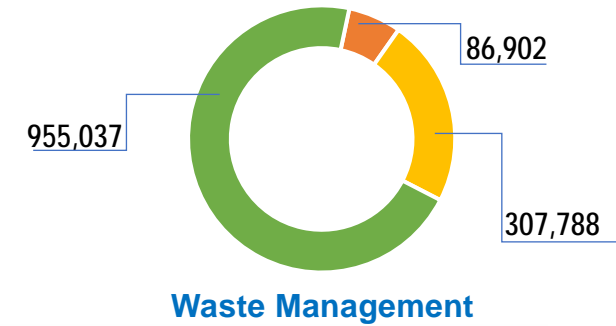
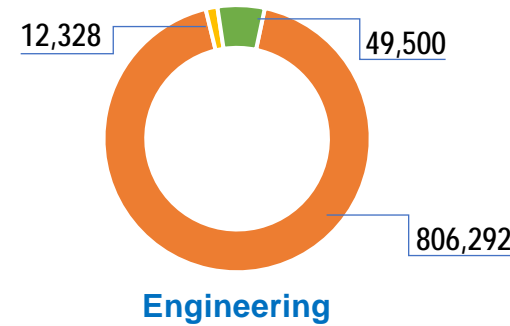
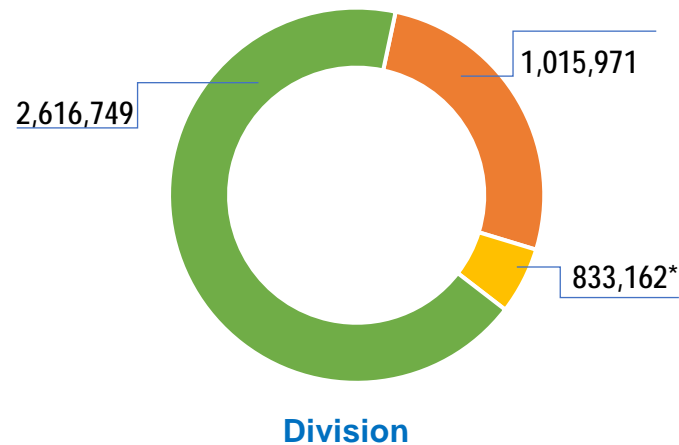
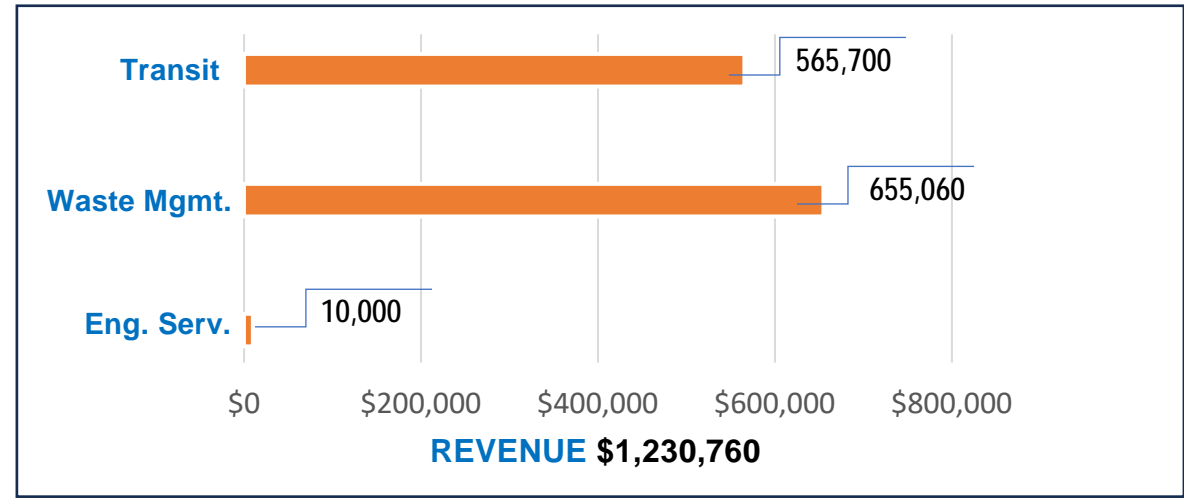
Environmental

- Administer the City's 3rd Party Recycling and Solid Waste Collection contracts.
- Administer the City's Bag Tag Program
- Manage the City's Environmental Programs; Leaf and Yard Waste Site, Household Hazardous Waste, Goods Exchange Days, Solar Farms, etc.
- Administer the City's 3rd Party Conventional and Specialized Transit contract.
- Climate change mitigation and adaptation initiatives



Department: Public Works
 Division: Public Works | Water & Wastewater
 Environmental | Engineering

	Gross Cost	Tax Levy
• 2400 Director Operations	201,972	111,972
• 2401 Transit	1,748,685	1,152,311
• 2410 Managers	482,804	298,144
• 2411 Labour and Fleet	2,431,560	25,358
• 2412 Roads Maintenance	1,240,761	1,078,261
• 2426 Storm and Drainage	20,000	385,625
• 2412 Winter Control	1,988,718	1,988,718
• 2413 Traffic and Streetlights	401,288	471,370
• 2416 Waste Management	1,349,727	759,117
• 2417 Solar Energy	25,961	(116,212)
• 2440 Engineering	868,120	118,800
• 2425 Landfill	198,383	195,533
• 2501 Source Water Protection	300,967	10,000
Total	\$4,465,882	\$2,235,761





Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

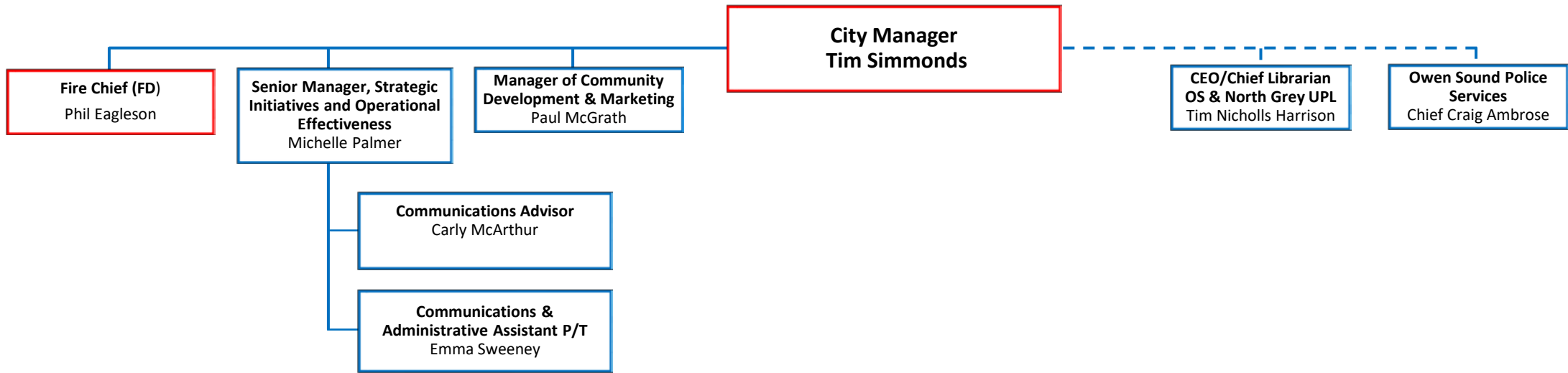
Community Services | Corporate Services

Public Works & Engineering | **City Manager**

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes



Legend

Statutory	Non Union / Management	Temporary Position / LOA
CUPE 1189-00	CUPE 1189-01	Current Vacancy

Department: City Manager
Division: Communications | Community Development
Strategic Initiatives

Key Service Areas

Communications

- Corporate Branding
- Graphic Design
- Media Advisory
- Public Relations
- Social Media
- Mayor and Council Administrative Support

Community Development

- Sector strategies
- Job creation
- ICI investment
- Support to local businesses
- Partnerships
- Economic Development Marketing

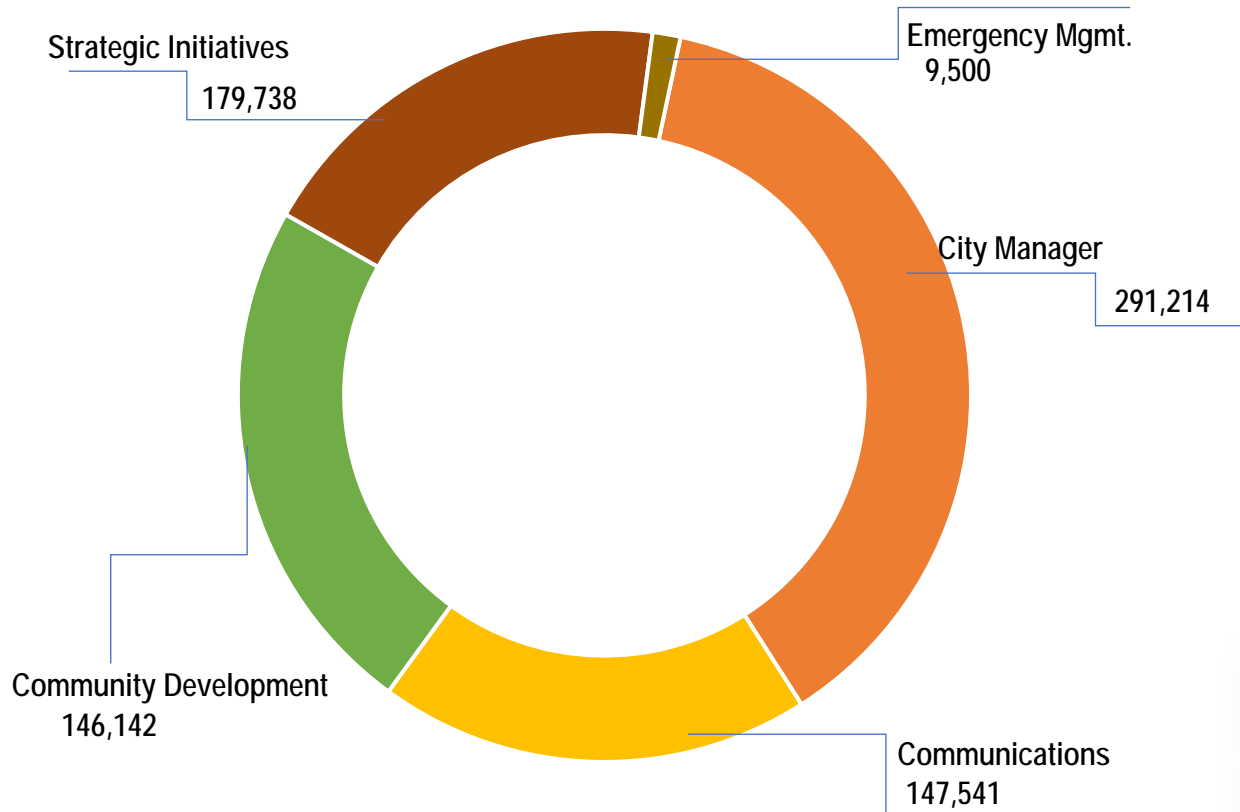
Strategic Initiatives

- Community Engagement
- Government Relations
- Business Planning
- Strategic Planning and Strategic Plan Implementation
- Special Projects

Emergency Management



Department: City Manager
 Division: Communications | Community Development
 Strategic Initiatives | Emergency Management



Operating Budget by Service Group
 (Gross Costs)

Operating Budget by :

- 2000 City Manager
- Communications
- Strategic Initiatives
- Community Development
- Emergency Management

	Gross Cost	Tax Levy
• 2000 City Manager	291,214	
• Communications	147,541	
• Strategic Initiatives	179,738	
• Community Development	146,142	
• Emergency Management	9,500	
	\$ 774,135	\$ 569,593



Department: City Manager
Division: Communications | Community Development
Strategic Initiatives | Emergency Management

What the Division Does Day-To-Day

Communications

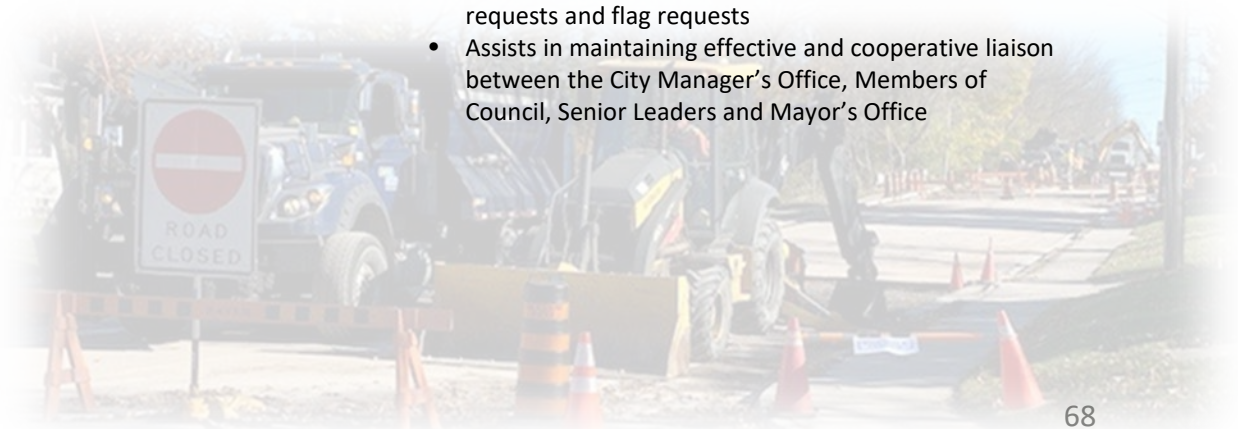
- Evaluates City projects and initiatives to identify those with the greatest potential for media coverage, with an emphasis on Council priorities
- Key message development for matters that have city-wide implications. (including highlights from Council meetings based on agenda review)
- Develops and executes public relations campaigns to communicate and maintain a positive image for the City of Owen Sound, including profiling or showcasing “good news” stories/events, etc.
- Proactively engages in the first stages of a developing issue or crisis communication, offering early insights and intelligence support for senior leaders
- Development of key messages, communication plans and graphic design for Organizational strategies such as: Budget Books, Strategic Plans Intergovernmental Relations Plan, Employee Engagement Survey, Citizen Satisfaction Survey, Engagement Framework,
- Creates and monitors social media campaigns, strategies, content, and implementation schedules that support strategic priorities on various City social media sites, including Corporate Facebook, Corporate Twitter, Instagram
- Build and maintain the corporate website to reflect current city information enhancing the citizen experience
- Develops and plans posts for engaging through the City digital signs and facility screens in collaboration with various internal divisions

Government Relations

- Monitor developments in government policy, programs, and legislation and intergovernmental developments to determine the impact on the City
- Monitor and keep abreast of current events, identifying emerging issues and analyzing the implications for the City’s overall strategic direction to ensure interdepartmental and intergovernmental coordination.
- Proactively communicate and writes briefing notes as well as drafting of letters, submissions, and presentations for intergovernmental meetings,
- Leverage communications tools to develop, write, and edit government relations content for publications
- Develop and maintain effective working relationships with other municipalities, other levels of governments and related associations.

