



Municipality of Mississippi Mills: Service Delivery Review

Service Delivery Review –
Final Report to Council

October 20th, 2020



Purpose of Today's Discussion

- The purpose of today's presentation is to present the findings and recommendations from StrategyCorp's detailed analysis into four high potential service delivery improvement initiatives:



▶ **Strategic Governance Review**



▶ **Technological Modernization Opportunities**



▶ **Organizational Review**



▶ **Contracted Services Review**

- In total, StrategyCorp identified 32 improvement opportunities through this Service Delivery Review.
 - The last phase of this review focuses on driving 15 improvements related to the Target Operating Model that address foundational elements of the organization that would **build future capacity** to realize the potential outcomes of the remaining identified opportunities.

A Roadmap for Change

While the recommendations outlined in this report around organizational structure and talent enhancement are important to the long-term success of the Municipality, their implementation must first be enabled by a modernized IT infrastructure.

Without such improvements in technology, Mississippi Mills may be unable to fully support broader organizational changes.

StrategyCorp proposes the following high-level sequencing to implement this report's recommendations.

I.

Build Capacity

Undertake technological modernization opportunities and work through any residual challenges

II.

Shift Focus

Proceed with strategic governance and organizational recommendations to refine the aims of the enterprise

III.

Enhance Service Provision

Proceed with remaining recommendations to enhance service quality and value for money of key services

Technology Modernization Opportunities

Findings: Mississippi Mills' processes and technology are outdated, limiting most other improvement opportunities, and the Municipality lacks the capacity to successfully implement digital tools.



A Plan for Digital Transformation:

Implement a digital transformation strategy based on two key pillars – a **comprehensive strategy** to assess the current state and deliver value over time, and an **agile process** to deliver products at speed and scale. By focusing first on near-term improvements that could produce a step-change in productivity, the Municipality could realize substantial improvements in service delivery, customer experience, productivity and employee satisfaction, and modernize the Municipality's approach over the long term. Development and deployment of both aspects of this strategy are necessary to drive tangible improvements.

Comprehensive Strategy

- Mississippi Mills' IT and digital practices to date have not been framed within an understood framework that **links technology and information management to functions across the Municipality**.
- An **IT Master Plan is needed** to clearly articulate what the IT goals are for the Municipality and then assess how digital tools help achieve those goals prioritizing:
 - i. **Data collection;**
 - ii. **Information management;** and
 - iii. **Information sharing.**

Agile Process

- Focus on **identifying the pain points** that can be solved, **delivering the minimum, specific solution** to help alleviate the problem, and then iterate over time to build a more robust solution.

Recommendations for Immediate Action in Mississippi Mills:

- i. **Hire a dedicated IT resource**
- ii. **Implement a CMMS**
- iii. **Digitize and automate manual, paper-based processes**

Short-Term Recommendations



Hire a dedicated IT resource

Recommendation: Hire a dedicated *IT Support and Implementation Coordinator* to meet the human resourcing needs of integrating digital solutions into the Municipality's operations.

Addressing Key Pain Points

- ✓ Improved IT planning
- ✓ Implementation capacity
- ✓ Improved IT support

Cost Drivers

- *Salary and Benefits* - \$72,000-96,000 annually
- *Reduced IT Support Service Fees* - The Municipality could expect to reduce the amount of service fees it spends on IT support which is currently estimated to average \$40,000 annually over the next 5 years



Implement a Work Order Software

Recommendation: Implementation of a computerized maintenance management system (CMMS) to track and report on reactive and preventative maintenance.

Addressing Key Pain Points

- ✓ Improved responsiveness to service requests
- ✓ Improved cross-departmental collaboration
- ✓ Increased and centralized data tracking
- ✓ Improved data analysis
- ✓ Increased efficiency through automation

Cost Drivers

- *Upfront implementation fees including hardware needs* – estimated \$150,000*
- *Annual Licensing Fees* – estimated \$30,000*



Automate Timesheet Entry

Recommendation: Implement a single-source timesheet and payroll management software that allows employees to directly input their time into the payroll system.

