

Appendix A

# Organizational Review Implementation Plan

October, 2024

# Organizational Review Implementation Plan

## Introduction:

This plan outlines the Top 6 Priorities identified by Council and City staff from the recommendations of the KPMG organizational review for the City of North Bay.

These priorities focus on key goals, including improving effectiveness and efficiency, enhancing customer service, strengthening accountability and communication, and delivering greater value to taxpayers.

Each priority is presented for quick reference, highlighting two primary stakeholder groups: internal (City staff) and external (the community). As implementation progresses, the involvement of specific departments and stakeholder groups within these categories will be further defined.

The priorities are aligned with the City's Strategic Plan, with estimated timelines, costs, and related projects that support the broader objectives of the KPMG review. While this plan emphasizes the Top 6 Priorities, as noted on pages 8 and 9, many other initiatives identified in the review are also in progress. Each action has been carefully coordinated with ongoing projects to ensure a cohesive and strategic approach to prioritization and implementation.

The estimated costs presented in this plan cover the initial phases of strategy development. As the City moves forward, additional resources may be required, which will be addressed through the annual operating and capital budget processes.

The implementation of these priorities is expected to improve overall organizational efficiency and effectiveness; and, depending on the initiative, may result in reduced operational expenses and/or mitigation of future cost escalation, optimized resource use, and/or enhanced service delivery for the community.

The KPMG review, along with this Implementation Plan, is strengthening and enhancing efforts already in progress. By refining planning, resource prioritization, and alignment with the City's Strategic Plan, these initiatives will support the City's ongoing commitment to continuous improvement to deliver greater value to taxpayers.

## Overarching Themes/Strategic Objectives:



- Efficient and effective operations
- Performance measurement framework
- Quality customer service
- Continuous improvement
- Streamline processes and remove barriers



- Protect, promote and enhance the environment in all aspects of the city's operations and plans



- Streamline processes, policies and practices that make it easier and more effective to do business



- Smart, cost effective services
- Explore opportunities to reduce costs, including shared services and new technology



- Work with community stakeholders to enhance safety and integration throughout the city

# Develop Departmental Master Plans & Business Plans

**Project Lead: Office of the CAO**

Develop departmental master plans and business plans to support advancement of the City's strategic plan priorities in a more synchronized manner.

## Stakeholders



## Link to Strategic Plan



Action Item	Outcomes	Timeline			
		2024	2025	2026	2027
<b>Develop Departmental Business Plans (phased approach) using internal resources</b>					
Phase 1. Develop Departmental Business Plans and integrate with the annual operating budget.	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Alignment between departments and with strategic plan</li> <li>Accountability</li> <li>Communication</li> </ul>	Phase 1			
Phase 2. Expand Business Plans to include departmental Key Performance Indicators (KPIs) and progress updates.			Phase 2		
Phase 3. Expand Business Plans to include departmental KPI analysis.				Phase 3	
Phase 4. Expand Business Plans to include multi-year workplans and workforce plans. Present multi-year Operational Financial Plan.					Phase 4
<b>Develop Master Plans/Strategies using external consultant</b>					
Finalize the Roads Safety Strategy which began in 2023 and develop a multi-year implementation plan.	<ul style="list-style-type: none"> <li>Enhance safety</li> <li>Efficient and effective use of resources</li> </ul>	Strategy		Implement	
Develop a Comprehensive Customer-Centered Digital Strategy to optimize processes to deliver municipal services. The strategy will be developed using an external consultant.	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> </ul>	Strategy		Implement	

\*Estimated cost is indicated for initial strategy development. Additional resources for implementation of recommendations and potential savings will be addressed through annual operating and capital budget development.

## Estimated Cost



## Comprehensive Customer-Centered Digital Strategy

## Related Projects

- Corporate-Wide Customer Service Strategy
- Centralize/Streamline Back-Office Roles
- Performance Management Framework
- Clarify the Community Safety and Well-Being Plan
- Workforce Plan
- Enterprise Resource Planning (ERP) system

# Implement a Corporate-Wide Customer Service Strategy

## Project Lead: Strategic Initiatives

Develop a corporate-wide customer service strategy and establish corporate-wide customer service standards to drive quality and consistency of citizen experience.

### Stakeholders



### Link to Strategic Plan



### Action Item

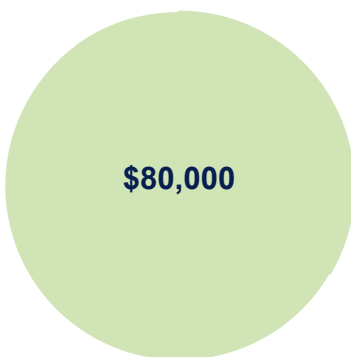
### Outcomes

### Timeline

		2024	2025	2026	2027
<p>Develop a corporate-wide customer service strategy with the help of an external consultant.</p> <p>The strategy will evaluate current customer service practices, identify areas for improvement, and establish clear service standards.</p> <p>The strategy will inform future resource requirements and consider modernizing processes, physical facility design and location of services and use of technology.</p> <p>It will also create metrics to measure service outcomes and the design of a training program to ensure consistent, high-quality service delivery across all departments.</p>	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Alignment between departments and strategic plan</li> <li>Accountability</li> <li>Communication</li> </ul>	Strategy	Strategy	Implement	Implement

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### Estimated Cost



### Related Projects

- Departmental Master Plans and Business Plans
- Comprehensive Customer-Centered Digital Strategy
- Performance Management Framework
- Workforce Plan

# Centralize/Streamline Back-Office Roles

## Project Lead: Strategic Initiatives

Centralize key back office/corporate services to improve effectiveness, efficiency and enable specialized support.