Mayor and Council Administrative Support

- Prepare speaking notes for the Mayor for events
- Maintain working schedule and calendar for Mayor as well as scheduling public and internal meetings as requested.
- Maintain contact with community groups, agencies, organizations, and other levels of government on behalf of the Mayor and City Manager and deal with all contacts in a courteous and efficient manner to always promote a high standard of public relations.
- Organize and schedule events related to the City Manager’s Office
- Arranges designated replacements from among Council Members for the Mayor as required.
- Prepare travel schedules, book travel arrangements and make reservations for Mayor and Council
- Provide administrative support to the Mayor/City Manager through responsibility for research, preparations (written or verbal) for reports, projects and presentations
- Manage correspondence and facilitate certificate requests and flag requests
- Assists in maintaining effective and cooperative liaison between the City Manager’s Office, Members of Council, Senior Leaders and Mayor’s Office



What the Division Does Day-To-Day

Community Development

- Works with various groups and organizations in economic development related to Clean Energy, including but not limited to; Bruce Power, Canadian Nuclear Association, Organization of Canadian Nuclear Industries, Georgian College, Canadian Hydrogen and Fuel Cell Association, and Nuclear Innovation Institute.
- Works with Communications to prepare the speaking notes, briefing notes, and other materials for the Mayor when needed for economic development presentations or meetings.
- Responds to incoming requests for business development to enhance the city as a place for business development and growth based on industry knowledge;
- Prepare and deliver reports and presentations to Committees and Council when required;
- Acts as an information resource for issues relating to the various industrial, commercial, and office requirements of other departments in the city.
- Keeps Council, City Manager, and other key stakeholders informed of progress on projects and opportunities in the community.
- Develops sector strategies and communication/marketing materials.
- Liaises with Grey County Economic Development

Community Engagement

- Identify Community Engagement Initiatives and Strategies to best serve the City of Owen Sound residents and visitors.
- Build and maintain City's community engagement framework
- Support staff in conducting external engagement processes and ensure the approaches align with the City's overall goals
- Develop and share key messages for public stakeholders to build awareness and engagement
- Engage with a variety of community groups and understand the issues impacting equity-deserving groups
- Develop and facilitate engagement opportunities, including problem-solving and idea creation between the municipality and community and foster awareness around service delivery and connection to public service.

Emergency Management

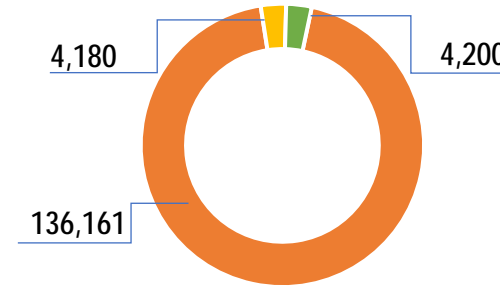
- Develops and implements an emergency management program which consists of:
 - An emergency plan which is reviewed and updated annually
 - Training programs and exercises for staff which occur annually and coordinates with other agencies for the provision of necessary services in the event of an emergency
 - Public education on risks to public safety and public preparedness for emergencies

Strategic Initiatives

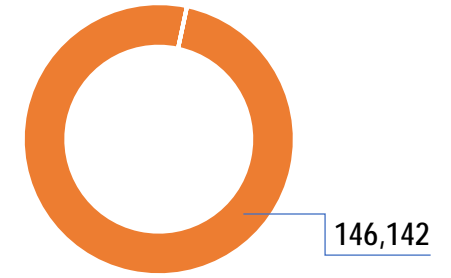
- Lead Council initiatives impacting all areas of municipal service and development, internally and externally.
- Coordinate complex cross-departmental projects such as the Strategic Plan and liaise with stakeholders and community organizations to educate and gain support for the project(s).
- Provide consultation and coordination for major initiatives led by the Strategic Leadership Team
- Performs daily and ongoing media monitoring and issues scanning and reporting.
- Tracks ongoing Statistics Canada information to advise staff of important issues that will affect the implementation of communications and the achievement of the City's Strategic priorities.
- Facilitate business planning activities across departments. Review and integrate Department plans into overall City plans
- Identifies and recommends corporate strategies and long-term initiatives to achieve the business goals of the City

Department: City Manager
 Division: Communications | Community Development
 Strategic Initiatives | Emergency Management

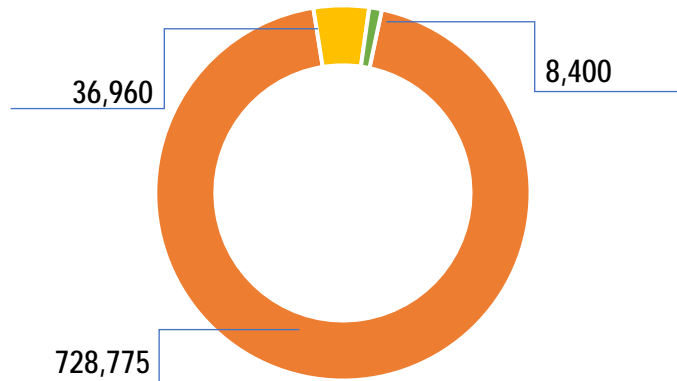
	Gross Cost	Tax Levy
1000 COUNCIL	305,920	294,470
2000 CITY MANAGER AND EMERGENCY CEMC	774,135	569,593
6000 DIA ADMINISTRATION	220,747	119,945
2301 NON-DEPARTMENTAL	650,200	627,700
2302 DEBENTURES	1,595,139	1,595,139
2502 GRANTS	213,563	713,563
Total	774,135	569,593



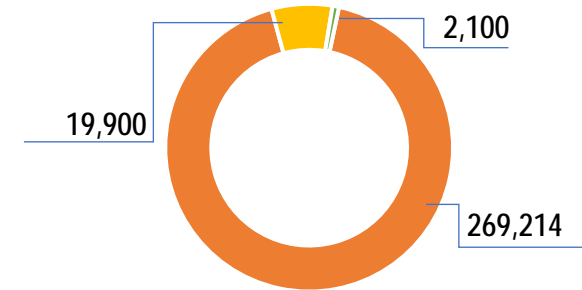
Communications



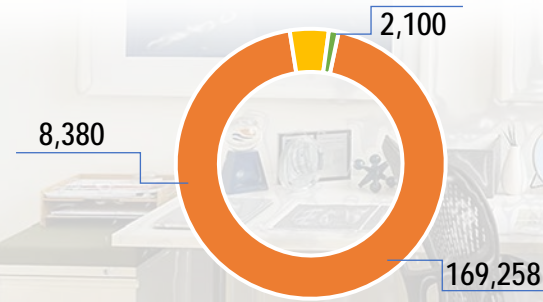
Community Development



Division



City Manager



Strategic Initiatives



Emergency Management

Salaries and Benefits
 Materials & Supplies
 Contract Services
 Debt Payments



Presentation

1. Overview | Core Service Metrics

Corporate Organization Chart

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

Community Services | Corporate Services

Public Works & Engineering | City Manager

2. Review MNP Action Plan and Proposed Service Review Actions

3. Consolidate Listing of Actions

4. Reference Material and Notes

Recommendation 1: Redesign the Organizational Structure

Strategic Focus

Organizational Effectiveness, Staffing Capacity Limitations, Increasing Communication and Clarity

A. Align organizational structure with the functional model to create efficiencies.

<p>Description</p> <ul style="list-style-type: none"> The organizational structure has inefficiencies due to functional misalignment -for example, the TTAG plans a number of events and would benefit from being able to leverage the Community Services events coordinator to support TTAG events Additionally, span of control is low for some departments and high for others, which makes it challenging for decision-making -for example, there are two HR managers with less than two direct reports, the Building Manager and Planning Manager both have 2 direct reports The organization currently has a marriage coordinator function that does not achieve cost recovery and does not support core services Both customer service and fleet management functions are performed in a number of teams across the organization A redesigned organizational structure to align with the functional model is recommended to improve the efficiency and effectiveness of services 	<p>Activities</p> <ol style="list-style-type: none"> Conduct official staffing and organizational review that investigates the following opportunities: Move the TTAG department within the Community Services Department Consolidate the following management positions that perform similar functions and combine staff: <ol style="list-style-type: none"> Human Resources and Strategic Human Resources (Corporate Services) Accounting Services and Revenues (Corporate Services) Building and Planning (Community Services) Centralize all customer service-related staff within Community Services department Centralize fleet management related functions within the Public Works department. Remove the Marriage Coordinator function in Corporate Services and strategically realign the position to support other mandatory or essential services An option could be to combine the Parks and Open spaces staff with the Public Works and Engineering department to align operational staff however, there is a risk of creating a mega department that may have inefficiencies Align the Development Engineer with the building and planning staff
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Allows the City to achieve more with less by being able to reduce manager/director count which creates efficiencies and effectiveness in service delivery model Would simplify communications and operations with less departmental cross-over involved in the delivery of certain services Optimizes structure, roles, responsibilities and spans of control 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Approximately \$60,000 in savings annually by reclassifying manager positions to staff positions (see page 30 for a summary) Significant efficiencies would be realized by functionally aligning the organization No net reduction in overall staff headcount.
<p>Costs/Investments</p> <ul style="list-style-type: none"> City manager with Senior Leadership to develop an implementation plan for future state organizational structure (by function). Estimated 300 internal staff hours of effort. 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> Staff may be concerned with structural changes taking place and may be fearful of losing their position which would impact culture negatively
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> Council to approve of organizational changes The PMO office should lead the changes, specifically supporting change management and implementation changes 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 1: Redesign the Organizational Structure

A. Align organizational structure with the functional model to create efficiencies.

Strategic Management Response

Staff agrees that efficiencies can be gained through organizational realignment(s). However, MNP has simply identified a “problem” but has not provided an adequate response to the opportunity. The savings that MNP has suggested with organizational changes do not exist.

Currently, all organizational alignments are under the purview of the City Manager and, by extension, the input of the Strategic Leadership Team. Throughout this past year, changes have been made in Corporate Services, City Manager’s Office (CMO), and most recently, Community Services/TOM. Therefore, **MNP Action (i and ii)** is an ongoing organization process.

The TOM has been realigned within Community Services and expanded the management responsibilities of the Chief Curator/Director to include Events and Tourism. In addition, with the importance of economic growth, the Community Development position has been moved to the City Manager’s office. Although no financial savings are achieved with this alignment, the Administration feels there will be greater alignment and focus on both services. Furthermore, one position in the CMO was redefined from F/T to P/T, and Corporate Services has eliminated one of two manager roles by creating a Manager of Corporate Services. The former management role was turned into a unionized technical coordinator role. Furthermore, a P/T SOS position was unfunded. Savings from these decisions were identified in the 2023 budget and totaled more than \$200,000. This action satisfies **MNP Action (iii.b.)**

In evaluating **MNP Action (iii. a and c)**, Staff concludes that the proposed alignments will not make the corporation more efficient, create capacity, or create cost savings. An overarching notion not identified by MNP is that some Manager positions are management of process rather than people and that the title of a position reflects the comparable role and responsibilities required for the City and in relation to comparable municipalities. Both

Strategic Management Response

Over-Arching Themes

Review of services/processes, customer service strategy, HR strategy related to talent management and employee development, internal communications strategy

recommended actions fall under this definition. The CBO legislatively must act independently and can not be directed on matters relating to the Act by other staff or Council. MNP notes that the CBO will work “under the direction” of the Manager of Planning and that the Manager of Planning has the knowledge, skills, and qualifications required to supervise the Deputy and the Inspector/Plans examiner, which are considerably different from a Manager of Planning. Ultimately, MNP’s recommendation may help with the optics of fewer managers – but significantly impacts communication from directors to their management group. In addition, as identified in the CORE information in this report, Building Services is a relatively cost-neutral division within the City, and moving the CBO to report to the Manager of Planning Services does not create an opportunity to eliminate one of the Building Service positions. The Manager of Planning and Heritage already has a large portfolio. The MNP recommendation may also lead to increased compensation for this position, which is comparable to the CBO. Therefore increasing costs rather than producing savings.

