

Final Report -December 2, 2020

Information Technology



Facilities



Winter Control & Fleet



Museum

Overview



Service Delivery Review Objectives and Context

Service Delivery Review (SDR)

- Answer the 10 Crucial Questions for SDRs as outline in the Guide;
- Improve service and outcomes;
- Meet new or increased demand from customers for services;
- Improve service delivery mechanisms and processes
- Maintain existing service levels in the face of competing priorities or decreasing revenues;
- Reduce costs; and/or improve revenues; and
- Analyze possible alternatives to service delivery model

Strategic Priorities

1. Achieve Sustainable Operational Excellence

- Aim for Financial Sustainability
- Better Management of Capital Assets
- Find & Implement Efficiencies
- Improved Communications
- Policy Development & Implementation

2. Build the Team

- Eliminate the Gaps
- Improve Accountability
- Council Initiatives for Success
- Improving Staff Accountability to Each Other

3. Outstanding Service

- Implement Sustainable Service Delivery
- Develop Better Communications & Enhanced Openness and Transparency
- Improving Staff Accountability to Each Other

4. Promote Economic Growth

- Invest in KL
- Reduce Competition with Private Sector



Recommendations

10

CRUCIAL

Questions

Service Delivery Review

01



Do we REALLY need to be in this business?

02



What do Citizens EXPECT of the Services?

03



How Does Current Performance Compare to EXPECTED PERFORMANCE?

04



Do the things we are doing (activities) lead to the RESULTS we are Trying to Achieve?

05



How is the DEMAND for services being managed?

06



Are services and the required assets SUSTAINABLE in the long term?

07



Can the Benefits or OUTCOMES be increased?

08



Can services be delivered more EFFICIENTLY through lower costs or resources?

09



Are there ALTERNATIVE Ways to deliver the service?

10



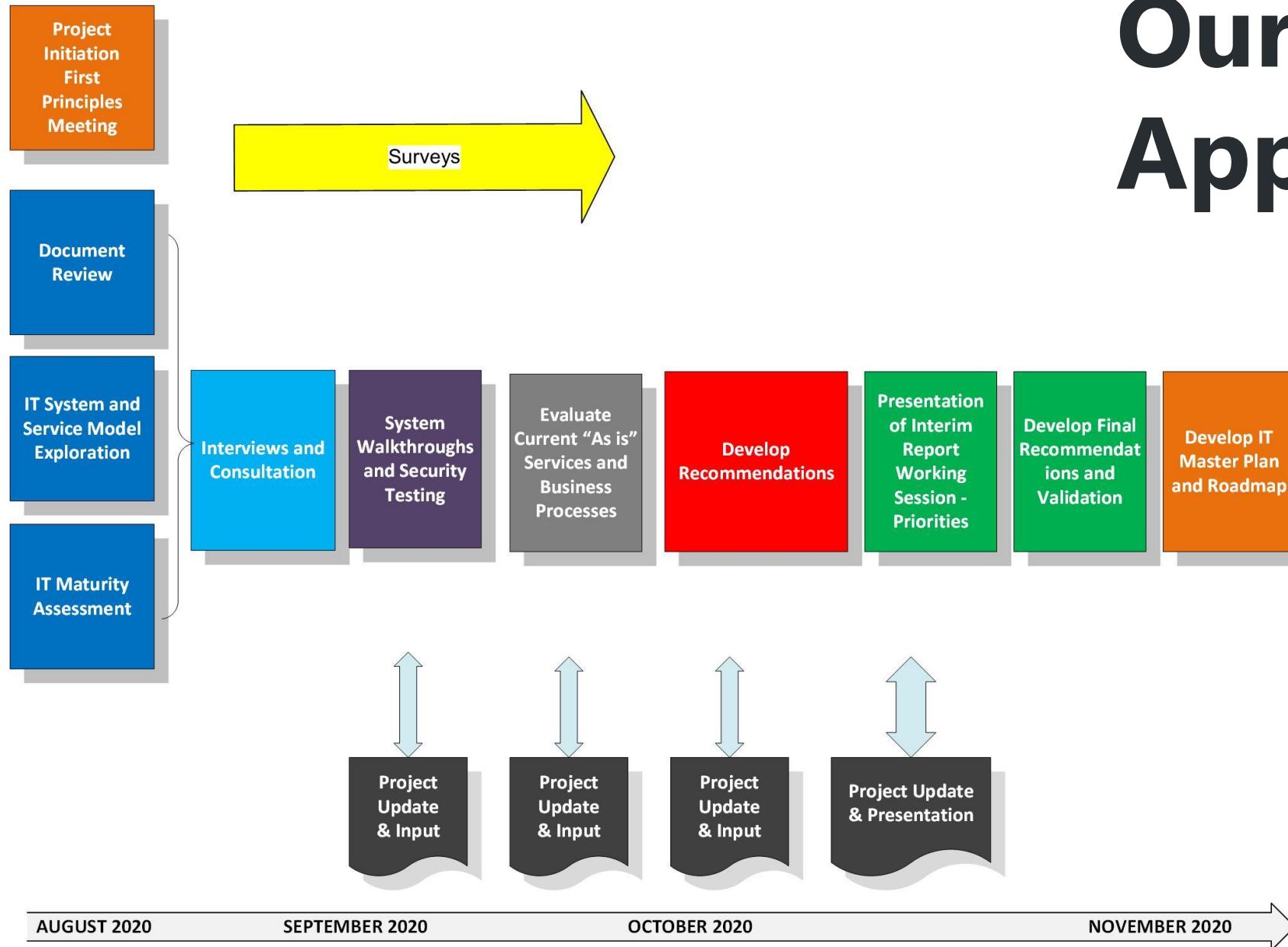
How can a service CHANGE best be managed, implemented and communicated?



Improved Services and Outcomes - Customer focused services & delivery Outcome: Improved Customer Satisfaction, Reduced Costs	Improve Service Delivery Mechanisms through Greater operational integration Outcome: "Better decision Making and management"	Reduced Cost - Greater Economy, Alternative Service Delivery Models Outcome: "Reduced Costs and Improved Services"
Improved Processes, efficiency and productivity Outcome: Reduced Waste and Improved controls = Good Management	Meet New or Increased Demand from Customers Outcome: Economic Development, Immigration, Growth	Increased Revenues Outcome: Fiscal Sustainability, Flexibility and reduced vulnerability

Service Delivery Reviews – Keys to Success

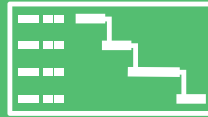
Our Approach



Service Delivery – Limitations Experienced in these Projects

While we had difficulty retrieving information we required, we recognize that many managers and staff have not been in their positions for a long period of time. These limitations are likely systemic and not a reflection of the current management. We highlight them due to the inability to make evidence based recommendations that we had planned to provide in these reports. Hence, an overarching recommendation is to develop this information over time and change the way that documentation is gathered and analyzed.

- Traffic counts, speed limits and winter control routes were not available – total number of kilometers including laneways were provided November 29th
- Length of time to receive information – which was disjointed, contradictory and inconsistent between departments – likely that it was not available or would take significant time to retrieve
- Interviews provided conflicting information and not supported by data
- Information is primarily paper based or not available and therefore unavailable without significant amount of manual labour on the part of KL staff
- Some information was not received – perhaps not available including labour, equipment hours by job, year and asset
- Square footage of buildings was not available for all buildings. Property information and details was not complete.
- Age and in service dates of buildings and equipment was contradictory between data received from Finance and departments
- Detailed information of repairs, maintenance, jobs, work orders, capital performed on assets and equipment was unavailable – therefore, actual costs of service was not determinable
- Condition of equipment and some buildings was anecdotal and inconsistent with data and interviews
- Assigned equipment and staffing lists were incomplete.
- Ontario Heritage Foundation did not provide information requested
- Key Performance Indicators were not available for many areas.



The Project



The Importance of an IT Strategy

IT is a Key Tool for the Town's Success.