### Stakeholders



### Link to Strategic Plan



Action Item	Outcomes	Timeline			
		2024	2025	2026	2027
Process map and review current procurement and payment processes to identify areas for improvement and ability to centralize services and streamline processes. Consider use of technology to find efficiencies, build capacity, and improve effectiveness.	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Alignment between departments and with strategic plan</li> <li>Maximize funding opportunities with other governments</li> <li>Accountability</li> <li>Risk Mitigation</li> <li>Communication</li> </ul>	Review		Implement	
Review existing webpage management practices to determine if centralization is possible. This review integrates with the development of a digital strategy.			Review	Implement	
Review current workflows for grant management to streamline the application and reporting process and clarify roles and responsibilities.			Review	Implement	
Review current workflows and practices regarding legal and insurance claim management.				Review	Implement
Review health and safety management practices and clarify roles and responsibilities of the Health and Safety Advisor and individuals within other departments. Identify ways to improve processes that enhance workforce productivity.			Review		Implement

\*Estimated cost is indicated for initial strategy development. Additional resources for implementation of recommendations and potential savings will be addressed through annual operating and capital budget development.

### Estimated Cost



### Related Projects

- Departmental Master Plans and Business Plans
- Comprehensive Customer-Centered Digital Strategy
- Performance Management Framework
- Workforce Plan
- Enterprise Resource Planning (ERP) system

# Adopt a Corporate Performance Management Framework



## Project Lead: Strategic Initiatives

Formalize a corporate performance management framework to measure success and progress toward goals.

### Stakeholders



### Link to Strategic Plan



### Action Item

### Outcomes

### Timeline

2024 2025 2026 2027

<p>Develop corporate Key Performance Indicators (KPIs) to be monitored and updated on the City's website. This initiative will begin with the creation of a public-facing dashboard that shares existing tracked data and statistical information. Over time, this dashboard will evolve as more sophisticated KPIs are developed and integrated.</p>	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Alignment between departments and with strategic plan</li> <li>Accountability</li> <li>Communication</li> <li>Measurement of performance to enhance decision making</li> <li>Enhance employee engagement</li> </ul>	
<p>Develop departmental Key Performance Indicator (KPIs) to be incorporated into departmental business plans as part of the annual budget process.</p>	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Alignment between departments and with strategic plan</li> <li>Accountability</li> <li>Communication</li> </ul>	

\*Estimated cost is indicated for initial strategy development. Additional resources for implementation of recommendations and potential savings will be addressed through annual operating and capital budget development.

### Estimated Cost



Existing Resources

### Related Projects

- Departmental Master Plans and Business Plans
- Comprehensive Customer-Centered Digital Strategy
- Corporate-Wide Customer Service Strategy
- Centralize/ Streamline Back-Office Roles
- Workforce Plan

# Clarify the Community Safety and Well-Being Plan

**Project Lead: Community Services**

Update the Community Safety & Well-being (CSWB) Plan to clarify roles and responsibilities for the delivery of social services.

## Stakeholders



## Link to Strategic Plan



### Action Item

### Outcomes

### Timeline

<p>Update the Community Safety and Well-Being Plan (CSWB) to clarify roles and responsibilities for delivery of services with particular emphasis on defining the municipal role.</p> <p>In accordance with Ontario Regulation 414/23 of the Community Safety and Policing Act, 2019, the CSWB Plan must be reviewed prior to July 1, 2025 with subsequent reviews and revisions within four years thereafter.</p>	<ul style="list-style-type: none"> <li>• Efficient and effective use of resources</li> <li>• Cost savings/mitigation</li> <li>• Alignment between departments and with strategic plan</li> <li>• Accountability</li> <li>• Communication</li> <li>• Clarity of roles and responsibilities</li> </ul>
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2024      2025      2026      2027



\*Estimated cost is indicated for initial strategy development. Additional resources for implementation of recommendations and potential savings will be addressed through annual operating and capital budget development.

## Estimated Cost



**Existing Resources**

## Related Projects

- Departmental Master Plans and Business Plans
- Workforce Plan

# Develop A Workforce Plan

Project Lead: Human Resources

Develop a Workforce Plan to strategically align staffing practices with service delivery needs.

