



To: Council
From: Debi LucasSwitzer
Date of Meeting: January 13, 2021
Subject: KIR – CAO – Administration Response to Service Delivery Review Recommendations

Background:

Over the course of 2020 a Service Delivery Review (SDR) completed by WSCS Consulting examined administrative and operations processes, service delivery requirements and delivery methods, costs, revenues, and organizational capacities. The goal was to identify areas where improvements can be made to support improved, modernized service delivery, realize possible cost savings and address the assorted work requirements added over time.

Information for the SDR was gathered via interviews, review of documentation and reports, observation, process mapping, financial reports, information systems reviews, software reviews, and so on.

The final report was placed on the Township website on December 4, 2020 and Council received a final overview presentation at the December Council meeting. Administration committed to return with a response to the recommendations at the January 13, 2021 Council meeting.

The SDR provided 43 overarching recommendations divided amongst 7 topic or theme areas;

- 10 Governance
 - 6 Human Resources
- 11 Technology and Processes
 - 7 Management and Performance
 - 2 Customer Service and Engagement
 - 2 Sustainability and Growth
 - 5 Asset Management

With few exceptions each of the recommendations include several steps or items for consideration.

The Administration response is being divided into two (2) sections, the first of which is this Key Information Report addresses the elements that are not related to Human Resources. Human Resources items will be brought forward at the January 27th meeting.

Discussion:

The attached chart outlines the Administration proposals in relation to the recommendations from all theme or topic areas except Human Resources. Administration's response to the Consultant recommendations were reviewed, considered and are supported by the Senior Management team.

Timelines for beginning and completing the assorted recommendations are adjusted based on the resources available, external issues and work demands the SDR did not take in to account, and time frames needed to implement.

Actual dollars associated with costs and savings are not identified at this time, Administration has not had the opportunity to fully review the costs and savings identified by the Consultant. There are identified opportunities for cost savings and Administration agrees that the opportunities exist. Many of the areas where savings are achieved are in relation to the time spent undertaking activities, processes and tasks. The costs and savings can be more fully realized as the opportunities or recommendations are implemented. Reports associated with the changes being implemented will identify costs and savings in dollars and in time.

Many of the recommendations included in this report are already underway or are identified for 2021 budget, future consideration pending outcomes of the initiatives underway or for implementation in the next 12 to 18 months.

*Prepared by:
Debi LucasSwitzer, CAO*