The Questions to consider are:

- Is the Town doing the right things with technology?
- Is the Town making the right technology investments?
- Is the Information technology environment properly managed, maintained, secured, and able to support the clients?
- Is it cost effective?
- What are the Town's future business needs?
- Is our technology environment equipped to meet current and future business needs?

About the Town's IT Services

- Information Technology is part of the Corporate Services Department
- 1 IT Coordinator
- Network Managed by Kirkland Lake District Hospital

Tangible Capital Assets – IT – Initial Cost and Net Book Value

Row Labels	Count of Asset ID	Sum of Initial Value	Sum of Ending Value
IT	111	\$ 1,016,661.00	\$ 122,685.00
AV	1	\$ 34,970.00	\$ -
Camera system	2	\$ 21,559.00	\$ -
Communication System	1	\$ 16,567.00	\$ 3,313.00
Computer	48	\$ 70,438.00	\$ 14,611.00
Firewall	1	\$ 7,255.00	\$ 6,529.00
General	1	\$ 24,632.00	\$ -
Other	8	\$ 171,884.00	\$ 14,792.00
Phone System	5	\$ 87,236.00	\$ 21,941.00
Photocopier	4	\$ 45,504.00	\$ 3,993.00
Printer	12	\$ 15,957.00	\$ -
SCADA	1	\$ 18,216.00	\$ 16,395.00
Server	10	\$ 151,606.00	\$ 20,438.00
Software	9	\$ 242,654.00	\$ 15,520.00
Storage	1	\$ 5,424.00	\$ 5,153.00
Switch	2	\$ 2,546.00	\$ -
WIFI	5	\$ 100,213.00	\$ -
Grand Total	111	\$ 1,016,661.00	\$ 122,685.00

Quote from the Town's 2020 Budget IT Requirements- Outdated Hardware

- *"12 workstations are in need of replacement due to their age.*
- *The cost to replace each workstation depends on the position's requirements but ranges between \$980 to \$2430. These workstations vary in age between 7 to 9 years.*
- ***The recommended age to replace computers is typically 3-5 years.***
- *There are also 13 less dated machines running Windows 7 that require an extension in support for security reasons as Windows 7 is no longer supported by Microsoft but can be through the purchase of extended support for \$80/machine." THIS IS A SECURITY RISK.*

Town Software Inventory

Software	Web/Local	Department	License or Maintenance	Duration	Supplier
Adobe Acrobat Reader DC	Local	All	No	Free	Adobe
AccuPOS	Local	Museum	Yes	Yearly	AccuPOS
ActiveNet	Web	Complex	Yes	Yearly	ActiveNet
Accuity Controls Sensorview	Local	Complex	No	Perpetual	Wallwin Electric
Avaya IP Office	Local	MIS	Yes	Yearly	NorthernTel
Caseware	Server (APP08)	Treasury	Yes	Yearly	Caseware
CGIS	Web	All	Yes	Yearly	CGIS
Cisco AnyConnect	Local	All	Yes	Yearly	CDW
DeepFreeze	Local	Library	No	Perpetual	
Desktop Authority	Server (SLOGIC)	All	Yes	Yearly	Quest
FirePro II	Server (APP04)	Fire Hall	Yes	Yearly	FirePro
McAfee	Server (EPO01)	All	Yes	Yearly	CDW
MS Exchange	Server (EMAIL05)	All	No	Perpetual	CDW
MS Office	Local	All	Yes	Per PC. Perpetual.	CDW
oneMAR	Web	TPR	Yes	Yearly	Catalyst
PastPerfect	Server (MUSEUM)	Museum	Yes	Yearly	PastPerfect
Point Click Care	Web	TPR	Yes	Yearly	Point Click Care
PDF Architect 7	Local/Web	Treasury	Yes	Yearly	PDF Forge
PDF Fill	Local	All	No	Free	PDF Fill
Symantec Mail Security	Server (EMAIL05)	All	Yes	Yearly	CDW
TightVNC	Local	All	No	Free	TightVNC
Vadim	Server (VADIM/TOHSQL)	All	Yes	Yearly	CentralSquare

Town Cell Phone Inventory

Equipments	
Phone type	Number of users
iPhone	8
PDA-Smartphone	6
Phones	67
Sim	2
Turbo Hub	1

Upgrades		
Year	Number of users	EHUG fees
2021	3	\$390.00
2022	3	\$810.00
Eligible	78	\$0.00

Service Delivery – KDH Contract – 2014

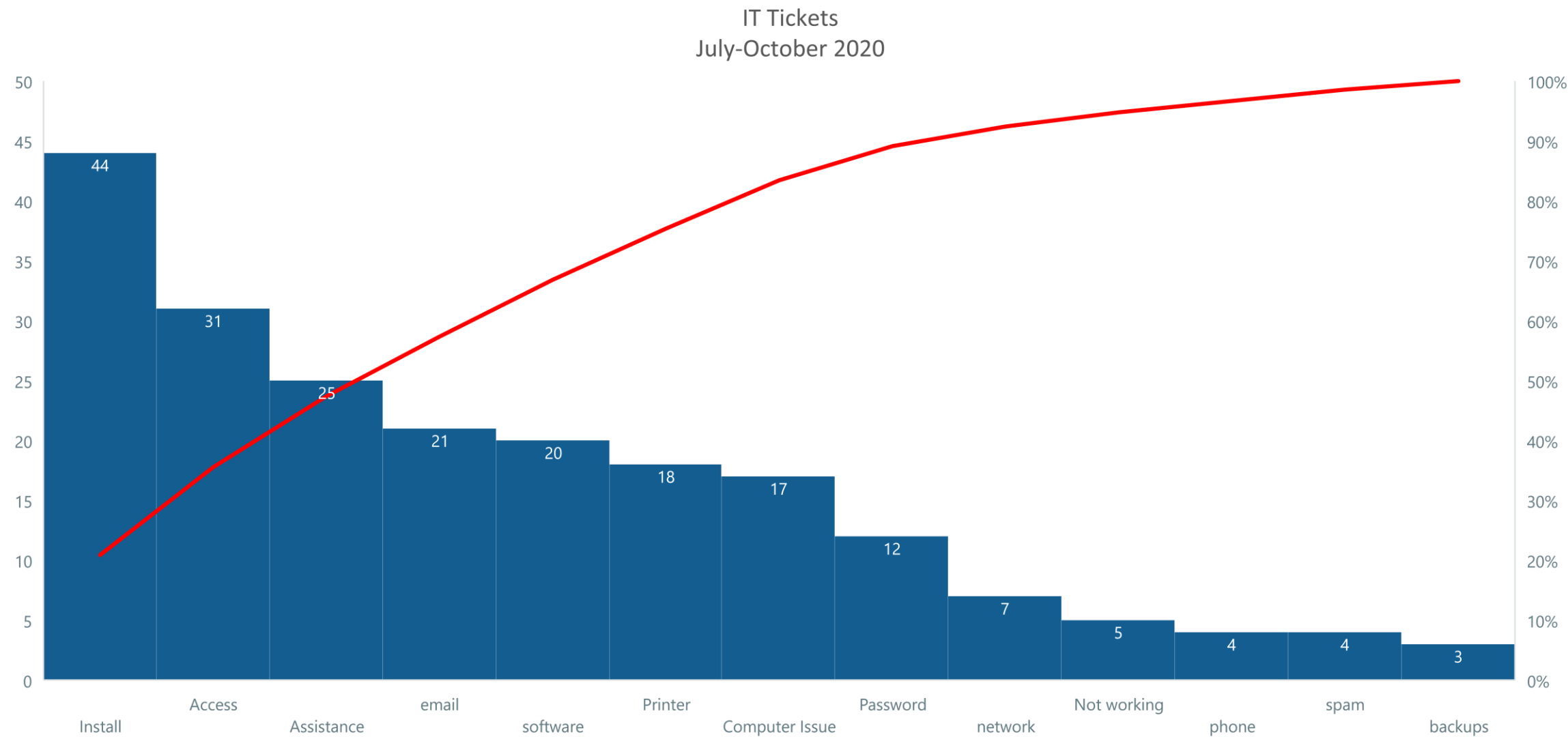
- KDH provides ongoing network and server monitoring

		Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
Year	2014	2015	2016	2017	2018	2019	2020
Estimated COLA Percentage		2%	2%	2%	2%	2%	2%
Estimated COLA rate	\$ 44.00	\$ 44.88	\$ 45.78	\$ 46.69	\$ 47.63	\$ 48.58	\$ 49.55
Hours	960	960	960	960	960	960	960
Yearly Contract price	\$ 42,240.00	\$ 43,084.80	\$ 43,946.50	\$ 44,825.43	\$ 45,721.93	\$ 46,636.37	\$ 47,569.10
CONTRACTUAL SERVICES GL FROM TOWN		\$ 42,671.00	\$ 43,405.00	\$ 43,085.00	\$ 43,548.00	\$ 39,494.00	\$ 54,600.00



SERVICE DELIVERY INDICATORS

Number of IT Tickets

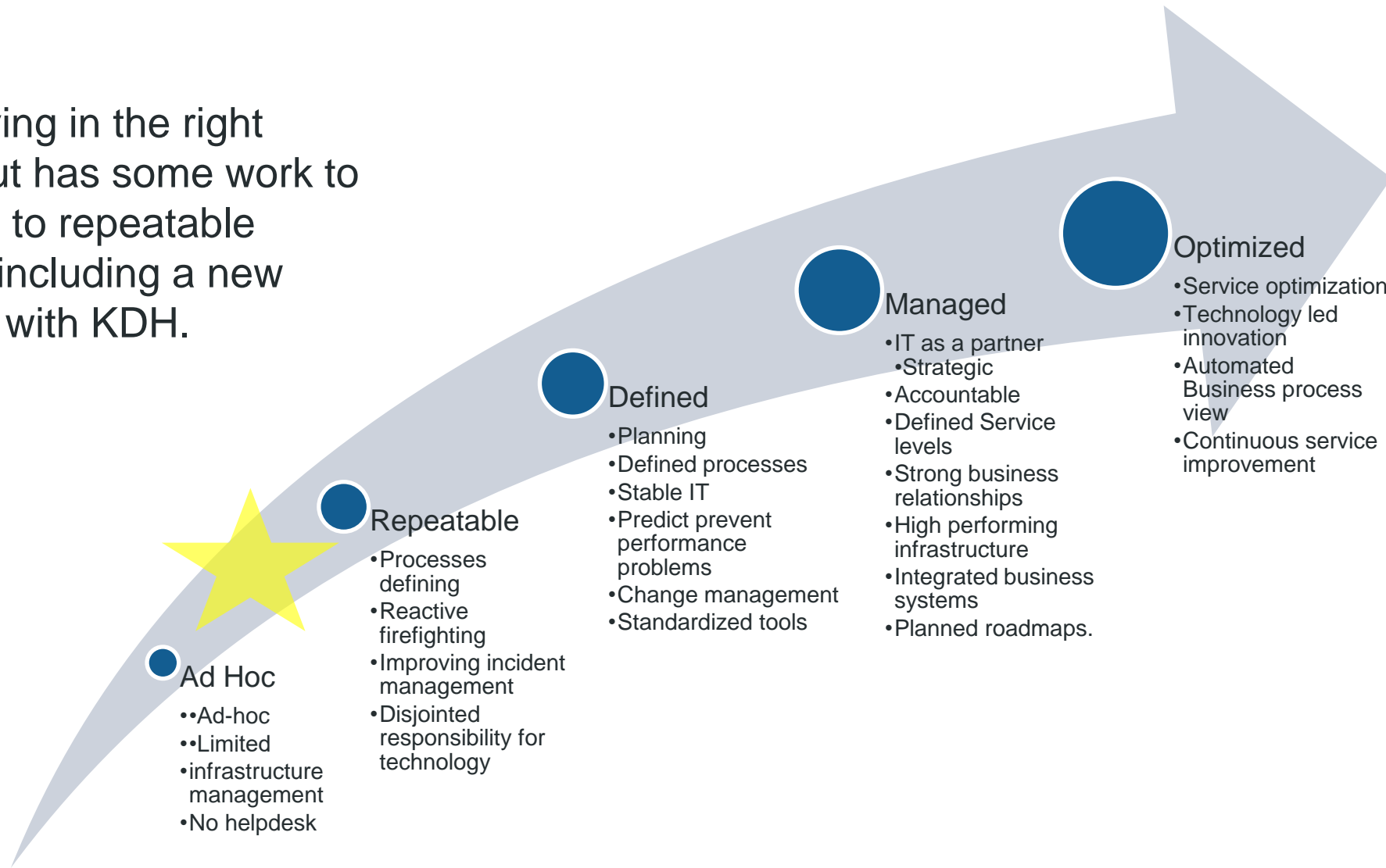




FINDINGS & OPPORTUNITIES

Current State Assessment

TKL is moving in the right direction but has some work to do to move to repeatable processes including a new agreement with KDH.



Key Findings



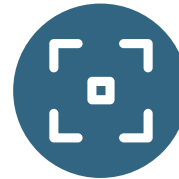
Technology Software Solutions are significantly behind the sector – not sufficient to meet strategic goals.



Governance Model for IT not in place.



Contract with needs updating.



Policies are not sufficient.



Tracking Tickets is a Step in the Right Direction – Illustrates Challenges with Resources.



Lack of Integration between systems contributes to inefficiencies and Systems are underutilized.

Key Findings - Technology

Technology Software Solutions are significantly behind the sector – not sufficient to meet strategic goals.

Witnessed a lack of software in PW, Museum and Facilities as part of other Service Delivery Reviews.

- Software needed for Asset, Fleet and Facilities Management including Work Orders (timesheets, equipment charge out).



Recommendations - Technology



Procure New Software Tools to Align with Strategic Priorities

- Procure New Software Tools -Work/Asset/Fleet Management & Budget Software
 - Ensure Integration with Vadim.

Key Findings – Contract with KDH

Contract with KDH is Outdated

- Contract expired in 2017.
- Hours are not fully Utilized – hours left on the table – opportunity to better utilize the skill set.

Recommendation – Contract with KDH




Negotiate New Contract with KDH including Service Level Agreement & Assigned Resources




Key Findings- IT Workload

Tracking Tickets is a Step in the Right Direction – Illustrates Challenges with Resources.

- 
- Tracking of Tickets in 2020 show that the IT Coordinator is getting approximately 3 Tickets per day
 - Many of the requests are for installs, which is part of the KDH contract
 - Second highest is access to systems and software.
 - Risk with only one MIS Manager.

Recommendations- IT Workload



Implement Work Order Management System for IT – Same as used for Public Works/Facilities.

Consider Outsourcing Imaging of New Hardware.

Consider Establishing an IT Backup (outsourced to KDH?)

Key Findings – IT Governance

Governance Model for IT not in place

- An IT Governance framework is non-existent (e.g. steering committee, tactical plans, policies, risk management, etc.).
- There is no formal Business Continuity/Disaster Recovery strategy which puts the Town at risk of severe service outages and data loss.



Recommendations – IT Governance

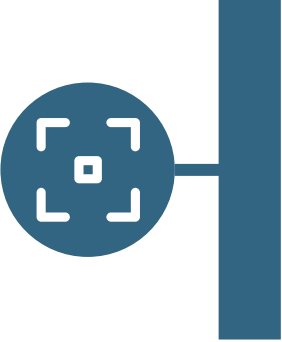


Form an IT Steering Committee to guide long term decisions from the IT Strategy and align with Strategic Plan.

Provide Training to MIS Manager on COBIT (Control Objectives for Information and Related Technology as set by the Information Systems Audit and Control Association ISACA)

Key Findings – IT Policies

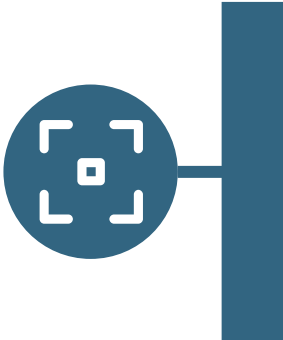
Policies are not sufficient.