Recommendation 1: Redesign the Organizational Structure

A. Align organizational structure with the functional model to create efficiencies.

Strategic Management Response

MNP ACTION (iv) regarding roles responsible for customer service focuses on the division title rather than the actual job responsibilities. The current job descriptions support controls around the segregation of duties, custody, control, approval, and reconciliation required to handle financial assets properly. What is coined “Service Owen Sound” is a financial role(s). Staff concedes that this is problematic for citizens and internally for other Staff. Upon further review, Staff has concluded that the job responsibilities have been incrementally transitioned through new service requirements, repeat vacancies, back-filling and upward mobility. Ultimately, these roles have proved to be very transient in nature. Staff will work on clarifying the function, position title, and job description of the Service Owen Sound role through the Market Analysis report identified in the Proposed Action.

MNP Action (v) considers centralizing the fleet to Public Works as Public Works “owns” a large quantity of fleet; however, without further specific detail as to “why.” Staff proposes that Fleet is a corporate service encompassing Public Works, Community Services, Fire, and Police. The Fleet Strategy is currently underway and being led by the Manager of Corporate Services. The final strategy presented to Council in late 2023 will determine if Fleet should be operationalized in a department other than Corporate Services.

MNP Action(vi) would create an opportunity to adjust the work function of the Licensing Coordinator, who currently undertakes all marriage-related activity with support from other members of the Corporate Services Department. MNP accurately identifies that a marriage coordinator is different from a typical position within municipalities (in Owen Sound, this service is separate from the job title) and is more than likely unique to Owen Sound. Staff will look at this position’s Job Description through the forthcoming H.R. Market Analysis if Council moves forward with Short-Term Rental licensing. In that case, it is anticipated that this position would be better positioned to take on these additional duties as the position would be recently divorced from marriage duties. Staff notes that the revenue from Marriage Related services generates approximately \$20,000-30,000 annually.

Strategic Management Response

MNP Action (vii) identifies that the organization could consider combining Parks and Open Space Staff with Public Works and Engineering. Staff notes that this recommendation is stated as an “option” as MNP also identifies that this could be problematic due to the size of the future department, which would lead to adverse outcomes. It is difficult to assess this recommendation because MNP did not fully disclose if the problem they identified through interviews is directly associated with cost, a perceived lack of communication, sharing and coordinating resources, or a combination of these. In addition to not singling out the core problem, MNP did not identify that the department has experienced leadership instability (not to be confused with incompetence) in the past 10-15 years. The department has had five different Directors with multiple Acting/Interim Directors – Management recognizes that this fact alone creates a myriad of operational shortcomings. Therefore, taking additional time to analyze the full risks and impacts is required. This Action is identified to begin in Q2 2025 which determine what aspects of Parks and Public Works Operations might provide corporate benefits through process and staffing synergies. To highlight some examples of synergies:

- Winter maintenance
- Labour Relations
- Waste collection
- Arbourist activities
- Fleet, Small Fleet and Equipment such as woodchipper, stump grinding
- Capital rehabilitation of parking lots
- Employee scheduling and cross-work collaboration
- Seasonal Employees
- River District Hard Infrastructure and Street Beautification

Recommendation 1: Redesign the Organizational Structure

A. Align organizational structure with the functional model to create efficiencies.

Strategic Management Response

ACTION (viii) realigns the Development Engineering position to Planning. Management does not support this action as there needs to remain a strong connection in the overall development process with the Manager of Engineering Services and the Manager of Public Works from a road and water/wastewater perspective. This is best accomplished with the Development Engineering position remaining with Public Works and Engineering. Implementing decisions on the development and clearing of conditions and ongoing monitoring of site development is an integral part of this role.

As a member of the development team – this position brings together comments from engineering and public works concerning water and wastewater in addition to coordinating transportation, waste management, roads, and county roads – all of which reside in Public Works and Engineering.

Management can see that this position within Planning may help with some efficiency and prioritizing day-to-day work; however, this can be better accomplished with clear communication, the introduction of stronger SOP, and the introduction of technology as identified with other recommendations of Service Review.

Strategic Management Response

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Create and implement a comprehensive onboarding program through the newly developed H.R. Strategy.	Q4/2023	6 months
2. Explore the opportunity to realign the responsibilities of the city switchboard to Police Services (they currently have 2FTE dedicated to administrative phone answering)	Q3/2024	3 months
3. Review Parks Operations and Public Works to find and provide corporate benefits through process and staffing synergies, including mandatory annual joint work plan meetings.	Q1/2024	12 months
4. Create a Standard Operating Procedure for overtime.	Q2/2024	6 months
5. Realign the Licensing coordinator position to undertake Short-Term Rental Licensing needs through the elimination of other responsibilities, such as civic marriages.	Q3/2023	6 months
6. Implement a culture of Continuous improvement using LEAN to proactively and routinely assess processes, programs, and service to maximize performance outcomes with the goal of reviewing two per year.	Q2/2024	30 months

OUTCOMES



Recommendation 1: Redesign the Organizational Structure

Strategic Focus

B. Formalize documentation for the organization and between departments to improve decision-making authority and responsibility to improve efficiencies and solidify the organizational redesign.

Organizational Effectiveness, Staffing Capacity Limitations, Increasing Communication and Clarity

<p>Description</p> <ul style="list-style-type: none"> Currently, departments do not know who is responsible for activities outside of their department Increasing communication and clarity was a common theme of the current state as communication lines between departments are not always clear or effective Additionally, with the implementation of recommendation 1.A., there will be large organizational changes that take place which will need to be documented and formalized to ensure successful implementation of the recommendations The City is planning to complete an internal communication strategy in 2023 which will support this recommendation and the improvement of internal communications between departments As well, the City is currently developing an HR strategic plan which will go to Council in the fall of 2022 which is focused on retention, onboarding, etc. which could support this recommendation Owen Sound should leverage this recommendation to strengthen the internal communication and HR strategy work they are currently working on Additionally, implemented the IT Needs Assessment will result in new processes which should be considered in this review 	<p>Activities</p> <ol style="list-style-type: none"> Conduct a formal review of SOPs relating to multi-department procedures and revise documentation based on the new organizational structure and how cross-departmental processes/procedures should operate Develop a decision-making process, including a template for staff to document decisions and rationale to improve decision-making authority/responsibility Develop and document single points of contact to understand responsibilities Conduct a review of job descriptions and explicitly define responsibilities and tasks that align with the new organizational structure and specifically focus on hand-offs between departments Conduct a business process mapping exercise to further identify efficiencies in cross-departmental service delivery Build process improvement and implement LEAN practices within the organization Conduct information and training sessions for staff to adopt the revised and/or new SOPs, procedures, job descriptions, and processes
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Increased visibility/understanding of interdependencies and flow of information between staff Clear expectations and understanding of staff's responsibilities within the organizational structure Improved understanding of other department's responsibilities Supports the successful implementation of Recommendation 1.A. 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Reoccurring time efficiencies created from improved clarity in each department's responsibilities and more seamless delivery of cross-departmental services and processes Target efficiencies of approximately 1 FTE or ~\$100,000 reoccurring
<p>Costs/Investments</p> <ul style="list-style-type: none"> 75 to 100 hours of staff time to conduct document reviews and develop/revise SOPs, procedures, job descriptions, and processes or support from external resource (if required) ~\$40,000 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> Depending on the volume and quality of existing documentation, the time investment required can vary if significant content development is required
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> PMO to lead the changes of this recommendation 	<p>Interdependencies</p> <ul style="list-style-type: none"> Recommendation 1.A. – Recommendation 1.B. should be implemented in coordination with Recommendation 1.A. to ensure organizational changes are captured in the activities to ensure successful implementation of Recommendation 1.A. and 1.B.

Recommendation 1: Redesign the Organizational Structure

B. Formalize documentation for the organization and between departments to improve decision-making authority and responsibility to improve efficiencies and solidify the organizational redesign.

Strategic Management Response

Over-Arching Themes

Continuous Improvement, Information Technology, Customer Service, Internal Communications

Strategic Management Response

Through the employee engagement survey and formal and informal interaction, staff has identified that clear communication is an area for improvement and supports the Recommendation.

MNP appropriately identified that the outcome would be improved expectations and understanding. A clear understanding of roles will increase perceived value. However, staff also feel that the MNP notion that departments do not know who is responsible for activities outside of their departments is somewhat out of context. Generally, everyday tasks are well understood. However, larger, more complex issues that are organizational in nature and don't "neatly" fit into a single department are the areas that require improved clarity and communication. It is also important to note that Staff needs to see themselves as part of the solution or part of the process. e.g. Affordable Housing.

A formal review of SOPs is irrelevant due to the lack of formal SOPs. The RACI model has been implemented on a limited basis. Efforts can be put into using this model more comprehensively. With regard to job descriptions, the last time all job descriptions were reviewed was the 2017 comprehensive market review. This is planned to be done again in 2024.

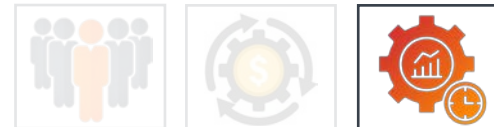
Staff has already committed to preparing a Customer Service Strategy. This strategy will include process mapping and documenting "who does what" with a focus on processes instead of looking at things from a job description point of view – a Six Sigma Lean approach (Lean is the Continuous Improvement Tool). focused on eliminating waste, such as non-value procedures and processes, while promoting standardization. The Six Sigma philosophy will identify the bottlenecks that have created hot spots or customer frustration (internal and external) and realize efficiencies. It should be noted, however, that in some instances in a process, the role of one individual may be increased in order to achieve overall efficiency, and as such, the offset will be that somewhere else in their responsibilities, a reduction in workload is required.

Proposed Service Review Actions

OPPORTUNITY

	START DATE	TIMING
1. Maximize opportunities to integrate Microsoft Teams throughout the corporation to coordinate project management, operations, and communications.	Q2/2024	12 months
2. Implement Project and Change Management Templates through the utilization of standard tools (RACI) and practices for all project leads and other appropriate levels of the organization.	Q4/2025	12 months
3. Complete the Customer Service Strategy	Q3/2024	12 months

OUTCOMES



Recommendation 1: Redesign the Organizational Structure

Strategic Focus

C. Target a reduction or strategic reallocation of staff that support traditional and discretionary services through the implementation of a strategic attrition plan

Organizational Effectiveness, Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> The City has a large organizational structure with many managers. Additionally, Owen Sound provides a high level of services to residents and non-residents which is comparable to a large-scale city or Regional centre It is recommended to target a reduction or strategic reallocation of workforce to focus on the core service delivery of mandatory and essential services and achieve cost savings that are targeted by Council Target a reduction or strategic reallocation of up to 5 staff FTE that could be achieved through a strategic attrition plan over the next three years. In the longer-term, a strategic attrition plan could be developed and adopted to identify additional reductions or strategic reallocations Although staff capacity limitations was identified as a key theme in the current state, this reduction or reallocation of FTE is meant to be focused to support the theme of prioritizing core services and reducing the traditional and discretionary services or service levels 	<p>Activities</p> <ol style="list-style-type: none"> Review the organizational structure and any changes to the organizational structure resulting from this Service Review Identify a target of 3 positions that do not support mandatory or essential service delivery, notably positions that may be retiring within three years Assess and determine the positions that will be reduced or strategically reallocated Develop and adopt a longer-term plan for strategic attrition, targeting positions that are vacant, contract positions, or near retirement Consider engaging an independent third-party expert to support the staffing plan
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Allows the City to achieve more with less by being able to reduce manager count which creates efficiencies and effectiveness in service delivery model Optimizes structure, roles, responsibilities and spans of control 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Target savings and efficiencies of \$150,000 to \$500,00 through reallocation to core service or reduction of FTE of traditional and discretionary service through attrition.
<p>Costs/Investments</p> <ul style="list-style-type: none"> Consider engaging an independent third-party expert to support the staffing plan which could cost approximately \$50,000 Staff time in identifying short and long-term staffing plans of 40 hours 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> Targeted savings may not be achieved to undesired service level reduction of discretionary or traditional services
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> Council to approve of organizational changes Human resources to support the changes 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 1: Redesign the Organizational Structure

C. Target a reduction or strategic reallocation of staff that support traditional and discretionary services through the implementation of a strategic attrition plan

Strategic Management Response

Management will always support this recommendation and consider a business fundamental to leading the corporation. However, as per the CORE information, management believes that the current organization's staffing levels are appropriate or could be slightly understaffed for the current services provided. Overall, the total number of employees has been flat since 2010.

On the one hand, the consultant cites that municipalities and the private sector struggle with staff retention, recruitment, and vacancies, particularly in service-oriented roles. Owen Sound has the lowest ratio of PTE, FTE, and seasonal workers per household amongst the municipalities in the benchmarking analysis. This is a significant statement because finding highly skilled, professional individuals is nearly unachievable. Therefore, the reality in most cases is to fill the role with a very competent individual and accept that more training, on-the-job learning, and management and peer support are going to be required.