Addressing Key Pain Points

- ✓ Increased efficiency through automation
- ✓ Improved accuracy through automation

Cost Drivers

- *Efficiency Savings* - \$12,000 annually
- *Software Fees* - estimated \$10,000 annually

* Based on Kincardine's 2019 implementation budget for CityWorks module. Actual costs would be dependent on the Mississippi Mills' needs.

Strategic Governance Review

Findings: Mississippi Mills lacks coordinated, institutionalized strategic planning across all layers of the organization (Council, administration, committees).



A Plan for Strong Governance:

1. Implement a Corporate Strategic Planning Framework and Enterprise Risk Management Plan
2. Align organization with the priorities set through the Corporate Strategic Planning Framework
3. Council to implement an annual professional development education program for itself

Outcomes: These recommendations focus on policy and process changes that would support strengthened culture and governance. While difficult to quantify, such changes would lead to measurable improvements including:

- ✓ Clear guidance on priorities for the administration and the community;
- ✓ More effective decision-making on allocation of scarce resources;
- ✓ Better role understanding and cohesion between Council, staff, and committees; and
- ✓ More efficient and effective service delivery.

Leading Practices

Corporate Strategic Planning Framework and Cycle

- Mississippi Mills needs to **develop a Corporate Strategic Planning Framework** ("CSPF") that aligns the key plans and policies of a municipality. The key categories of plans and policies in a Strategic Planning Framework are shown to the right.
- Strategic planning is a regular and repeating process of good governance in partnership with administration and the community. To ensure that strategic planning becomes a regular process, Council should **establish a Strategic Planning Cycle** and enshrine this cycle in its CSPF. The recommended planning cycle based on leading practice is shown below.



Enterprise Risk Management Plan

- It is recommended that the Municipality develop an **Enterprise Risk Management Policy** as part of its policy suite that sets out the key categories and specific risks faced by a municipality and the activities undertaken to mitigate these risks.

Strategic Review Process

- Council with senior administrative staff should **conduct a special council meeting for the purposes of reviewing the strategic plan**, progress in achieving the goals set in the plan, and to re-calibrate any element of the plan to reflect any change in circumstances. This review then informs budget and work planning for the next calendar year. Leading practice is to have someone run, implement and track (develop a score card that reflects current standards and data collection) from a corporate position (process should be overseen by CAO and Corporate Services Director).



- Commence strategic planning process** post-election and leading into Q1 of new Council
- Approve strategic plan** and align Council and staff work plans to strategy during Q2

- Quarterly progress reporting** on delivering against the strategic plan (done at the end of every quarter to end of Council term)
- Annual strategic review** in Q4 of every calendar year

Aligning Organization around Strategic Priorities

Aligning Council Agendas

- Structuring an agenda where **action items are clearly distinguished** with clear links to the Strategic Plan will help to focus Council on its priorities.
- **Consider a consent agenda** approach for informational or routine items to allow for more time on action items.

Aligning Committee Work

The Municipality has established *Terms of Reference* for each of its statutory and non-statutory advisory committees but lacks an overarching general policy on non-statutory advisory committees. Council should **develop, adopt, and implement an overarching general by-law on non-statutory advisory committees** that sets out, in addition to standard clauses related to legislative and other authorities, the following:

- ▶ The *general purpose* and role of non-statutory advisory committees, including committee *relationship to Council* and limits to their mandates;
- ▶ *Criteria* to guide Council in deciding when to create, amend, or retire an advisory committee;
- ▶ Process for *regular Council review* of committee mandates, structure, and responsibilities;
- ▶ Process for *annual work planning* (for Council approval) and regular and *annual reporting* of committee activities to Council;
- ▶ *Acceptable levels of staff support* and attendance at committee meetings;
- ▶ Work and *participation expectations* of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries; and
- ▶ Process for *setting budgets for committees*, including spending authorities and a full cost accounting of staff time to committee deliberations.

Aligning Staff Reports

- Staff Reports should be restructured to include two key features:
 - i. **Relevance to Strategic Plan Priorities;** and
 - ii. **Risk Considerations.**
- The addition of these elements to reports will focus staff and council to consider matters against stated priorities.