- 
- Mix of policy and procedures.
 - Insufficient policies for passwords and business continuity.
 - Several
 - No specific onboarding and termination policies and processes result in impacted services and risk.

Recommendations – IT Policies

**Develop a Full Set of IT Policies with Sign offs annually by staff.
Have “pop up” agree to acceptable use for every log on.**

IT POLICY FRAMEWORK



Acceptable Use Policy	Password Policy
Backup Policy	Network Access Policy
Incident Response Policy	Remote Access Policy
Email Policy	Guest Access Policy
Wireless Policy	Third Party Connection Policy
Network Security Policy	Encryption Policy
Confidential Data Policy	Data Classification Policy
Mobile Device Policy	Retention Policy
Outsourcing Policy	Physical Security Policy
CyberSecurity Policy and Training	Cloud Computing Policy
Social Media Policy	IT Procurement Policy (Could be part of Town Procurement Policy in a separate section)
Onboarding and Offboarding Policy	Business Continuity Strategy & Link to Risk/Emergency Management

Key Findings – Integration & Underutilization

Lack of Integration between systems contributes to inefficiencies and Systems are underutilized.

No Integration between Active Net, GIS, FirePro and Vadim

Vadim is underutilized – likely due to implementation, training.



Recommendations – Integration & Underutilization



Work with Vendors to integrate Vadim with Active Net, FirePro and any new software. Develop an IT Training Plan. Expand ActiveNet to Museum.

Re-implement and Train Staff in Vadim.

IT Summary Recommendations



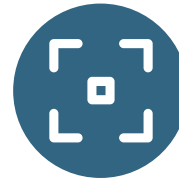
Procure New Software Tools - Work/Asset/Fleet Management & Budget Software- Ensure Integration with Vadim.



Form an IT Steering Committee to guide long term decisions from the IT Strategy and align with Strategic Plan. Adopt & Train on COBIT.



Update Contract with KDH.



Update Policies. Require annual sign off by staff.



Look to Outsource Hardware replacement plan (Greening) and Imaging Installation to the Vendor. Consider Backup for MIS Manager.

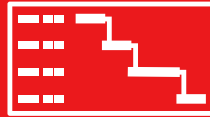


Work with Vendors to integrate Vadim with Active Net, FirePro and any new software. Develop an IT Training Plan. Expand ActiveNet to Museum. Re-implement Vadim

**Town of Kirkland Lake
Facilities
Service Delivery Review**

Final Report- December 2, 2020





Background

Kirkland Lake – Observations and Current Reality

- Wide ranging stock (Facilities & Amenities) with a diversity of interests and users
- Ageing inventory of buildings, no real long-term financial plan to sustain or replace these facilities in the future
- Competing financial demands (Roads, Sewers, Water, Vehicles and Equipment, etc.) – Limited \$ Reserves
- Escalating operating Costs – Utilities, Insurance, Labour , etc.
- Limited opportunities for revenue generation
- Some efforts underway to rationalize the inventory (Heritage North)
- Pressures to address new and evolving regulations along with shifting community expectations (AMP, COVID, etc.)

Facilities Management (FM) and ISO?

ISO 41011 Sets Out a Facility Management Standard



International
Organization for
Standardization

ISO is an independent non-governmental International organization with membership of 165 national standards bodies.

WHAT IS ISO?

This organization brings together experts who share knowledge and develop through voluntary consensus-based market relevant international standards to support innovation and provide solutions to global challenges.

What is Facilities Management (FM)?

ISO 41011 Defines FM as:

- Improve quality, productivity and financial performance;
- Enhance sustainability and reduce negative environmental impact;
- Develop functional and motivating work environments;
- Maintain regulatory compliance and provide safe workplaces;
- Optimize life cycle performance and costs;
- Improve resilience and relevance;
- Project an organization's identity and image more successfully.

ISO FM Standards:

ISO 41011 Defines FM Standards as:

- needs to demonstrate effective and efficient delivery of FM that supports the objectives of the demand organization;
- aims to consistently meet the needs of interested parties and applicable requirements;
- aims to be sustainable in a globally-competitive environment.

Why is FM so Important?

Rapid changes in roles and skills sets required, due to the following trends:

- ✓ Emergence of the “Internet of Things”
- ✓ Building Automation/Monitoring
- ✓ Employee Engagement
- ✓ Health, Wellness & Well-Being
- ✓ Evolving IT Infrastructure
- ✓ Evolving Real Estate Models
- ✓ Sustainability & Environmental Impact

Source: International Facility Management Association

What do Facility Managers Do?

FMs are professionals that contribute to the Town's strategic objectives in the following ways:

- ✓ Impacting operational efficiencies
- ✓ Supporting productivity of facilities and personnel
- ✓ Managing risks to facilities and personnel
- ✓ Mitigating environmental impact
- ✓ Promoting sustainable tactics for long-term cost management
- ✓ Leveraging technological solutions
- ✓ Reducing or overcoming effects of natural disasters
- ✓ Monitoring compliance
- ✓ Leveraging security



Source: International Facility Management Association

Asset Management Requirements for Facilities (July 2023)

O.Reg 588/17 – Jobs & Prosperity Act – by July 1, 2023, Facilities must be included in the AMP

For each asset category the AMP must include:

- i. Summary of the assets in the category,
- ii. Replacement cost of the assets in the category,
- iii. Average age of the assets in the category, determined by assessing the average age of the components of the assets,
- iv. Condition of the assets in the category, and
- v. a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.

Asset Management Requirements for Facilities (July 2023)

O.Reg 588/17 – Requires a **Lifecycle Management** Strategy that includes the activities for each of 10 years:

Cost to maintain Current Levels of Service based upon an assessment of:

- i. Full lifecycle of assets,
- ii. Options for activities to maintain current level of service,
- iii. Risks associated with those options,
- iv. Lowest cost options to maintain current level of service.

Asset Management Requirements for Facilities (July 2024)

O.Reg 588/17 – Requires Proposed Levels of Service over 10 year with Qualitative characteristics and metrics

- i. Options for the proposed levels of service and the risks associated with those options to the long-term sustainability of the municipality.
- ii. How the proposed levels of service differ from the current levels of service
- iii. Whether the proposed levels of service are achievable.
- iv. The municipality's ability to afford the proposed levels of service.

Asset Management Requirements for Facilities (July 2024)

O.Reg 588/17 – Lifecycle Management and Financial Strategy for Proposed Levels of service

- i. An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities in the strategy.
- ii. Annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.
- iii. Identifies any funding shortfalls for the lifecycle activities, risks and changes to activities.

Asset Retirement Obligations (ARO)– PS 3280 (2021)

PS 3250 defines an ARO as a legal obligation to retire a tangible capital asset.

- i. Must account for the liabilities to retire assets on the financial statements ending in 2021.
- ii. Does not need to be associated with contamination.