Management believes that this recommendation is a standard consultant's recommendation that could be included in any municipal project. The consultant failed to drill down into the information provided to them and instead solely relied on the Provincially mandated Financial Information Return data. The FIR data has limitations when examining the full context of a municipality's cost in providing a specific service. It does not require municipalities to identify services as being discretionary or traditional or to what extent the service affects its citizens. The community often values discretionary or traditional services not unique to Owen Sound. The Citizen satisfaction survey shows that 87 per cent of residents rate the parks highly. However, this is considered a discretionary service. From an internal staff perspective and highlighted by MNP in the Service Review Report, the recent Employee satisfaction survey shows many staff feels overwhelmed and stressed at work with their current workload.

In the longer term, attrition and strategic reallocations will continue to be considered during every staff recruitment.

Strategic Management Response

Over-Arching Themes

Continuous Improvement, HR Strategy, IT needs assessment

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Implement a Term of Council hiring Freeze for NET new positions coordinated while developing a longer-term Succession Management Plan.	Q3/2023	Immediate
2. Complete the H.R. Market Review to update Job Descriptions for people leader roles i.e., Directors, Managers, Supervisors, to include positional competencies	Q1/2024	24 months
3. Evaluate Employee Benefits	Q1/2024	9 months
4. Develop a Compensation Policy	Q4/2024	6 months
5. Develop a business case to analyze moving from a Bylaw compliance model to a proactive enforcement approach.	Q2/2025	6 months

OUTCOMES



Recommendation 1: Redesign the Organizational Structure

Strategic Focus

D. Formalize the fleet management process and ensure the function is centralized within the organization to improve the scheduling and utilization of fleet.

Organizational Effectiveness, Staffing
Capacity Limitations

<p>Description</p> <ul style="list-style-type: none"> The current state analysis identified that a number of departments use similar vehicles and equipment, and the resources are not shared effectively Additionally, recommendation 1.A. centralizes the fleet management function within the Public Works and Engineering department, which is a large user of fleet The City would benefit from consolidating its asset inventory and management practices for more effective and cost-efficient use of fleet Furthermore, the IT Needs Assessment recommended implementing an asset management system (costing \$79,800 to \$186,300 to implement) and the City could leverage this to further enhance and formalize the fleet management function 	<p>Activities</p> <ol style="list-style-type: none"> Assign accountability of fleet management process to one person Classify the fleet as either “sharable”(e.g. Pickup truck) and “non-sharable” (e.g. Fire Truck) assets to identify the resources that could be shared Introduce scheduling SOPs to remove unnecessary leasing of assets to deliver services and to schedule proactive maintenance (rather than reactive maintenance) Each week, identify priority of fleet and identify known, planned scheduling requirements Plan and schedule for preventative maintenance and warranty recovery
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Reduces delays in service due to inaccessibility of fleet assets for use Increased sharing of resources results in more efficient and effective service delivery Improves communication relating to the roles and responsibilities of fleet management, which was identified as a key theme in the current state 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Improved preventative maintenance (rather than reactive maintenance) results in potential future reoccurring savings Increased sharing of resources could eventually result in fewer vehicle and equipment required through sharing resources Target approximately \$200,000 in cost savings
<p>Costs/Investments</p> <ul style="list-style-type: none"> 20 hours of staff time initially to formalize the process and 1 hour per week of ongoing fleet management coordination Note: Costs do not include the cost of implementing a fleet management system as recommended by the IT Needs Assessment 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> Challenges could arise when prioritizing each departments use of the assets (i.e., each department will believe their use should be prioritized)
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> Assign one individual from Public Works and Engineering department to be accountable and coordinate the centralized fleet management function 	<p>Interdependencies</p> <ul style="list-style-type: none"> Recommendation 1.A. – Recommendation 1.D. can be implemented by leveraging the organizational changes from Recommendation 1.A.

Recommendation 1: Redesign the Organizational Structure

D. Formalize the fleet management process and ensure the function is centralized within the organization to improve the scheduling and utilization of fleet.

Strategic Management Response

Although MNP identified that fleet management should be centralized, Management has recognized that there needs to be a structure to guide fleet-related decision-making. There needs to be a corporate policy and strategy for Fleet. This has been previously communicated to Council through the annual budget process and other committee meetings and vice versa; Council has requested a strategy be undertaken.

Therefore, although MNP has identified several actions, they will be determined through the fleet strategy. This includes MNP's recommendation of moving Fleet to Public Works. Management believes this is not centralizing it but rather maintaining Fleet as a decentralized practice and assuming that current PW management practices should be the corporate strategy.

Rather, centralizing Fleet should be in Corporate Services. This means Corporate Services develops and maintains the fleet policy and strategy. The Strategy will set a guiding document for the corporation that will identify;

- Procurement
- Operations
- Maintenance
- Disposal/Replacement

The division managers will remain their fleet managers under the policies defined in a centralized corporate Fleet Management Strategy.

The strategy work has begun that engages with subject matter experts from each fleet user group to inform the development of vehicle specifications and other technical elements of the strategy, and staff anticipates the strategy will be at Committee in April 2024.

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT needs assessment

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Complete Fleet Management Strategy including Streamling and standardizing current fleet management practices within the City;	Underway	9 months
2. Extend Automatic Vehicle Locator to all applicable vehicles	Q2/2024	9 months
3. Investigate on-vehicle data for reporting	Q2/2024	9 months
4. Add vehicle logs to document vehicle usage and allow distribution of costs to the benefitting departments, and determine if there is the capacity for a particular unit to be eliminated or shared	Q2/2024	9 months

OUTCOMES



Recommendation 2: Leverage existing technology to improve the effectiveness and efficiency of service delivery.

Strategic Focus

Staffing Capacity Limitations, Prioritizing Core Services

A. Implement digital timecoding across the entire organization.

<p>Description</p> <ul style="list-style-type: none"> Stakeholder interviews identified that manual time sheet entries consume significant time and is only done manually for field staff within Public Works and Engineering and Community Services For example, the Parks and Cemetery Administrative Assistant spends 381.5 hours per year on manual time sheet entry for parks and cemetery staff Additionally, the Water and Wastewater Administrative Assistant and Public Works Administrative Assistant also completes manual timesheet entries, although there are less staff (i.e. less time entries) for these assistants to coordinate compared to the Parks and Cemetery Administrative Assistant As well the Supervisors/Managers are required to review the manual timesheet entries Some departments and staff currently complete their time sheet entries digitally through the software Penny The technology currently exists within the City to implement digital timecards across the organization Removing manual time card entries would save administrative time by having employees input time cards digitally themselves 	<p>Activities</p> <ol style="list-style-type: none"> Engage IT to initiate this project to implement digital timecoding across the entire organization Identify opportunities to improve the accessibility of digital timecode entries including: <ol style="list-style-type: none"> A mobile app so staff can enter timecoding on their phones Expanding the use of tablets throughout Public Works and Engineering and Community Services staff (tablets are currently being tested with some operating staff) Identify the optimal solution Implement the solution across the organization Conduct training to ensure staff are able to use the new solution
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Elimination of manual tasks that are time consuming for administrative and management staff Reduced workload for administrative and management staff who are involved in manual timecode entries Improved employee satisfaction from eliminated manual and time-consuming tasks 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Reoccurring cost avoidance of approximately \$100,000 (assuming average salary of \$100,000 and approximately 2,000 hours, or 1 FTE) spent on manual time cards (Shared with Recommendation 1.B.)
<p>Costs/Investments</p> <ul style="list-style-type: none"> Cost of expanding current digital timecoding system (including adding tablets to support digital timecoding) (Shared with Recommendation 1.B.) Per IT Needs Assessment Report the implementation costs are estimated between \$80,000 to \$186,000 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> The staff who complete manual time code entries do not have access to computers within the municipality to input their time each week There is a risk that the staff are resistant to using digital time cards
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> IT to support the project An external expert resource to implement the expansion of digital timecoding technology across the organization 	<p>Interdependencies</p> <ul style="list-style-type: none"> Recommendation 2.B - Digital timecode entry will require tablets or an app to be developed for field staff to have the tools to enter timecodes digitally

Recommendation 2: Leverage existing technology to improve the effectiveness and efficiency of service delivery.

A. Implement digital timecoding across the entire organization.

Strategic Management Response

MNP has identified a process used every day that Management agrees will positively impact the corporation when implemented. There is a significant amount of time manually entering timesheets onto a piece of paper and then into the payroll system. A timesheet is 'touched' by a minimum of four additional staff before it is completed, authorized, and deemed complete for Payroll.

It will be important that digital timecoding have self-service functionality and be accessible remotely, allowing for entry over a mobile device to allow staff to access and update their information as appropriate, reducing time. This aspect is directly tied to Recommendation 2B. However, in addition to hardware in the form of a mobile device, digital timecoding will require change management oversight and a high degree of training. This will be the first time most employees in the field will work in a digital environment. Employees in the field are also very comfortable with the current paper system.

Although Digital Timecoding is the base for this recommendation, it must be implemented in concert with other I.T. needs identified in the I.T. needs assessment completed in 2022. The current payroll system is tied to work order management, asset management, and Human Resources. Work order management is under review for replacement with a more comprehensive asset management software. This selection will ultimately dictate the timesheet module to ensure integration. It does not make sense to design the system around timesheet software but rather the other way around.

In addition, digital timecoding will also be tied directly to a Human Resource Information System (HRIS). Currently, the City does not have an HRIS. This needs to be improved in current processes. SharePoint folders organize and manage these processes and the resulting information. To automate processes, improve efficiency, increase confidentiality, and improve analysis and reporting functions, the digital timecoding solution must also integrate with HRIS.

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT needs assessment

Proposed Service Review Actions

OPPORTUNITY

1. Investigate cloud-based solutions that will advance the IT needs assessment timeline for a digital timecoding solution that is integrated with Asset Management, Work Order, and HRIS systems.

START DATE

Q2/2025

TIMING

12 months

OUTCOMES



Recommendation 2: Leverage existing technology to improve the effectiveness and efficiency of service delivery.

Strategic Focus
Staffing Capacity Limitations

B. Expand the use of tablets to leverage digital processes.

<p>Description</p> <ul style="list-style-type: none"> Stakeholder interviews identified that three tablets are currently in use for some Public Works and Engineering staff Providing field staff with tablets would support digital processes such as recording and tracking work orders digitally, digital timecode entry, and real-time reporting and notifications, among others Manual processes for work orders, timecoding, reporting, notifying, etc. are time-consuming, can lead to errors, and often create duplicated efforts as data has to be re-entered or inputted into computer systems for reporting purposes 	<p>Activities</p> <ol style="list-style-type: none"> Identify the number of tablets required for field staff (approximately 20-40) Start the procurement process to procure tablets Identify other manual processes that could be digitized through the use of tablets Document and formalize digital processes for work orders, timecode entry and others identified Provide training to staff to use the tablets and digital processes Monitor the use of tablets to ensure staff are using it effectively Monitor results of tablet use to ensure efficiencies and effectiveness is achieved
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Reduces manual processes for staff, which can improve employee satisfaction as their time will be focused on value-added activities rather than manual data entry and tracking Improves the efficiency of service delivery as digital processes reduce duplicated efforts and reduce time required to complete tasks Improves the effectiveness of service delivery as digital processes reduce human-error 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Reoccurring cost avoidance of approximately \$100,000 related to digital timecoding (assuming an average salary of \$100,000 and approximately 2,000 hours, or 1 FTE spent on manual time cards) (Shared with Recommendation 1.A.) Other potential cost avoidance and efficiencies would be realized through replacing manual processes with digital processes
<p>Costs/Investments</p> <ul style="list-style-type: none"> Estimated cost of \$50,000 (shared with Recommendation 1.A.) to purchase and implement tablets Estimated cost to train staff of \$15,000 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> There is a risk that staff are resistant to using tablets. It could be challenging for some staff to navigate the tablets if they are not technologically-savvy
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> IT to support the project 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 2: Leverage existing technology to improve the effectiveness and efficiency of service delivery.

B. Expand the use of tablets to leverage digital processes.

Strategic Management Response

Management agrees with MNP but notes that the recommendation should be expanded to mobile technology rather than just a tablet and that procuring a work order system that integrates with asset management (digital timecoding) should precede the purchase of any quantity of tablets.

Purchasing mobile technology ahead of this software transformation would be premature. However, this recommendation can be an essential input to the previously noted software transformation – as cloud-based software is identified as a candidate to fulfill a need for the city, it should also be evaluated on its mobile capabilities.

Currently, a limited number of staff are using mobile technology. Still, it is recognized that mobile technology could significantly provide efficiencies while improving the quality and accuracy of the work. Management envisions that work orders would be created in the field along with reports, inspection notes, and photos which would automatically sync from field to office.

An example of using tablets might be to improve Winter Maintenance Patrol. The City must meet the minimum maintenance standards for roads set by the Province. One element of that standard is that roads must be inspected regularly, depending on the road's class. To record these inspections, deficiencies are identified, and the inspector records them on paper. Upon returning to the office, the inspector passes the paper to Public Works staff to enter, which then begins a workflow process to remedy the deficiency.

Other early candidate teams for mobile technology would be By-Law Enforcement, Water, Parks, and Public Works Teams capturing information in the field.