Strengthening Councillors as Governors of Mississippi Mills

Findings: Mississippi Mills has an opportunity to work towards clearly defining and strengthening Council's role by striking the appropriate balance between operational and strategic oversight and bolstering the staff-Council relationship through regular training on the roles and responsibilities of elected officials, staff, and the broader Ministry of Municipal Affairs and Housing. Through interviews, both staff and Council identified the critical need for continuous improvement in their collaboration, openness, and trust.

- While it is a small municipality, Mississippi Mills has an opportunity to be a leader in how its council is supported in fulfilling their roles as fiduciaries, stewards, policy-makers, and representatives.

It is recommended that **Council set an annual education plan for itself** that includes an annual refresher on the Code of Conduct and its practical application as well as elements of Council's onboarding orientation. On-going education could include key topics and trends in the municipal sector including:

- ✓ *financial management*
- ✓ *risk management*
- ✓ *public engagement*
- ✓ *technology in service delivery*
- ✓ *asset management*
- ✓ *performance management*
- ✓ *strategy execution*

Education needs must be defined by Council collectively and time should be carved out annually to consider and plan for the education needs of Council. Ongoing education is key to Council progressing as the governance body of the Municipality.

Organizational Review

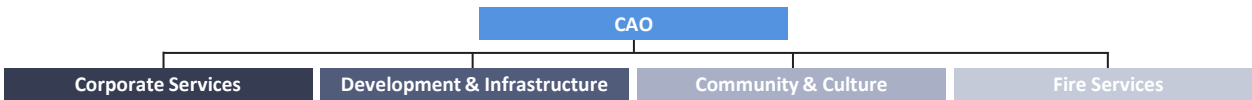
Findings: Mississippi Mills’ organizational structure is not optimized to achieve the Municipality’s potential strategic goals primarily due to its lean structure.



A Plan for Organizational Excellence:

Undergo an organizational re-design, based on design principals including:

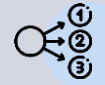
1. Creating **5 new positions** in finance, IT, strategic support, HR, and recreation programming, and **reprofiling 11 positions** across the organization; and
2. Streamlining and re-aligning of existing functions into **four core departments**.



- Although all of the recommended new and re-profiled staff positions are needed, **prioritization** should be given to the creation of positions are critical enablers to service modernization including the **Deputy Treasurer, IT Support & Implementation Coordinator**, and **Strategic Initiatives & Communications Coordinator** positions.

Outcomes: These recommendations would add **an additional 3 FTEs** to the organization for a **net cost of \$241,200-301,200**. This additional capacity would lead to significant improvements in service performance, productivity, and risk management across the organization.

Organizational Design Principals



Optimize management for the purposes of streamlining accountabilities, ensuring appropriate spans of control, and allowing management to perform strategic functions.



Where required, elevate certain activities to corporate level functions to drive corporate cultural change, encourage collaboration and continuous improvement.



The organizational structure should reflect the ability to deliver against core services and strategic priorities.



Better align “like” functions within departmental structures to enhance accountability, operational efficiency, and opportunities for cross-training staff for succession planning and building future capacity.



Ensure the organizational structure is in line with sector-accepted practices and approaches.

Contracted Services Review: Winter Control

Findings: Mississippi Mills is not an exorbitant spender in its Winter Control services, and as such, should first consider the development of a Winter Maintenance Policy that includes clear service level standards before deciding on whether to alter its reliance on contracting.



A Plan for Contracted Services:

StrategyCorp has provided a framework to assist management in this decision-making process that includes the following recommendations:

1. Approve and renew service level standards within context of updated Transportation Master Plan, whether to meet or exceed provincial requirements
2. Enhance and formalize reporting on service level standards annually and after major snowfall to better inform strategic decision-making
3. Evaluate to what extent the division of responsibility with Lanark county may be improved, perhaps in light of growth in Almonte

Outcomes: These recommendations would result in improved service performance and potentially lead to cost and productivity savings when applied to various contracting and management decisions.



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