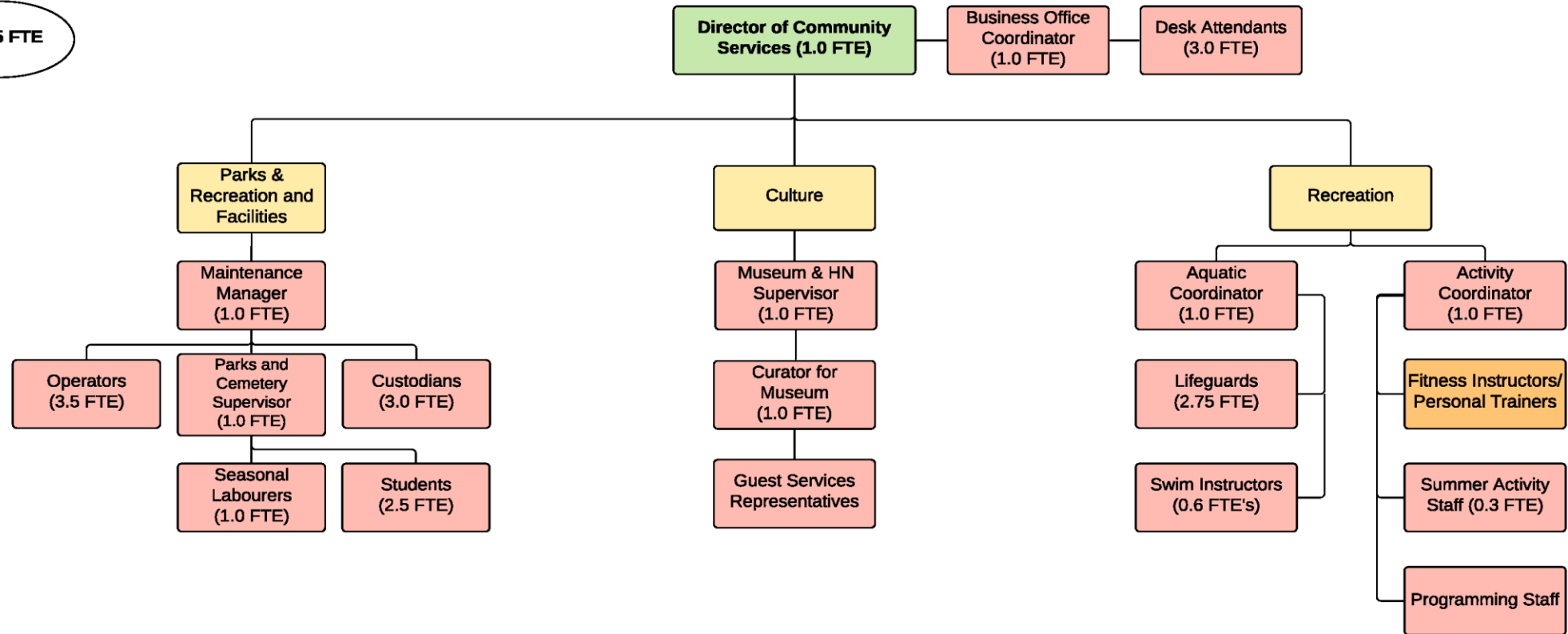
About the Town's Facility Management TEAM

Facility Management is one of three distinct Divisions within the Community Services Department (new alignment)

- Oversight delivered by the Director of Community Services
- Operational TEAM is led by Maintenance Manager (reports to Dir)
- Manager has 7.5 direct reports. They include 3.5 operators, 3 Custodians and 1 Parks and Cemetery Supervisor who in-turn has 1 seasonal labourer and 2.5 students
- In addition, there is a unique working relationship between the TEAM and the TECK Pioneer Residence Environmental Services Maintenance Manager (*however the reporting relationship remains with "TECK"*)

Community Services

24.65 FTE



Facilities Management Profile – The Facilities

Building Type	Number	Average Estimated Age
Municipal Building	22	46
Administrative Centre	1	90
Airport Facility	1	47
Airport Hanger	1	47
Airport Terminal/Admin	1	47
Cemetery	1	70
Closed Fire Hall	1	64
Conference Centre	1	16
Day Care	1	45
Fire Station	1	85
Medical	1	58
Museum	1	90
Nursing Home	1	18
Operations	1	54
Police	2	25
Pound Facility	1	48
Public Library	1	53
Recreation Complex	1	44
Recreation Facility	4	19
Toburn	5	100
Historic Mine	5	100
WWS	10	43
Operations	1	96
Waste Water Treatment	5	37
Water Treatment	4	38
Grand Total	37	52

Facilities Management Portfolio

<u>Location</u>	<u>Address</u>	<u>Year Built</u>	<u>Building Use</u>	<u>Occupied</u>
Town Hall	3 Kirkland Street	Approx. 1930	Administrative centre	Town staff
Public Works Building	1 Dunfield	1966	Operations	Town staff
Old Pump House/ Warehouse/ Roads Garage	1 Dunfield	Approx. 1924	Operations	Town Staff
OPP Station	3 Duncan Avenue North	1987	Police	Leased
OPP Unattached Garage	3 Duncan Avenue North	2003	Police	Leased
Daycare	117 Queen Street	1975	Day Care	Leased
Fire Hall	8 O'Meara	1935	Fire Station	Town staff
Family Health Team Center	2 Water Lane	1962 (complete overhaul 2008)	Medical	co-ownership
Cemetery Chapel Office	1409 Government Road West	Prior to 1950	Cemetery	Town Staff
Airport Terminal	1 Airport Road	1973	Airport Terminal/Admin	Town staff
Airport Hanger	1 Airport Road	1973	Airport Hanger	Town staff
Airport Generator Building	1 Airport Road	1973	Airport Facility	Town staff
Museum of Northern History	2 Chateau Drive	Approx. 1930	Museum	60 year agreement with OHF
Heritage North	400 Government Road West	2004	Conference Centre	Listed for sale
Animal Control Building	1A Dunfield Road	1972	pound facility	leased
Teck Pioneer Residence	145A Government Road East	Approx. 2002	nursing home	Town staff
Community Complex	55 Allen Avenue	1976	recreation complex	Town staff
Civic Service Ball Field Storage Building	20 Tweedsmuir Road	Approx. 2016	recreation facility	vacant
Baird Park Storage Building	53 Allen Avenue	Approx. 1990	recreation facility	vacant
Library	10 Kirkland Street East	1967	Public Library	vacant
Swastika Fire Hall	202 Government Road	1956	closed fire hall	vacant
Culver Park Storage	Culver Park Road	2006	recreation facility	vacant
Soccer Field Storage Building	2 Dunfield Road	1993	recreation facility	vacant



Municipal Office 3 Kirkland Street

- Built approximately 1930 – likely on or eligible for heritage designation –
- Currently space imposes limitations regarding consolidation of administrative resources –
- Presents certain accessibility limitations

Fire Station - 8 O'Mera



The current building built 1935. Current deficiencies have been documented in the 2018 Kirkland Lake Fire Master Plan.

Due to facility size limitations and apparatus floor space is constrained by load capacity, the current aerial truck is housed at the public works yard.

Part of the garage floor is also the basement ceiling, and the space on which the pumpers are parked is not adequate to support the load of the fire pumpers. An engineering assessment by the Materials Joining Innovation Centre in Kirkland Lake indicates that the floor isn't at immediate risk of collapse but requires reinforcement. The 2018 estimate for the floor reinforcement was approximately \$18K

Fire Station - 8 O'Mera



Museum of Northern History

2 Chateau Drive circa 1930

STATUS: Ownership with Ontario Heritage Trust

- Long term lease (2041) in effect obligating municipality to significant ongoing capital and maintenance expenditures
- Pending capital expenditures (roof) + \$400k plus fire code issues plus electrical issues will add significantly to the costs in the near term
- OHT requested to provide additional information – information is pending





Mavrinac Community Centre

55 Allen Ave

Community Recreation Complex includes 25m pool, recreational water slide, complete co-ed gym, women's gym, squash courts fitness classes and ice surface arena. Arena complex hosts hockey games, events and concerts