Strategic Management Response

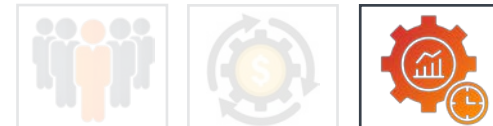
Over-Arching Themes

Continuous improvement, IT needs assessment

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Review mobile technology options to inform the IT Needs Assessment work when determining cloud-based software to ensure compatibility and integration.	Q2/2025	12 months
2. Identify manual processes through the outcomes of Opportunity 1A6 that could be digitized through the use of mobile technology.	Q2/2024	24 months
3. Determine policy requirements for the use of mobile technology	Q4/2024	6 months
4. Implement Cloudpermit across the organization to enable mobile technology options for Building, Planning, Bylaw, Engineering, Licensing etc.	Underway	12 months

OUTCOMES



Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

A. Identify opportunities to reduce level of service for discretionary services, traditional services, and some essential services.

Strategic Focus
Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> The current state assessment identified that Owen Sounds delivers a high level of service to residents and the service level is comparable to what is offered at large single-tier municipalities As a mid-size municipality, part of Grey County, there is an opportunity to reduce service levels, specifically for traditional, discretionary, and some essential services to focus on the mandatory service delivery For example, the benchmarking analysis identified that Owen Sound spends more on Parks than benchmarked comparators Reducing the number of services offered, the service frequency or service standards could reduce cost of service delivery 	<p>Activities</p> <ol style="list-style-type: none"> i. Identify options for reducing service levels, for example: <ol style="list-style-type: none"> a. Decrease classification of some parks from Class A or B to Class C (conduct a review of park usage to warrant decreasing classifications for low-usage parks) b. Identify if there are opportunities to reduce the number of recreation activities/programs offered c. Identify services where the hours of operations could be reduced d. Replace grass boulevards (which were identified as time-consuming for staff to maintain) with low or no maintenance materials e. Identify opportunities to reduce the number of events administered by the City f. Ensure snow clearing and roads maintenance is maintained at the provincially mandated service level (not higher) ii. Conduct a review to assess whether these options would reduce costs for the City iii. Continue building on the options list to reduce service levels and conduct a review of all options iv. Prioritize the list of options based on the impact to residents, ease of implementation, and estimated cost savings v. Implement the prioritized options
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Would lower the workload for staff as lower level of service is delivered, alleviating staff burnout and heavy workloads Ultimately would reduce costs on an ongoing basis 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Lowering the level of service would reduce the resources required to deliver services which will ultimately result in cost savings Target reoccurring cost savings and/or efficiencies of \$100,000 per year
<p>Costs/Investments</p> <ul style="list-style-type: none"> Staff's time to investigate lower service level options Staff's time to implement changes 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> There is a risk that residents will not be happy with lower service levels and will vocalize concerns to Council
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> One person from each team within departments (or each department) should be responsible for identifying and reviewing options for reducing service levels and selecting options to implement 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

A. Identify opportunities to reduce level of service for discretionary services, traditional services, and some essential services.

Strategic Management Response

During any particular year, Management and Staff are constantly reviewing opportunities to make services more efficient rather than decreasing service levels, as many services have been streamlined to levels that only meet minimum maintenance and operational standards. The results of that work are brought forward through reports to Council and the annual budget process.

Although consistently identified, it is important to this recommendation to note that 50 per cent of the \$43 million gross operating budget is allocated annually to Police, Fire, Library, and Debenture (\$21.4 million). This fact was highlighted through the CORE information provided with this report. Therefore, the remainder of city services, including winter maintenance, transit, waste, parks, planning, building services, facilities, etc... is provided using only 50 per cent of the gross operating budget.

MNP identifies that Owen Sound offers services similar to large single-tier municipalities. Management reviewed this broad categorization and agreed that Owen Sound's most costly services are generally provided by single-tier municipalities: Transit, Water/Wastewater, Police Services, Waste Management, and Compost/Waste facilities. For services that seemed high in comparison, the response offered by staff in response to the analysis was provided to MNP but was not considered as MNP repeatedly stated that they only use the FIR data. MNP did not identify that uploading or partnering with surrounding municipalities requires cooperation and a willingness from each municipality to participate. The City Manager has had ongoing discussions with Georgian Bluffs and other surrounding municipalities to investigate collaboration such as Police Services, Fire Services, Waste, Physician Recruitment, Water, and most recently, the use of the city's compost facility. However, without a provincially mandated requirement to review and provide services such as this at a County level, Owen Sound is in the unenviable position that the neighbouring municipalities view the City as needing them more than they need Owen Sound, this underlying message impedes cooperative efforts or even beginning collective conversations. They also pointed out that similarly sized municipalities

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT needs assessment

do not provide a full-service art gallery or spend as much on parks and should also look to recreation programs and events as candidates for decreased service levels.

Management would offer that any action taken within this recommendation requires critical input from Council to determine what services might be considered as candidates to decrease service levels or potentially eliminate services.

Events:

Under the City Building pillar of the Strategic Plan Refresh, the objective is to plan communities to create great places and spaces for community living. One of the goals of the Official Plan is to be a community that celebrates its cultural heritage and diversity and offers an exceptionally supportive and healthy environment, providing leadership as the social, cultural, and recreational focus for City residents and visitors.

The Official Plan supports public and private events and activations in the harbour/waterfront and River District areas. Since 2010, the city has approached events both directly and indirectly; directly by planning and implementing a core series of no or low-cost events and supporting and facilitating events delivered by other organizations such as Summerfolk or the Salmon Spectacular. The City's support for these events crosses several departments. Additionally, the city supports one-time events such as Scotiabank Hockey Day in Canada.

Based on the Citizen Satisfaction Survey, a significant barrier identified by people to attending events was financial. As part of being a community that is inclusive, diverse, and accessible, offering events that are no charge and that are planned intentionally to be inclusive and reflect diversity is essential. Events have a gross operating impact of \$232,000 and, due to grants, sponsorship, and donations, require a tax levy requirement of \$167,000.

Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

A. Identify opportunities to reduce level of service for discretionary services, traditional services, and some essential services.

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT needs assessment

Strategic Management Response

The consultant was provided the agreement with the Family Y regarding the facility's operation and recreation programs. Recreation programs and services are offered at no cost to the taxpayer – save facility costs.

Through analysis of opportunity, the City has started to offer a small selection of summer sports camps – to offer a lower cost alternative for families, use the City's facilities and parks. These are done by existing staff, using contractors – at a small revenue to the City. In addition, the City pays full facility rental costs when using any facility – so these camps generate additional revenue.

Management has proposed other actions throughout the service review context that will provide further efficiencies in what the City offers its citizens.

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Request Council to implement an annual Term of Council Operating Budget Levy (exclusive of police, library and capital) – i.e, no greater than 2.0 per cent in any given year during the term of council. This creates a “contract” with Council and Citizens and provides clarity in preparing an effective budget.	Q3/2023	Immediate
2. Undertake a review of the classification of parks and sports fields, the service level for each, and the associated operating and maintenance costs.	Q2/2024	9 months
3. Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service location.	Q4/2024	12 months
4. Utilization of Municipal Accommodation Tax (MAT) proceeds to reduce and offset Tourism, TTAG, and Events tax levy requirements.	Q2/2024	15 months
5. Complete the city-wide conversion to radio water meters by 2027.	Q3/2023	38 months
6. Increase and expand the use of online services to enhance opportunities for the public to access services when and where they need to e.g Virtual City Hall, Perfectmind, Cloudpermit	Q4/2023	3 months

OUTCOMES



Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

B. Consider negotiating cost-sharing opportunities with Grey County or the Grey County municipalities.

Strategic Focus
Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> Throughout this engagement, MNP repeatedly heard reports of residents of other Grey County Municipalities accessing Owen Sound services free of charge For example, residents from neighbouring municipalities use the Owen Sound waste management, transit, libraries, planning, recreation, and tourism/special events. Considering that the cost of these services falls upon the taxpayers of Owen Sound, the City should approach the County with a proposal to fairly share the cost of services that Grey County residents are already accessing 	<p>Activities</p> <ol style="list-style-type: none"> i. Each department identifies Owen Sound services that are being used by residents from other municipalities ii. Collect and consolidate data on the usage of services by non-residents and costing of these services iii. Each department identified potential services that could be easily shared, for example: <ol style="list-style-type: none"> a. Payroll b. Purchasing c. Risk management d. Advisory Committee e. Human resources iv. Collect and consolidate costing data of services that could be easily shared v. Develop a business case to identify the City's cost of providing the services and document the benefits and outcomes of sharing the service vi. Approach County leadership with the business case vii. Negotiate a resolution on a cost-sharing agreement with other Municipalities to formally deliver services to their residents with some portion of the costs covered by other Municipalities and/or the County
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Increases funding for services that are provided to non-residents Alleviates financial pressures of providing services without compromising the level of service provided to residents 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Would create cost recoveries for the City
<p>Costs/Investments</p> <ul style="list-style-type: none"> Staff time to document the non-resident data, develop a business case and negotiate with the other municipalities and/or Grey County 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> There is a risk Grey County or Grey County municipalities would not be receptive to sharing costs Political sensitivities may be challenging to navigate when negotiating with Grey County and the Municipalities
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> One person from each team within departments (or each department) should be responsible for identifying and reviewing options for reducing service levels and selecting options to implement 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

B. Consider negotiating cost-sharing opportunities with Grey County or the Grey County municipalities.

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT needs assessment

Strategic Management Response

Owen Sound has a daytime population of more than 40,000 people relying on critical infrastructure and services paid for by the 21,000 residents that call Owen Sound “home.” This makes Owen Sound a Regional Hub and unique among municipalities with a similar population. Similar to large cities like London, Windsor, and Guelph that serve as the Regional Hub to municipalities that are often cited as excellent comparators for Owen Sound due to the similarity in population.

Management will continue to build on MNP’s Recommendation to find opportunities for Owen Sound to cooperate and share its services and associated costs on a regional scale. Most recently, the City has entered into a use agreement with Georgian Bluffs for the city’s dedicated Leaf and Yard Waste site.

Management also proposes that the Province should have a more formal role in assisting rural municipalities that serve as a Regional Hub, similar to large municipalities. This could be done by either direct monetary assistance like reevaluating the OMPF funding model, which could identify traits unique to rural municipalities, or reviewing the role of upper and lower-tier municipalities and formalizing what services should be the responsibility of the Upper tier.

The City’s existing agreements with other levels of government, not-for-profits, minor sports groups, and businesses relating to service delivery. There are a wide range of agreements and partners, including but not limited to;

- Street Sweeping and Winter Maintenance/Grey County
- JMRRRC/YMCA;
- HHW/multiple municipalities;
- Compost site/Georgian Bluffs;
- Water Services / Sarawak (Georgian Bluffs)
- Styrofoam/Polystyrene Recycling Program/Georgian Bluffs
- Styrofoam/electronics recycling/Meaford
- Building Inspection Services/Arran-Elderslie

Proposed Service Review Actions

OPPORTUNITY

1. Request a dedicated task force or committee at Grey County that is mandated to identify cost-sharing or restructuring opportunities within lower-tier municipalities, Create a similar governance model at the municipal level to support this initiative.
2. Document services used by non-residents where partnership agreements are in place and determine service level and cost of service provision.
3. Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.
4. Through Intergovernmental Relations request the Province to review the role of Upper-Tier municipalities in providing such services as; policing, waste management, and water and wastewater to avoid unnecessary costs and duplication among lower-tier municipalities within the designated Upper-Tier boundary.
5. Build a business case that can be shared with the Province to review critical funding needs for Court Security and OMPF

START DATE

TIMING

Q4/2023

3 months

Q1/2024

6 months

Q1/2024

12 months

Q3/2023

9 months

Q1/2024

6 months

OUTCOMES



Recommendation 4: Target increased level of revenues through revenue generation opportunities.

A. Develop KPIs and revenue targets for TTAG that can be integrated with the TTAG Strategic Operations Plan.

Strategic Focus
Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> While TTAG is traditional but not a mandatory or essential service, it provides strong DE&I benefits for the City. The most recent 2021-2023 TTAG Strategic Operations Plan focuses on elements like values, mission, vision, and cultural priorities for the gallery Creating and following a Strategic Operations Plan that includes KPIs addressing specific targets for revenues, expenditures, and other financial operation metrics may place the TTAG in a financial position where the gallery has more freedom to operate and launch projects and initiatives suiting its vision 	<p>Activities</p> <ol style="list-style-type: none"> i. Identify realistic and attainable key performance indicators (KPIs) for TTAG’s financial operations that will enable the realization of these future goals, for example: <ol style="list-style-type: none"> a. Total annual visitors b. Average number of visitors per day c. Revenue per visitor d. Payroll to revenue ratio (staffing costs/revenue) e. Cost per visitor f. Earnings before interest, taxes, depreciation and amortization ii. Set specific targets and goals for each KPI iii. Assemble an inventory of actionable items for the TTAG to deploy to meet these KPI goals iv. Integrate these actionable items and goals into the Strategic Operations Plan
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> A stronger financial position grants the TTAG more discretion to commit to more initiatives 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Target cost savings through KPI targets of \$100,000 reoccurring annually
<p>Costs/Investments</p> <ul style="list-style-type: none"> Staff’s time to develop and track KPIs 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> Achieving financial goals may result in reduced service levels or outcomes that contradict the goals laid out in the initial Strategic Operations Plan
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> TTAG Director and staff 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 4: Target increased level of revenues through revenue generation opportunities.

A. Develop KPIs and revenue targets for TTAG that can be integrated with the TTAG Strategic Operations Plan.

Strategic Management Response

The 2023 Financial information indicates that the Tom Thomson Art Gallery (TTAG) has a gross operating budget of \$827,00.