## Stakeholders



## Link to Strategic Plan



Affordable  
Balanced  
Growth



Responsible  
& Responsive  
Government

## Action Item

## Outcomes

## Timeline

2024    2025    2026    2027

Develop a workforce plan	
<p>To be implemented in phases. Phase 1 will focus on a comprehensive review of total compensation, which will provide valuable insights and, together with departmental business plans, guide the development of the overall Workforce Plan in Phase 2.</p>	
<p>Phase 1. Review total compensation.</p>	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Support recruitment and retention of employees</li> </ul>
<p>Phase 2. With the assistance of an external consultant develop a Workforce Plan. The plan will serve as a guide to ensure appropriate resources are available to deliver services to residents and businesses.</p>	<ul style="list-style-type: none"> <li>Efficient and effective use of resources</li> <li>Cost savings/mitigation</li> <li>Enhance customer service</li> <li>Enhance employee engagement</li> <li>Alignment between departments and with strategic plan</li> <li>Communication</li> </ul>



\*Estimated cost is indicated for initial strategy development. Additional resources for implementation of recommendations and potential savings will be addressed through annual operating and capital budget development.

## Estimated Cost



**Workforce Plan  
(Phase 2)**


## Related Projects

- Departmental Master Plans and Business Plans
- Comprehensive Customer-Centered Digital Strategy
- Corporate-Wide Customer Service Strategy
- Centralize/Streamline Back-office Roles
- Performance Management Framework
- Clarify the Community Safety and Well-Being Plan
- Enterprise Resource Planning (ERP) system



# Summary of All Opportunities

[Link to Strategic Plan](#)



Status - Oct. 2024

	Complete
	In progress
	Not started
	On-going through regular operations

## Top 10 Strategic Opportunities

	Status	2024	2025	2026	2027
Develop Departmental Master Plans and Business Plans	In progress	[Timeline bar]			
Implement a Corporate-Wide Customer Service Strategy	In progress	[Timeline bar]			
Centralize/Streamline Back- Office Roles	In progress	[Timeline bar]			
Adopt a Corporate Management Framework	In progress	[Timeline bar]			
Clarify the Community Safety and Well-Being Plan	In progress	[Timeline bar]			
Develop a Workforce Plan	In progress	[Timeline bar]			
Clarify service agreements with ABCs/Service Partners	In progress	[Timeline bar]			
Conduct comprehensive user fee studies	Not started			[Timeline bar]	
Prepare a climate change impact assessment	On-going through regular operations				
Collaborate with local post-secondary institutions	On-going through regular operations				

## Additional Opportunities

	Status	2024	2025	2026	2027
Implement recommendations as stated in the Redbrick Communications Review	In progress	[Timeline bar]			
Review existing collection practices for outstanding fines under the POA Office	Not started	For Future Consideration			
Adopt a project management framework to govern city projects	Not started			[Timeline bar]	
Conduct a Lean Process Review on key departmental processes	In progress	[Timeline bar]			
Conduct a market compensation review	In progress	[Timeline bar]			
Establish internal response timelines between citizen facing departments and Corporate Service Teams	Not started		[Timeline bar]		
Deploy training material related to the use of software to employees	On-going through regular operations				
Update Class recreation software to enable online booking and payment	In progress	[Timeline bar]			
Explore a software solution to track by-law enforcement complaints and infractions	Not started	For Future Consideration			
Review the service delivery model and cost recovery levels of the marina	Not started	For Future Consideration			
Assign a dedicated in-house project manager to support Fire Services with the CRISIS system project	Complete				
Further streamline after-hour emergency management practices and associated roles and responsibilities	In progress	[Timeline bar]			
Review digital work place opportunities to increase support for field operators and linear infrastructure staff	In progress	[Timeline bar]			

# Summary of All Opportunities

## Link to Strategic Plan



Natural, North & Near



Economic Prosperity



Affordable Balanced Growth



Spirited Safe Community



Responsible & Responsive Government

### Status - Oct. 2024

	Complete
	In progress
	Not started
	On-going through regular operations

## Underway Opportunities

	Status	2024	2025	2026	2027
Consider opportunities to improve access and transparency to SMT as part of a larger organizational culture initiative	On-going through regular operations				
Clarify internal communication roles and responsibilities between HR, Communications and other City Departments	In progress	→			
Consider options to collect payments online	In progress	→			
Perform a comprehensive assessment of the City's current ERP system and associated business processes and strategies	In progress	→			
Explore implementation of electronic signature solutions	In progress	→			
Refresh the City's benefit programs to align with current workforce needs	In progress	→			
Review and update HR policies to set clear employer expectations while protecting the needs and interests of employees	In progress	→			
Implement a document management system to improve cross-functional coordination, information sharing and records management	In progress	→			
Refresh the process to prioritize resources to update municipal by-laws to ensure compliance with current legislation and needs	In progress	→			
Digitize planning and building application review processes through Citywide implementation	In progress	→			
Engineering to continue development of design submission standards and inspection standards for new development	In progress	→			
Continue to enhance the City's asset management plan by performing condition assessments	On-going through regular operations				
Conduct a transit needs assessment to assess the value add of the on-demand transit service and effectiveness of transit routes	In progress	→	→		