Original Swimming Pool - Mavrinac Community Centre

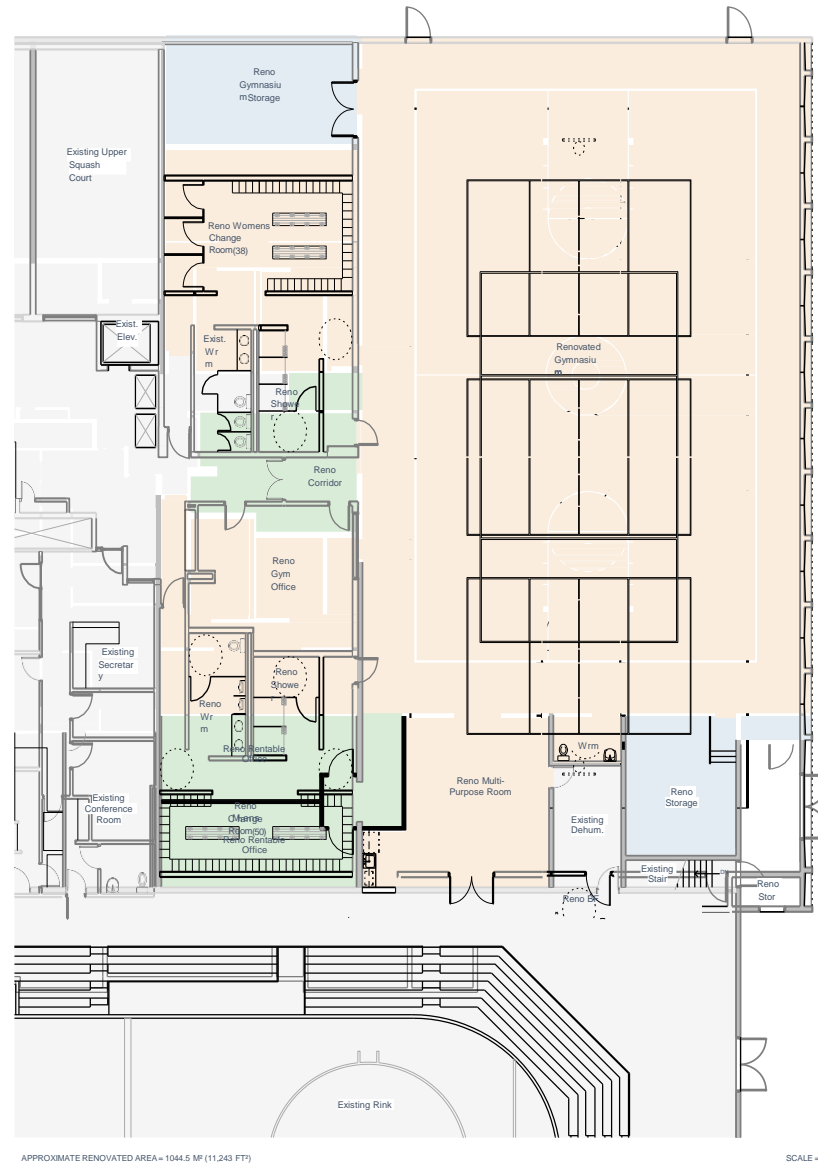
STATUS: Aug. 14/18 – Marshall & Murray Inc. complete a Building Condition Assessment:

1. Decommission the pool \$2.6M
2. Remove Part of Bldg. \$4.99M
3. Renovation \$5.05M

Currently presents a significant risk and liability – implications under PS3250 – Asset Retirement Obligation for 2021

OPTION 1

Renovate for other municipal uses - future loss of Heritage North may require community meeting room/ museum option/ municipal records/ archive/ relocate public works administration.



APPROXIMATE RENOVATED AREA = 1044.5 M² (11,243 FT²)

SCALE = 1:150

OPTION 2

Decommission and demolish building.



Public Works Administrative Offices

1 Dunfield Rd / Built 1966



Public Works Garage Warehouse and Old Pump House - Built around 1924



Sand and Salt Storage



Outdoor equipment salt and sand storage



Garage – space limitations



Space and Facility challenges



Insufficient Storage

Airport Hanger 1973

Retractable fabric door –
requires replacement





Library

Preliminary review suggests limited potential for some museum related activities – Genealogical Research



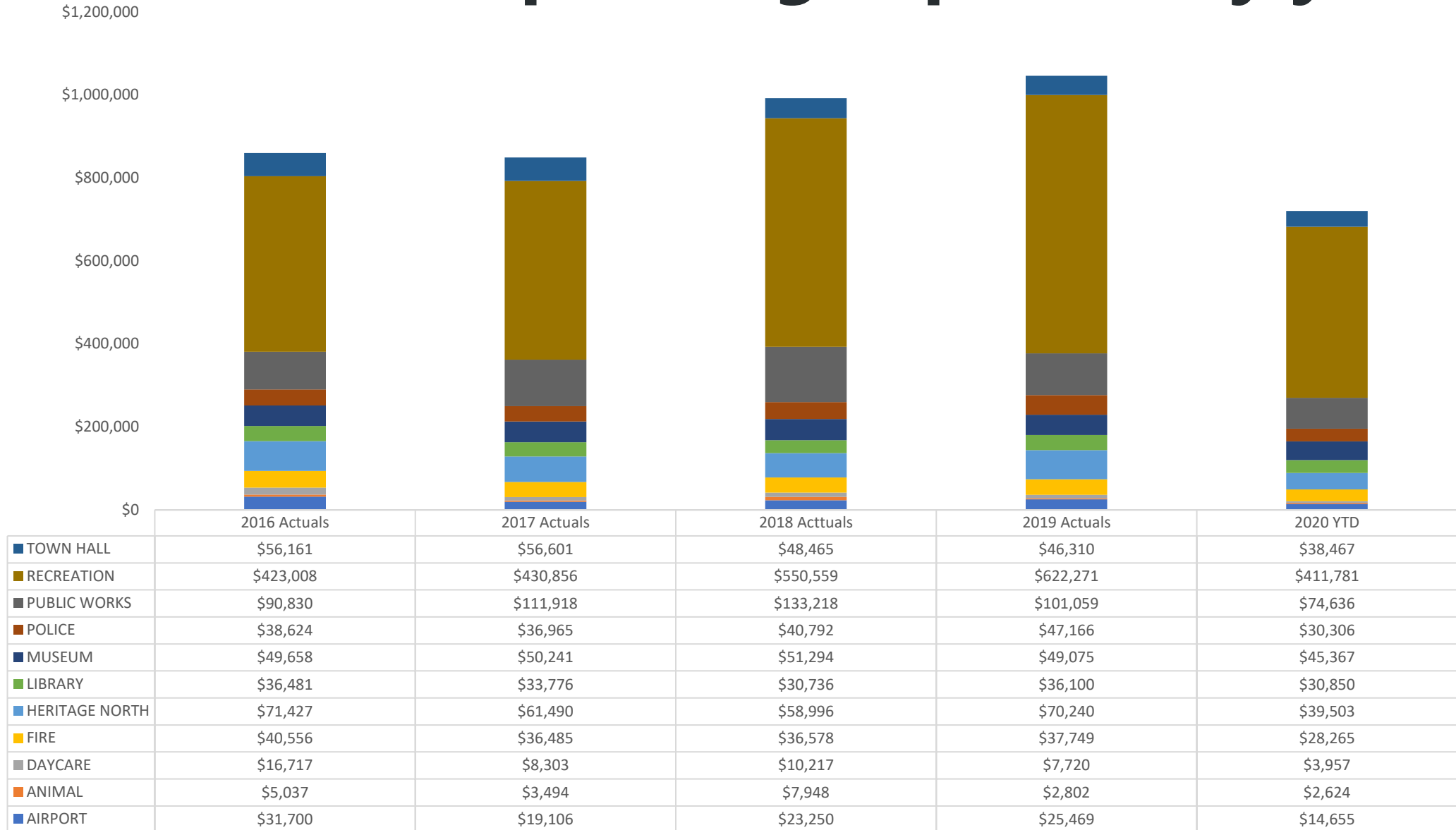
FACILITY FINANCIAL CONDITION INDICATORS AND BENCHMARKS

Why Do Financial Condition Assessment of your facilities?