In support of the overall budget, \$433,000 is generated from grants, fundraising, programs, events, and donations to reduce the tax-supported cost. This represents 52% of the overall operating costs on an annual basis. In addition to generating operating funds, the TTAG receives donations toward capital reserves outside the annual operating budget. It should be noted that the yearly TTAG budget still includes a debt repayment amount (\$50,000 annually) in the overall division cost. The tax support for the TTAG is \$400,000 annually.

The role of the Director and Chief Curator of the TTAG has recently been revised. The realignment included transitioning the Director/Chief Curator of the TTAG and associated gallery Staff from the Office of the City Manager to the Community Services Department. This realignment will continue to better integrate the TOM into the City’s organization as a new Community Services division. The alignment also brings a more synergistic approach to Culture, Tourism, and Events.

This new division now has direct oversight of tourism and events. A change to the job title has been implemented. The new title is Director & Chief Curator – Art Gallery, Culture, Tourism.

In a review of the recommendation, Management believes that the notion of KPIs and revenue targets should be applied to all City divisions to optimize opportunities for revenue generation (grants, fees, charges, donations, sponsorship), providing greater insight into reducing the reliance on tax support in the overall City operating budget.

Strategic Management Response

Over-Arching Themes

Continuous improvement/processes

Proposed Service Review Actions

OPPORTUNITY

1. Establish KPI’s and revenue targets for all city divisions as part of the annual budget process with variations depending on areas that are rate funded (water/wastewater), user pay (building/waste management) or traditional and discretionary service areas (cemetery/events).
2. Explore a business case for a dedicated staff position focused on grants applications and reporting.
3. Strengthen the Annual Workplan Process to develop an organizational Business Plan to align with the Strategic Plan.

START DATE

TIMING

Q1/2024	18 months
Q2/2025	6 months
Q2/2024	12 months

OUTCOMES



Recommendation 4: Target increased level of revenues through revenue generation opportunities.

B. Conduct a review of the compost site and implement user fees for the compost site for non-residents, if beneficial.

Strategic Focus
Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> • Currently, visitors to Owen Sound may use City services without paying or by paying the same as resident taxpayers • One area where this is apparent is with the City’s compost site, which is currently not monitored • Owen Sound residents pay for this compost site through taxes, and the use of this service by nonresidents adds significant costs as staff are required to maintain the site and pick up waste • This is an example of how Owen Sounds residents are paying for services that are being used by the Region, free of charge • A staff member could operate the compost site from April 1 to October 31 to request proof of address and charge non-residents a fee to drop off waste, and contractors a fee to pick up mulch Current resident and non-resident usage data of the compost site is not known so it is unknown whether charging a non-resident fee would offset the cost of the required FTE and recover costs of operating the compost site • A review should be conducted to determine if implementing non-resident fees would be beneficial 	<p>Activities</p> <ol style="list-style-type: none"> Conduct a review of the compost site to document resident vs non-resident usage, and tonnage of waste dropped off in a time frame Determine whether charging flat fees for non-residents and contractors would cover the cost of operations, the salary of staff to collect funds, and the pay terminal at the site If the review determined it would be beneficial, develop a policy to require proof of residence to access the landfill site and charge non-residents a fee Set the fee for non-residents that would cover costs Install a pay terminal and booth for staff to sit in at the entrance of the landfill site Hire students to operate the pay terminal and booth Require service users to provide identification with proof of local address when accessing services Consider developing a “resident identification card” to be able to identify residents from non-residents quickly Publicize this change to notify residents and non-residents
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> • Increased cost recovery • Lower burden on tax bases for the City to draw from to provide services • Improve the public perception of preventing non-residents from exploiting Owen Sound services 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> • There are likely no cost savings or efficiencies however, there would be cost recoveries to offset the cost of services accessed by the Region
<p>Costs/Investments</p> <ul style="list-style-type: none"> • Cost of 1 FTE to operate the landfill site ~\$100,000 (multiple staff would be required, which would equate to 1 FTE) • Cost of adding a pay terminal and booth at the landfill site ~\$20,000 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> • Some residents may forget identification when accessing services • There is a risk that residents could be unhappy with this change as they would have to show proof of residence each time they use the landfill site
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> • Establishing IT infrastructure to receive payments to the City’s accounts • Finance team to determine acceptable target user fees 	<p>Interdependencies</p> <ul style="list-style-type: none"> • N/A

Recommendation 4: Target increased level of revenues through revenue generation opportunities.

B. Conduct a review of the compost site and implement user fees for the compost site for non-residents, if beneficial.

Strategic Management Response

Over-Arching Themes

Continuous improvement/processes

Strategic Management Response

This recommendation is already underway and, during the interview process with MNP, was identified by Management as a potential opportunity for service review as the total operating cost of the site exceeds \$100,000 annually. At this time, a report with a detailed review of the compost site will be available post-season once usage monitoring can be cross-referenced with expenses. A more detailed Business Plan is being prepared.

The site is currently open seven days per week, approximately eight months of the year, and then periodically each year around the holiday season for Christmas Trees.

During the initial phase of creating a business plan, it was discovered that a large proportion of the material requiring grinding (large tree logs and limb material) was a result of the City's operations rather than private contractors but needed to be captured as a cross-departmental cost center, understanding the full impact of these internal costs will have altered the overall perceived cost of this service. For clarification, the tree material was being deposited by Parks Operations from maintenance work of park and roadside tree removal, which is significant due to the mass die-off of Emerald Ash Borer.

Roadside tree removal is not captured as an expense anywhere within the GL other than wages for the Arborist staff and, therefore, not charged back to roadside operations (PW). Conversely, the grinding expenses incurred from the park tree removal should have been funded as an interdepartmental transfer from parks operations which did not happen.

Early indication and input from Committee suggest that the cost recovery to the cost incurred ratio and complexity involved with operating the site on a regular basis will be challenging in moving this service to cost-neutral. However, the business case will explore all options for Committee direction.

Proposed Service Review Actions

OPPORTUNITY

1. Review services offered and analyze the cost-benefit ratio of increasing costs in order to recover fees for usage of the site.
2. Prepare a Business Plan specific to the Compost site for Committee, including identifying potential partnerships/cost-sharing with neighbouring municipalities.
3. Continue to monitor the site to determine trends in demographics, time/day of use, etc.

START DATE

TIMING

Underway	3 months
Underway	3 months
Underway	24 months

OUTCOMES



Recommendation 4: Target increased level of revenues through revenue generation opportunities.

Strategic Focus

C. Conduct a detailed study of cost recovery options for on-demand services currently subsidized by ratepayers.

Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> • Currently, Owen Sound residents are paying more for services that are being used by the Region, free of charge • Many revenues and cost recoveries are lost as a result, for example: • There is no cost recovery for the Water Backflow Prevention Program from specific businesses/locations resulting in ratepayers subsidizing the installation of backflow prevention devices in commercial properties • Costs are not recovered when groups require Public Works & Engineering to support special events • Utility companies do not fully reinstate after any work done within the City's Right of Ways, and the City/ratepayers bear the cost of reinstatement • Development charges could be implemented to provide funding for Capital Works • The City's recreation programs have differing resident and non-resident fees, and there could be opportunities to expand this to other areas, such as non-resident recreation rental fees, public skating/swimming fees, cemetery sales, boat ramp fees, paid parking, etc. • Consider adopting a policy to protect revenue sources from user fees to recovers • Conduct a detailed study of cost recovery options for on-demand services with the goal of implementing nominal user fees for services currently subsidized through taxes Other Ontario municipalities are implementing high non-resident fees, such as, Burlington, Cambridge, Guelph, Hamilton, Kitchener, and Windsor, among others • Other Ontario municipalities have identified opportunities to increase user fees, such as, Milton (development charges), York Region (development charges), Barrie (stormwater user fees), and Hamilton (development charges), among others 	<p>Activities</p> <ol style="list-style-type: none"> Identify opportunities for new revenue lines for soft services, including, but not limited to: <ol style="list-style-type: none"> Installation of backflow prevention devices in commercial properties Implementing municipal accommodation tax; Recoup costs from groups requiring Public Works & Engineering support for special events Require security deposits from utility companies for work done within the City's Right of Ways Implement the collection of development charges to provide funding for Capital Work Increase non-resident user fees (e.g. recreation facility rentals, public skating/swimming, public transit, cemetery sales, lake access fees, etc.) Conduct an analysis to identify the magnitude of cost recovery required for each service Determine optimal rates for each identified opportunity Develop a presentation for Council approval Pass bylaws to implement the new user fees/rates
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> • Cost recovery to achieve cost-neutral services • Alleviates financial pressures of providing services without compromising the level of service provided 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> • There are likely no cost savings or efficiencies however, cost recovery/revenues would increase
<p>Costs/Investments</p> <ul style="list-style-type: none"> • 200 hours of staff's time or approximately \$40,000 for an third-party to conduct the study 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> • There is a risk that the public would be unhappy with the changes and Council may be hesitant to approve the changes
<p>Implementation</p>	
<p>Required Resources</p> <ul style="list-style-type: none"> • Council and staff's time to conduct review and approve/implement changes 	<p>Interdependencies</p> <ul style="list-style-type: none"> • N/A

Recommendation 4: Target increased level of revenues through revenue generation opportunities.

C. Conduct a detailed study of cost recovery options for on-demand services currently subsidized by ratepayers.

Strategic Management Response

Over-Arching Themes

Continuous improvement/processes

Strategic Management Response

Management currently assesses cost recovery opportunities on a situational basis but agrees that a more comprehensive and formal review and assessment would benefit the City. More so, incorporating formalizing this work into annual processes. In addition to cost recovery options, Management would submit that this recommendation be expanded to include capital contributions to the City and the future operating and maintenance impacts that should be identified.

Management would also propose including a more in-depth review of the annual Grant Division, which currently provides more than \$200,000 per year of tax levy requirement. This includes a \$60,000 subsidy to the Festival of Northern Lights in cash and in-kind services, an operating grant to the Billy Bishop Museum and Marine and Rail Heritage Centre –both receiving approximately \$30,000-\$35,0000 in operating support and additional capital costs, and in-kind services.

Staff provide the following as a representation (not exhaustive) of some of the current agreements that would be reviewed

- Farmers Market/OS Market Vendors Assoc,
- Harrison Park Pool/ YMCA
- McQuay Tannery/ Active Lifestyles Centre GB
- Harrison Park Seniors Centre
- Bayshore Retirees Club/Bayshore
- River District/ DIA
- Kiwanis Soccer Complex/OS Minor Soccer Assoc.
- Boat Storage Building (Bayshore) /Rowing Club
- Bruce Trail Assoc. Agree. - maint. of trail/centennial tower
- Lease of Ag Lands(Derby Landfill)/ D. Curry
- Grey Bruce Snowmobile Trails

Proposed Service Review Actions

OPPORTUNITY

1. Review and catalog the current agreements the City has entered into with various user groups – financial and operational.
2. Create a policy that will, at the time of new/renewal of Agreements the agreement updated with a report to Council and identifies: alternative methods of service delivery, cost of the agreement, and negotiating parameters.
3. Develop a revised process for the annual fees and charges update to standardize the review and ensure that each fee is reviewed annually with opportunities for revenue generation. Identify the cost-of-service provision or clearly identify the subsidy being provided for all items within the fees and charges schedule in a phased approach.
4. Implement a policy that requires any service that is dependent on user fees (e.g. Transit, Waste, Building) to incorporate an annual fee review as part of the annual budget process.
5. Develop and implement a formal Sponsorship and Naming Rights policy

START DATE

TIMING

- | | |
|---------|-----------|
| Q1/2025 | 9 months |
| Q3/2024 | 9 months |
| Q3/2025 | 9 months |
| Q2/2026 | 9 months |
| Q2/2025 | 12 months |

OUTCOMES



Recommendation 5: Expand the granularity of internal cost-tracking controls to improve reporting and target efficiencies.

Strategic Focus
Organizational Effectiveness, Increasing Communication and Clarity

A. Change code of accounts to align with services.

<p>Description</p> <ul style="list-style-type: none"> • Currently, accounting practices employed by the City do not realize a level of granularity that would allow for costs to be tracked precisely on a service-by-service basis • While the City' has detailed department budgets, costs cannot be attributed to specific services such as Harrison Park, and therefore, the City has no way of knowing the cost of specific services • For example, the operating cost of Harrison Park cannot be identified because the code of accounts does not provide granular cost calculation • This is a common theme that impacted the ability to provide more detailed cost/savings calculations when developing recommendations for this Service Review • Altering the code of accounts to better align with services would allow for a more refined and specific tracking of expenses to better identify and more accurately report on inefficiencies and cost drivers in the future 	<p>Activities</p> <ol style="list-style-type: none"> i. Conduct a review of the current code of accounts and services ii. Develop a new code of accounts that aligns with services iii. Modify internal reporting tools to reflect a code of accounts iv. Document new account codes and distribute them to relevant City employees v. Train employees on new code of accounts
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> • More accurate tracking and reporting • Greater visibility in the cost of delivering services • With better cost-tracking data, cost savings could be targeted and achieved more effectively 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> • There are no direct cost savings, however, the results could indirectly achieve cost savings by identifying areas of opportunities to cut costs
<p>Costs/Investments</p> <ul style="list-style-type: none"> • Staff's time to develop new code of accounts • Would take approximately 200 hours of staff time, including training on new code of accounts (over a two to three month duration) 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> • There is a risk that the code of accounts may become overcomplicated which would result in undesirable results
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> • Finance staff to develop new code of accounts 	<p>Interdependencies</p> <ul style="list-style-type: none"> • N/A

Recommendation 5: Expand the granularity of internal cost-tracking controls to improve reporting and target efficiencies.