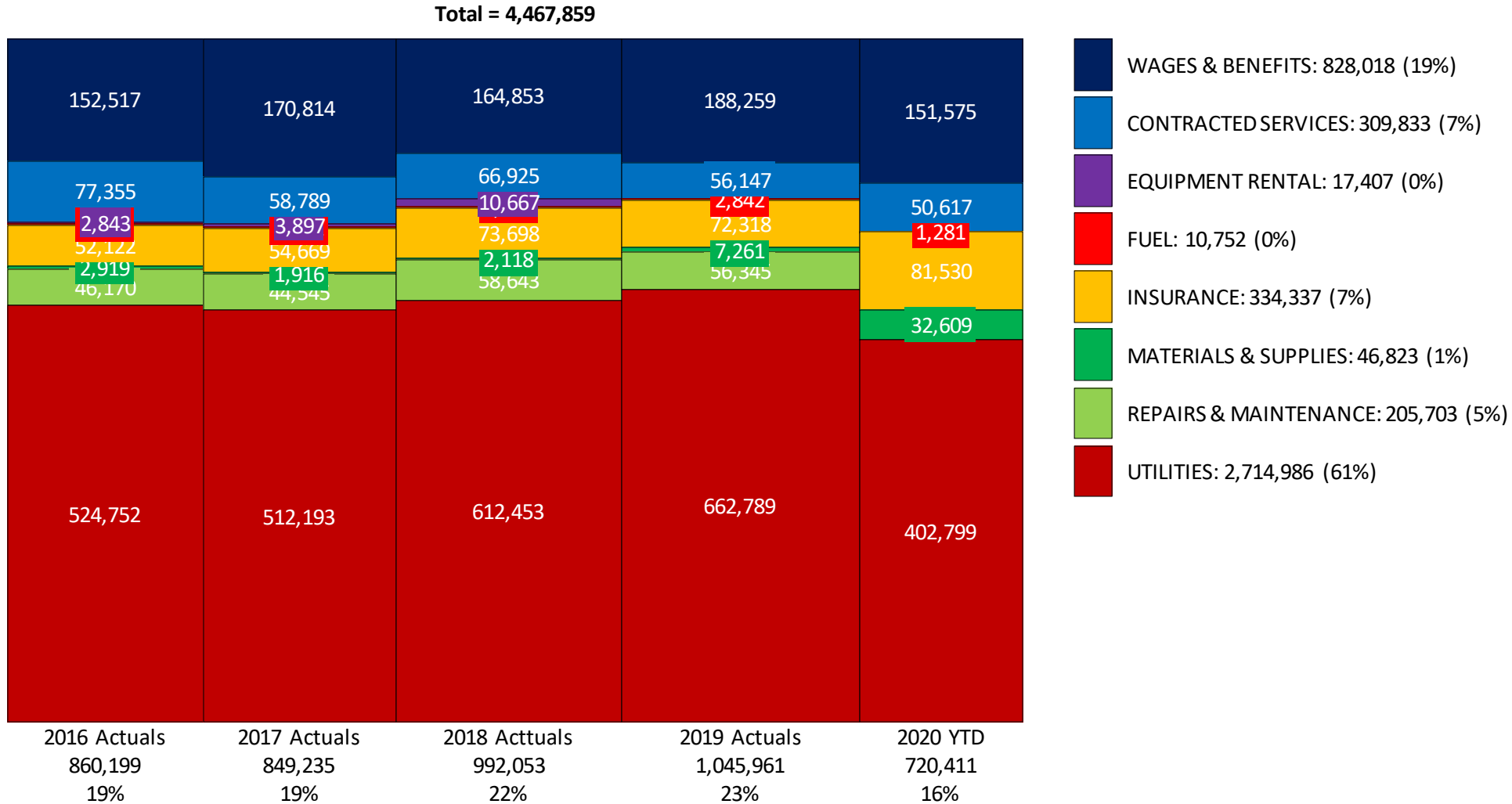
- ✓ Understand Where You've Been and Where You're Headed
- ✓ Assesses the Financial Environment and Sustainability Indicators for the Future
- ✓ Assesses the Socio-Economic Environment
- ✓ Helps Identify the Key Financial Challenges and Emerging Trends and Where Decisions Will Need to be Made
- ✓ Present Objective Picture of Strengths/Weaknesses Before Developing Policies
- ✓ Province also use these indicators for Financial Sustainability including funding decisions



Facilities Operating Expenses by year



Facilities Operating Expenses by Object





SERVICE DELIVERY INDICATORS

SERVICE DELIVERY ELEMENTS

Kirkland Lake Facilities Service Profile

KL Facility Management Service Profile

Function	Description
Facilities, Operations and Maintenance	<ul style="list-style-type: none">• Regular activities and inspections (eg. HVAC, building automation, filtration, refrigeration, fire and safety, plumbing, electrical)
Direct Programming and Community Development	<ul style="list-style-type: none">• Community Complex• Museum of Northern History• Heritage North• Teck Centennial Library
Capital Planning, Project Management and Construction	<ul style="list-style-type: none">• Management and development of long-term capital plans based on Facility Condition Index/assessments• Project management for renovations and construction

KL Facility Management Service Profile

Function	Description
Business Management	<ul style="list-style-type: none">• Management of leases and contracts• Vendor/contractors oversight
Custodial Services	<ul style="list-style-type: none">• Manage to ensure staff meet appropriate standards of care (including COVID)
Risk Management	<ul style="list-style-type: none">• Develop and monitor Risk Management Plan with Risk Register and Responses• Maintain a risk checklist to help guide staff to identify issues that may not be obvious.

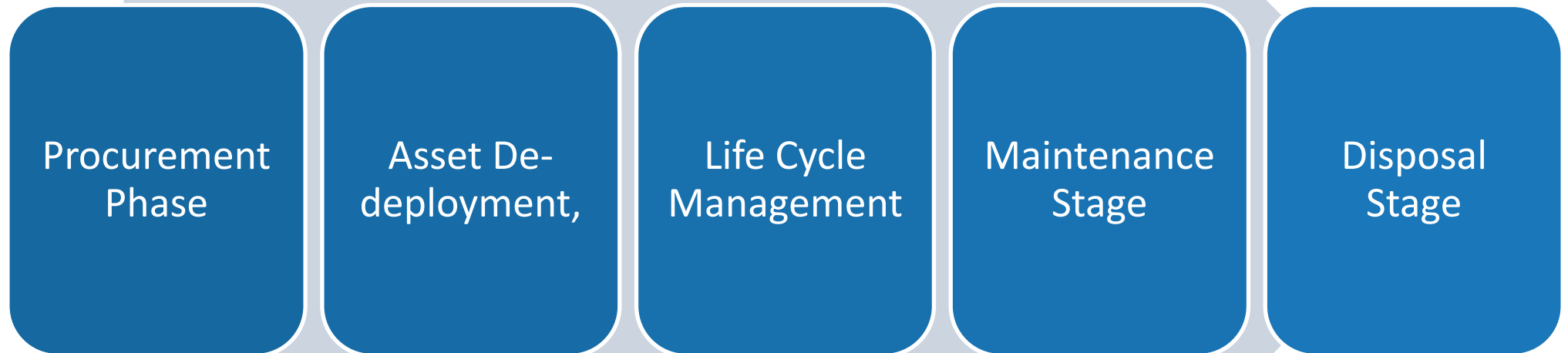
Facilities Management Processes

Key to the developing the facility management mindset will be the organization's ability to meet/address the following:

1. Align the organizational resources with the Strategic Plan.
2. Address current and future facility requirements.
3. Prepare and maintain documentation as part of the ongoing facility management service delivery to capture true cost of services.
4. Develop multi-year budget approach and life cycle costing.
5. Improve performance by tracking performance measures and taking corrective action as necessary.
6. Apply the PDCA model (Plan- Do- Check- Act). This will require the periodic re-assessment of outputs and targets.

Life Cycle Asset Management

Facility Management will need to focus its efforts on Asset Life Cycle Management.