A. Change code of accounts to align with services.

Strategic Management Response

Management does not support the recommendation and would offer that the current chart of accounts absolutely allows for granularity of cost tracking on a service-by-service basis.

The current chart of accounts has more than 10,000 associated accounts, with the ability to provide detailed reporting on the costs of operations and on the support between departments. Therefore, as staff enters time and materials into detailed account numbers, a request for a custom report can be generated with effort. From a high-level perspective, the estimated time to re-do the chart of accounts needs to be more accurately stated. With more than 10,000 accounts, report generation could take up to four hours to produce, resulting in more than 1,000 hours. Rather than developing a new chart of accounts, the focus should be ensuring that customized reports are available and up to date.

To do this, the focus should be on implementing a budgeting system identified in the IT need assessment to replace the current Microsoft Excel-based process with a purpose-built solution. During the year, the system would assist with progress reporting on actuals to budget. The budgeting tool would be linked to the finance system to compare and monitor budgets and actuals throughout the year. Additionally, the asset management plan and system should generate much of the annual capital plan, which should be integrated with the budgeting solution.

Therefore, Examples identified are the lack of a report that identifies costs spent to date on capital projects as well as detailed overtime reports by job and activity.

Strategic Management Response

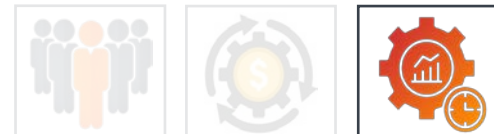
Over-Arching Themes

Continuous improvement, IT Needs Assessment, increased communication

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Implement a Project Management System to replace the current Microsoft Excel-based process with a purpose-built solution that will provide Customized Reports based on identified needs and best practices.	Underway	12 months
2. Develop an allocation policy regarding internal costs to enhance the transparency of gross costs vs. levy requirement costs.	Q2/2025	9 months

OUTCOMES



Recommendation 5: Expand the granularity of internal cost-tracking controls to improve reporting and target efficiencies.

Strategic Focus
Organizational Effectiveness

B. Conduct Snow Removal Time & Motion Analysis for Performance Improvement.

<p>Description</p> <ul style="list-style-type: none"> • Current data collection methods employed by the City do not allow for inefficiency identification within winter control activities • Winter control activities are a substantial cost for the City, and there could be cost savings identified by analyzing work efficiency through the observation and timing of tasks • The City’s 2022 operating costs for winter control activities is approximately \$1,700,000, of which nearly 50% is attributed to salaries and 47.5% is attributed to materials and supplies (i.e., equipment) • Note: a small portion of the winter control activities budget can be attributed to contract services • Considering the substantial cost of this service, conducting a time and motion analysis of the delivery of this service could assist the City with enhancing its data of winter control activities which would allow for the identification of performance improvement opportunities to maximize efficiencies and cost savings 	<p>Activities</p> <ol style="list-style-type: none"> i. Document routes and routines for snow removal during varying levels of snowfall over a winter season ii. Triage routes by a ranking of “most important to finish first” to “least important to finish first” iii. Assign “disruption costs” to different routes: what is the relative disruption to the City’s transportation for every hour that a section of the City’s streets is not cleared? Does this change depending on levels of snowfall or when the snow falls (i.e., Weekends vs weekdays, mornings vs evenings, holidays vs regular calendar days)? iv. Conduct an optimization exercise to determine a route schedule that realizes an acceptable sum of disruption costs while minimizing time in motion for City equipment operators
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> • More efficient use of fleet resources • Fewer overtime hours for winter maintenance staff • Lower gas expenditures, less deterioration of equipment 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> • Cost savings and efficiencies through less overtime hours, lower gas expenditures, and less deterioration of equipment • Target cost savings of approximately 5% • Based on the City’s current budget for winter control activities, this would equate to approximately \$85,000 annually
<p>Costs/Investments</p> <ul style="list-style-type: none"> • Staff time to conduct analysis or cost of third-party consultant • Would take approximately 200 hours or \$45,000 from a third-party consultant 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> • There is a risk that the actual cost savings do not achieve the target • It could be challenging for staff to conduct this analysis given resourcing constraints
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> • Possible hiring of a third-party consultant to conduct analysis • Tracking technology for fleet • Leadership to coordinate data collection efforts 	<p>Interdependencies</p> <ul style="list-style-type: none"> • N/A

Recommendation 5: Expand the granularity of internal cost-tracking controls to improve reporting and target efficiencies.

B. Conduct Snow Removal Time & Motion Analysis for Performance Improvement.

Strategic Management Response

Over-Arching Themes

Continuous improvement, Increased communication

Strategic Management Response

Staff challenged MNP’s basis for providing this recommendation as the costs of snow removal were based on comparator municipalities that do not experience the same annual snowfall as Owen Sound and thus potentially can not make a fair comparison; this is inclusive of lane kilometers. MNP identifies that the FIR data is not an apples-v-apples, but instead is to provide insight and indicate areas of potential opportunity. Although these noted variances/discrepancies, management supports this recommendation because Winter Maintenance has an annual tax levy requirement of nearly \$2 million. In addition, as pointed out by MNP, Citizens’ satisfaction levels, as reported in the Citizen Satisfaction Survey, specifically cited service levels for winter maintenance on sidewalks as one of the lower-rated services. The staff has already initiated this recommendation as part of the post-mortem analysis of the 2022-2023 winter season.

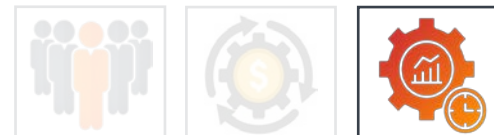
Management has already found that many of the statistics which could be tracked may not be available, which makes it difficult to aggregate the information to make informed business analyses and decisions. Items that are not currently tracked – response/clearing times (it is often left as “meet MMS”), hours spent plowing, spot removal, equipment repair times, etc., which prevents analysis of such considerations as the snowfall correlated with the amount of time spent removing it, total hours on the road, equipment uptime vs. downtime, etc.

Management has been advised that different options have been attempted but did not yield notable benefits. Overall, Staff will work to find a solution that does not reduce the current level of service, but a reduction of service may be the optimal solution. The final time and analysis report will be informed by legal opinion to balance safety with cost.

Proposed Service Review Actions

OPPORTUNITY	START DATE	TIMING
1. Undertake a review of winter maintenance to determine an appropriate level of service vs. cost. Which includes the actions recommended by MNP. These include;		
a) Document routes and routines for snow removal during varying levels of snowfall over a winter season including sidewalk snow removal.	Q4/2023	6 months
b) Triage routes by a ranking of “most important to finish first” to “least important to finish first”	Q4/2023	6 months
c) Assign “disruption costs” to different routes: what is the relative disruption to the City’s transportation for every hour that a section of the City’s streets is not cleared	Q2/2024	4 months
d) Conduct an optimization exercise to determine a route schedule that realizes an acceptable sum of disruption costs while minimizing time in motion for City equipment operators	Q2/2024	4 months

OUTCOMES



Recommendation 6: Strengthen and build on the strategic planning process to improve effectiveness.

Strategic Focus
Organizational Effectiveness, Increasing Communication and Clarity, Prioritizing Core Services

<p>Description</p> <ul style="list-style-type: none"> The City implemented a new strategic planning process which includes the development of a long-term strategic vision with priorities identified in a four-year Strategic Plan to incrementally contribute towards a long-term vision The strategic planning process was established in 2021 for a three-year period (2021-2023). Stakeholder interviews identified that Council often prioritizes projects or issues that are most strongly vocalized by residents, although this may not always result in effective or efficient service delivery This suggests that the revised strategic planning process that was implemented in 2021 may not be well understood or prioritized by Council Further enforcement of the strategic planning process through training, emphasis on S.M.A.R.T. (specific, measurable, achievable, relevant, and time-bound) key results, and building out the long-term strategic plan will support effective service delivery 	<p>Activities</p> <ol style="list-style-type: none"> Conduct annual training and education sessions for Council through a third-party contractor to enforce the strategic planning process Consider increasing the frequency of Council’s review of the strategic priorities from every six months to every quarter Require Council requests of staff to be linked to the strategic priorities, possibly through standardized templates Ensure the key results in the strategic plan are specific, measurable, achievable, relevant, and time-bound If the strategic planning process is not well understood or prioritized by Council after the previous activities are implemented, consider forming a committee to support council in delivering and achieving the key objectives in the strategic planning process
<p>Benefits/Outcomes</p> <ul style="list-style-type: none"> Decisions based on what is best for the City, rather than strongly vocal citizens Increased productivity through clear strategic priorities and less back and forth between Management and Council Enables staff to focus on service delivery that supports the strategic priorities 	<p>Savings/Efficiencies</p> <ul style="list-style-type: none"> Actual cost savings will be the result of more focused investment and governance of strategic initiatives Efficiencies will be gained in service delivery as staff’s service delivery efforts will be focussed on strategic priorities that are best for the City
<p>Costs/Investments</p> <ul style="list-style-type: none"> Approximately \$5,000 to \$10,000 annually for a third-party contractor to provide Council training Approximately \$50,000 for a consultant to support a long-term strategic plan and business plans 	<p>Risks/Challenges</p> <ul style="list-style-type: none"> There is a challenge that Council may still prioritize vocal citizens over the strategic priorities that are best for the City
Implementation	
<p>Required Resources</p> <ul style="list-style-type: none"> Council to participate in training and prioritize the strategic plan A third-party contractor to provide training to Council 	<p>Interdependencies</p> <ul style="list-style-type: none"> N/A

Recommendation 6: Strengthen and build on the strategic planning process to improve effectiveness.

Strategic Management Response

Over-Arching Themes

Continuous improvement, IT Needs Assessment, increased communication

Strategic Management Response

MNP has identified a problem common to many municipalities which are not unique to Owen Sound. However, when the Strategic Plan refresh was undertaken in 2021, with a new approach that wasn't familiar to most – the plan was built on the notion of OKR – Objective Key Results. Staff agrees with the description that MNP has provided because although the “measurement” and the approach led to greater buy-in from Staff, the Strategic Plan Refresh was not necessarily held to the standard of “the guiding document” for Council and Staff to have a mutual contract or bargain with each other.

There must be a balance between the “issue” of the day and pursuing a longer-term vision for the City. MNP noted that through stakeholder interviews, Council often prioritizes projects or issues that residents most strongly vocalize, although this may only sometimes result in practical or efficient service delivery.

MNP has suggested that an action that could be implemented is to have all Council requests linked to a strategic priority. One of the issues that Staff see is the constant reordering of what is a priority. From a Staff perspective, MNP has accurately described the potential benefits/outcomes and savings/efficiencies.

Staff does not agree that a consultant or third-party facilitator is required to train or enforce the Strategic Plan. However, additional training and engagement with Committee and Council would be beneficial. Staff also does not agree with linking every request to the Strategic Plan but with building a plan that has room for flexibility.

Proposed Service Review Actions

OPPORTUNITY

1. Investigate the notion of striking a committee or task force that could lend to the importance and governance of the Strategic Plan. The timing would align itself well as the City moves forward in 2023 with the creation of the Owen Sound 2050 Strategic Plan that will be set as a guiding document for successive Term of Council Priorities.
2. Strengthen the annual work plan process to develop an organizational business plan to align with the Term of Council Priorities.

START DATE

Q1/2024

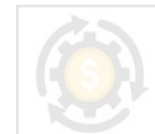
Q3/2024

TIMING

3 months

6 months

OUTCOMES





Presentation

1. Overview | Core Service Metrics
Corporate Organization Chart
Corporate Budget
Corporate Employees
Department and Divisions
In-Service Review / Out-of-Service Review
In-Service Review
Community Services | Corporate Services
Public Works & Engineering | City Manager
2. Review MNP Action Plan and Proposed Service Review Actions
3. Consolidate Listing of Actions
4. Reference Material and Notes

Implementation Timeline

Action	Opportunity	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4
1a1	Create and implement a comprehensive onboarding program through the newly developed H.R. Strategy.													
1a2	Explore the opportunity to realign the responsibilities of the city switchboard to Police Services (they currently have 2FTE dedicated to administrative phone answering)													
1a3	Review Parks Operations and Public Works to find and provide corporate benefits through process and staffing synergies, including mandatory annual joint work plan meetings.													
1a4	Create a Standard Operating Procedure for overtime.													
1a5	Realign the Licensing coordinator position to undertake Short-Term Rental Licensing needs through the elimination of other responsibilities, such as civil marriages.													
1a6	Implement a culture of Continuous improvement using LEAN to proactively and routinely assess processes, programs, and services to maximize performance outcomes with the goal of reviewing two per year.													
1b1	Maximize opportunities to integrate Microsoft Teams throughout the corporation to coordinate project management, operations, and communications.													
1b2	Implement Project and Change Management Templates through the utilization of standard tools (RACI) and practices for all project leads and other appropriate levels of the organization.													
1b3	Complete the Customer Service Strategy													
1c1	Implement a Term of Council hiring Freeze for NET new positions coordinated while developing a longer-term Succession Management Plan.													
1c2	Complete the H.R. Market Review to update Job Descriptions for people leader roles i.e., Directors, Managers, Supervisors, to include positional competencies		Market Review			JD'S AND CORE COMPETENCIES								
1c3	Evaluate Employee Benefits													
1c4	Develop a Compensation Policy													
1c5	Develop a business case to analyze moving from a Bylaw compliance model to a proactive enforcement approach.													
1d1	Complete Fleet Management Strategy including streamlining and standardizing current fleet management practices within the City;													
1d2	Extend Automatic Vehicle Locator to all applicable vehicles													
1d3	Investigate on-vehicle data for reporting													
1d4	Add vehicle logs to document vehicle usage and allow distribution of costs to the benefitting departments, and determine if there is the capacity for a particular unit to be eliminated or shared													

Implementation Timeline

Action	Opportunity	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4
2a1	Investigate cloud-based solutions that will advance the IT needs assessment timeline for a digital timecoding solution that is integrated with Asset Management, Work Order, and HRIS systems.													
2b1	Review mobile technology options to inform the IT Needs Assessment work when determining cloud-based software to ensure compatibility and integration.													
2b2	Identify manual processes through the outcomes of Opportunity 1A6 that could be digitized through the use of mobile technology.													
2b3	Determine policy requirements for the use of mobile technology													
2b4	Implement Cloudpermit across the organization to enable mobile technology options for Building, Planning, Bylaw, Engineering, Licensing etc.													
3a1	Request Council to implement an annual Term of Council Operating Budget Levy (exclusive of police, library, and capital) –i.e, no greater than 2.0 per cent in any given year during the term of council. This creates a “contract” with Council and Citizens and provides clarity in preparing an effective budget.													
3a2	Undertake a review of the classification of parks and sports fields, the service level for each, and the associated operating and maintenance costs.													
3a3	Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service location.													
3a4	Utilization of Municipal Accommodation Tax (MAT) proceeds to reduce and offset Tourism, TTAG, and Events tax levy requirements.													
3a5	Complete the city-wide conversion to radio water meters by 2027.													
3a6	Increase and expand the use of online services to enhance opportunities for the public to access services when and where they need to e.g Virtual City Hall, Perfectmind, Cloudpermit													
3b1	Request a dedicated task force or committee at Grey County that is mandated to identify cost-sharing or restructuring opportunities within lower-tier municipalities, Create a similar governance model at the municipal level to support this initiative.													
3b2	Document services used by non-residents where partnership agreements are in place and determine service level and cost of service provision.													
3b3	Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.													
3b4	Through Intergovernmental Relations, request the Province to review the role of Upper-Tier municipalities in providing such services as; policing, waste management, and water and wastewater to avoid unnecessary costs and duplication among lower-tier municipalities within the designated Upper-Tier boundary.													
3b5	Build a business case that can be shared with the Province to review critical funding needs for Court Security and OMPF.													

Implementation Timeline

Action	Opportunity	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4
4a1	Establish KPI's and revenue targets for all city divisions as part of the annual budget process with variations depending on areas that are rate funded (water/wastewater), user pay (building/waste management) or traditional and discretionary service areas (cemetery/events).	Green	Green	Grey	Grey	Grey	Grey							
4a2	Explore a business case for a dedicated staff position focused on grants applications and reporting.							Green	Grey					
4a3	Strengthen the Annual Workplan Process to develop an organizational Business Plan to align with the Strategic Plan			Green	Grey	Grey	Grey							
4b1	Review services offered and analyze the cost-benefit ratio of increasing costs in order to recover fees for usage of the site.	Green												
4b2	Prepare a Business Plan specific to the Compost site for Committee, including identifying potential partnerships/cost-sharing with neighbouring municipalities.	Green												
4b3	Continue to monitor the site to determine trends in demographics, time/day of use, etc.	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey				
4c1	Review and catalog the current agreements the City has entered into with various user groups – financial and operational.						Green	Grey	Grey					
4c2	Create a policy that will, at the time of new/renewal of Agreements the agreement updated with a report to Council and identifies: alternative methods of service delivery, cost of the agreement, and negotiating parameters.				Green	Grey	Grey							
4c3	Develop a revised process for the annual fees and charges update to standardize the review and ensure that each fee is reviewed annually with opportunities for revenue generation. Identify the cost-of-service provision or clearly identify the subsidy being provided for all items within the fees and charges schedule in a phased approach.							Green	Grey	Grey				
4c4	Implement a policy that requires any service that is dependent on user fees (e.g. Transit, Waste, Building) to incorporate an annual fee review as part of the annual budget process.											Green	Grey	Grey
4c5	Develop and implement a formal Sponsorship and Naming Rights policy							Green	Grey	Grey	Grey			
5a1	Implement a Project Management System to replace the current Microsoft Excel-based process with a purpose-built solution that will provide Customized Reports based on identified needs and best practices.	Green	Grey	Grey										
5a2	Develop an allocation policy regarding internal costs to enhance the transparency of gross costs vs. levy requirement costs.							Green	Grey	Grey				
5b1	Undertake a review of winter maintenance to determine an appropriate level of service vs. cost which includes the actions recommended by MNP	Green	Grey	Grey	Grey	Grey								
6.1	Investigate the notion of striking a committee or task force that could lend to the importance and governance of the Strategic Plan. The timing would align itself well as the City moves forward in 2023 with the creation of the Owen Sound 2050 Strategic Plan that will be set as a guiding document for successive Term of Council Priorities.		Green											
6.2	Strengthen the annual work plan process to develop an organizational business plan to align with the Term of Council Priorities.				Green	Grey								



Presentation

Overview | Core Service Metrics

Corporate Budget

Corporate Employees

Department and Divisions

In-Service Review / Out-of-Service Review

In-Service Review

Community Services | Corporate Services

Public Works & Engineering | City Manager

Review MNP Action Plan

Proposed Service Review Next Steps

Reference Material and Notes



Reference Material and Notes

Detailed Revenue Breakout (2022 YE)

TOM, Tourism, Events

Arena Operations

Parks and Open Space

Public Works and Engineering

Corporate Services

Revenue Sources

TOM | Tourism | Events

TOM

Ont. Arts Council Grant	55,106.00
Gov't Of Canada Grant	67,244.00
Canada Council Grant	84,000.00
Donations	27,552.27
Sponsorship	4,901.84
Sales	10,847.87
Admissions	16,674.67
Donations	10,683.95
Sponsorship	5,309.72
Special Events And Fundraising	44,507.57
From Endowment Fund	11,628.00
Membership	7,788.24
Collection Donations	65,161.07
Education Donations	2,882.00
Ycw Grant	5,919.20
Rice House Recovery	1,319.92
Emp Earning Reallocation	1,449.96
TOTAL REVENUE	\$422,976.28

Tourism

Retail sales	9,628.62
Advertising Revenue	1,875.00
Exhibitors Fee	35.00
Revenue Total	\$11,538.62

Events

Sponsorship	74,940.26
Events Revenue	5,428.97
Donations	3,446.80
Cultural Awards Sponsorship	1000.00
Grants	37,000.00
Other Revenue* (including donations and sponsorships)	116,450.00
Reserve Contributions	2,500.00
Revenue Total	\$240,766.03

River District

Coordinator Position	\$38,000
Revenue Total	\$38,000

*Canada Day Grants



Revenue Sources Arena Operations

JMRRC

Rec Centre Revenue (Bookings)	\$614,975
Concession Rent	\$1,100
Total JMRRC Revenue	\$616,075

Bayshore

Bayshore Halls	\$52,146
Bayshore Revenue (Bookings) -	\$258,286
Attack Revenue (Agreement) -	\$93,500
Reserved Parking -	\$29,450
Rogers Rent –	\$848
Grants – (Active Lifestyles Seniors)	\$25,057
Total Bayshore Revenue	\$459,288



Revenue Sources

Parks and Open Space

FACILITY BOOKING

Duncan	\$32,940.79
Tom Williams	\$5,281.82
St. Georges	\$564.31
Sportsfields	\$9,732.61
Soccer Complex	\$14,700
St. Mary's Victoria Park	\$5,100
Concourse/Lobby	\$30
Grounds	\$2,475.00
Gazebo	\$861.50
Total Facility Booking Revenue	\$71,683

PARKS

Parks General

Donations	\$5,053.43
-----------	------------

Park Buildings

Rentals	\$82,119.51
Tenant Paid Taxes	\$13,471.00
Campgrounds	
Registrations	\$356,155.66
Firewood sales	\$16,672.00
Laundry	\$737.83
Revenue	\$4,703.48
Other Revenue	\$2,649.86
Rentals	\$3,889.20

Parks and Greenspace

Other	\$2,000.00
Donations	\$14,690.00

Harbour and Boat Launches

Revenue	\$29,383.19
---------	-------------

Total Parks Revenue

\$531,525.16

Programs

Application Fees	\$100.00
Soccer Camp Week 1	\$12,000
Soccer Camp Week 2	\$14,000
Hockey Skills	\$11,000
Power Skating	\$8,000
HP Sports Camp Wk 1	\$8,000
HP Sports Camp Wk 2	\$7,000
Hockey Camp	\$12,000
Lacrosse Camp	\$10,000

Pool

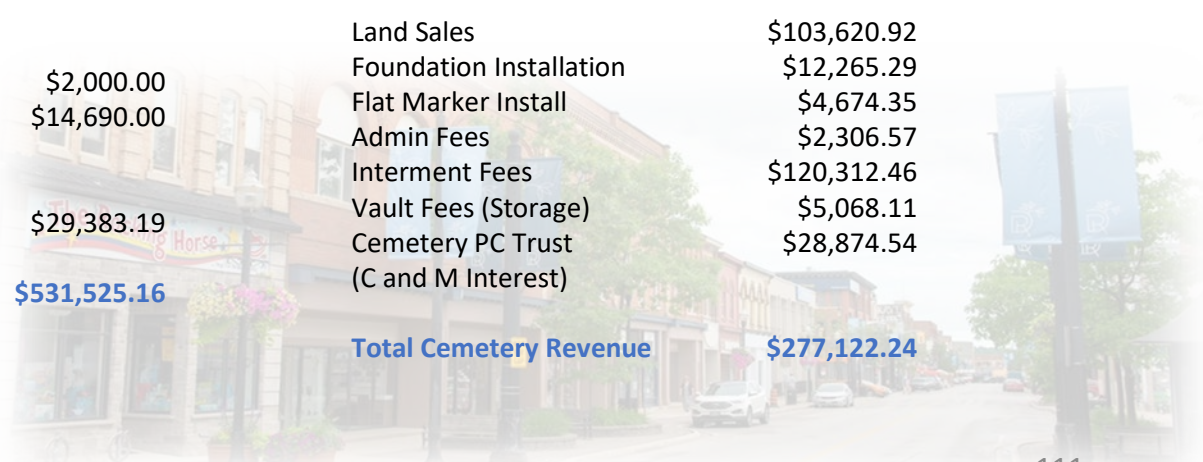
Campground Contribution	\$12,000.00
Sponsorships	\$4,976.00
Admissions	\$10,945.16

Total Community Programs Revenue **\$110,021.16**

Cemetery

Land Sales	\$103,620.92
Foundation Installation	\$12,265.29
Flat Marker Install	\$4,674.35
Admin Fees	\$2,306.57
Interment Fees	\$120,312.46
Vault Fees (Storage)	\$5,068.11
Cemetery PC Trust (C and M Interest)	\$28,874.54

Total Cemetery Revenue **\$277,122.24**



Revenue Sources

Public Works and Engineering

Water

Water bill revenue	\$6.15M
Water bill penalty fees	\$60,000
Bulk Water sales	\$15,000

Wastewater

Sewer bill revenue	\$6.9M
--------------------	--------

Engineering

Engineering application fees	\$10,000
OCIF grant	35,000

Public Works

County winter maintenance agreement	\$127,500
-------------------------------------	-----------

Environmental Services

Solar panel revenue (General, Works, Kiwanis, Cemetery, East Hill PS)	\$116,211
--	-----------

Waste

Net bag tags revenue (after employee, advertising and sales commission costs)	\$423,550
Recycling grants	\$109,000
Recycling revenue	\$34,010
Bluebox sales	\$1,500
Composter sales	\$2,000
HHW producer responsibility payments	\$45,000
HHW Revenue from partner municipalities	\$40,000
Total Revenue	\$655,060

Transit

Transit advertising revenue	\$35,000
Transit lease revenue	\$13,200
Transit fares - Mobility	\$3,500
Transit fares (passes and tickets) - Conventional	\$264,000
Transit grants - Prov Gas Tax	\$250,000
Total Revenue	\$565,700



Revenue Sources

Corporate Services

<u>Clerks</u>		
General Fees and Business Licenses	\$20,250	
Marriage Licenses	\$18,000	
Civil Marriage Revenue	\$20,000	
Lottery License	\$10,000	
Cemetery Permits	\$15,000	83,250
<u>Bylaw Enforcement</u>		
Bylaw Fines and Fees	\$5,000	
Parking Fines and Tickets	\$68,000	
Parking Contribution from DIA	\$183,000	
Parking Lot Passes	\$24,000	
Animal Control Licenses and Fees	\$18,000	
Animal Control Revenue	\$7,500	
Animal Control Donations	\$20,000	325,500
<u>Finance</u>		
Tax Certificates and Fees	\$78,000	78,000
<u>General Properties (not including Parks and Recreation)</u>		
CP Station Lease	\$32,000	32,000
Total		\$518,750