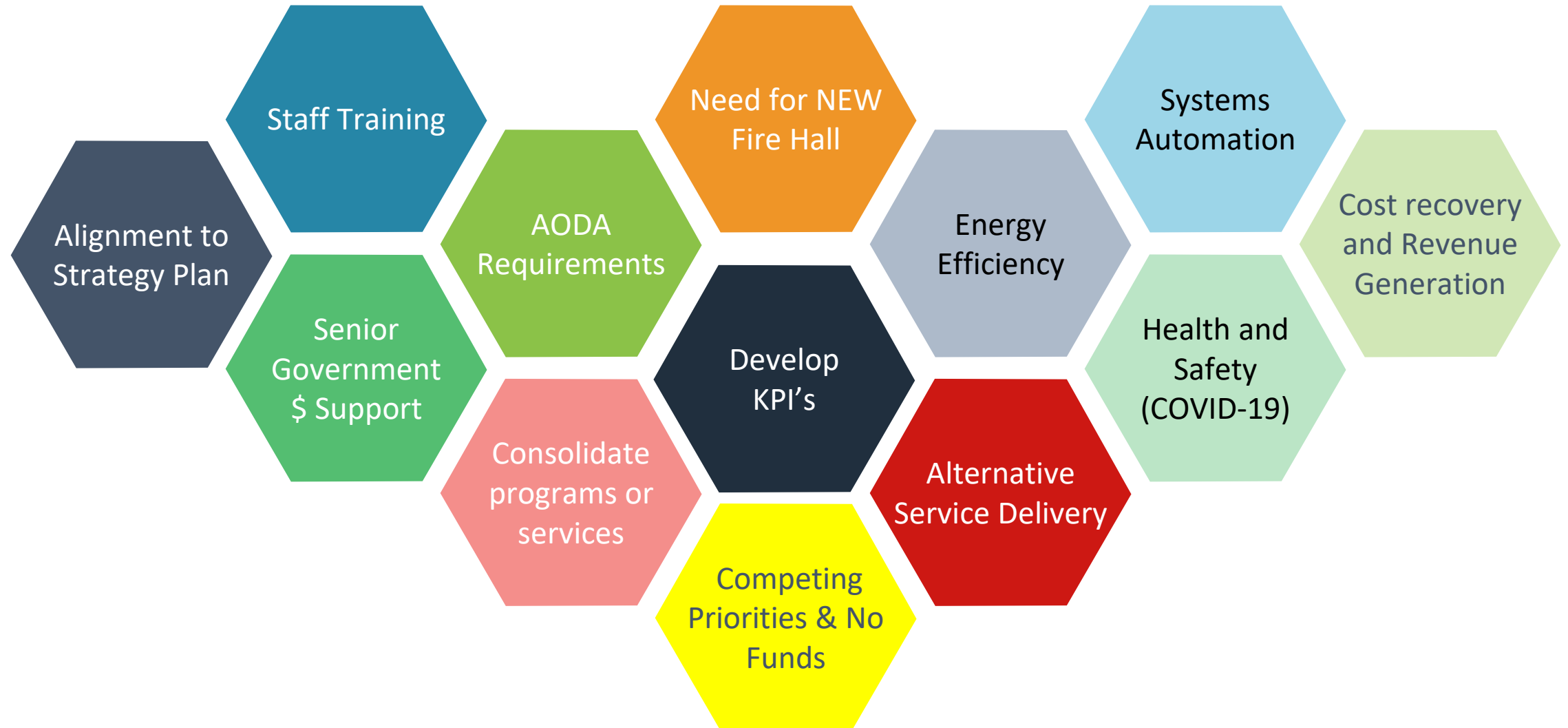


Facilities Master Plan - Recommendations

A properly developed Facilities Master Plan will provide the municipality with a series of recommendations;

1. FACILITY Recommendations: which will offer up strategic direction and help to build and optimize the facilities by responding to the specific needs by facility type.
2. POLICY and IMPLEMENTATION Recommendations: These will assist in addressing a wide range of matters including asset management, facility operations, partnership potential etc. In short these recommendations should help to build internal capacity to assist your organization to best manage the facility through a variety of challenges. These recommendations should look to the future to help the organization to anticipate and respond to changing circumstances. These recommendations should form the building block for an implementation plan.
3. FINANCIAL Recommendations will likely be the most challenging but certainly the most important for sustaining the assets and ensuring investments made to the facilities continue to deliver good value to the users and the community at large.

Vision for the FUTURE – What we heard





Key Themes - Interviews



SOCIAL MEDIA - NEGATIVE RESPONSES

STRATEGIC PLAN SEEING BENEFITS

MUSEUM AGREEMENT - BAD DEAL FOR KL

SALT/SAND DOME NEEDED

WORK MANAGEMENT IS REACTIVE

LIMITED CAPACITY FOR NEW TAXES

AIRPORT UPGRADES NEEDED

LACK OF RESERVES

NEED TO BUILD TRUST

NEGATIVITY SURROUNDING REC CENTER

DON'T COMPETE WITH PRIVATE SECTOR

OLD POOL NEEDS TO BE DEALT WITH

IT - COUNCIL HAND ME DOWNS

SHARE HR - TEAR DOWN SILOS

GET BACK TO BASICS - REPAIR ROADS

COUNCIL TRAINING

DESIRE TO CONSOLIDATE FACILITIES BUT NO MONEY



KEY CHALLENGES - Considerations

- ✓ Resolving competing service level expectations
- ✓ Working together to find solutions
- ✓ Rationalizing facilities (right time to consider selling)
- ✓ Attempting to develop sustainable partnership models
- ✓ Enhancing accessibility to meet meet the needs of an aging population
- ✓ Finding the financial capacity to continue to maintain the existing assets
- ✓ Ensuring fairness and inter-generational equity (borrowing against the grand children's future)
- ✓ Raising user fees, establishing reasonable internal chargebacks, eliminating cross subsidization
- ✓ Setting performance targets and reporting on them (good or bad)
- ✓ Setting priorities and working to achieve them
- ✓ People resources – developing staff through specialized training
- ✓ Deployment of technology to enhance efficiency



FINDINGS & OPPORTUNITIES

Links to the Strategic Plan

ACHIEVING SUSTAINABLE OPERATIONAL EXCELLENCE

Aim for Financial Sustainability:

- OE-8: Prepare and evaluate a long-term capital spend/replacement strategy
- OE-10/11/12: Review affordability of legacy assets and Evaluate opportunities for disposal/monetization
- OE-13: Introduce a gradual increase in capital levy to build reserves/reserve funds
- OE-14: Review and establish dedicated reserves/reserve funds
- OE-20: Implement Energy Conservation and Demand Plan

Better Management of Capital Assets

- OE-36: Analyze benefit of introducing a Facility Management Department

Find and Implement Efficiencies

- OE-43 through 49: Assess Contracted Services/Leases/Rentals Prior to Expiry to Ensure Maximum Efficiency and Best Use of Taxpayers Dollars
- OE-52: Review and implement software to assist with Work Schedule Management that will work for all departments
- OE-54: Create and Monitor Annual Business Plans for each department
- OE-56: Review software choices for facility booking software
- OE-63: Complete Fire Master Plan Recommendations – Conduct Risk Assessment on Town building stock

Links to the Strategic Plan

BUILD THE TEAM

- **Improve Accountability**
- BT-1: Develop KPI's template and report on quarterly basis
- **Improving Staff Accountability to Each Other**
- BT-10: Establish opportunities for cross training staff to reduce gaps in service when individuals are away
- BT-11: Develop and implement Training Plan and Policy

Eliminating the Gaps

- BT-20: Update Job Descriptions, Evaluations, Pay Equity, Updated Salary Grid
- BT-21: Develop Professional Development Plan
- BT-22: Develop Training Plan
- BT-25: Analyze need for Facility Management Position
- OS-14 and 15: Improving Accessibility – review facilities and programs with an aim toward barrier free - age friendly plan implementation
- ED-17 and 18: Analyze existing areas where TKL may be competing, find efficient ways to reduce or eliminate competition with private sector - i.e. rated for fitness and events at complex.

OBSERVATIONS: PROS AND CONS

POSITIVE POINTS



The individual members of the Facility Team are dedicated to the success of the organization.



The Team members have a variety of skills and training which will be beneficial to the organization on a number of levels.



New Senior Leadership along with Council's support are pursuing modernizing of the organization.



The Town has recently updated its Strategic Plan setting out priorities linked to the facility management.



Teck Residence is shining example of a well-managed facility with committed staff who are collaborating with the Hospital to harness opportunity to drive efficiency.

NEGATIVE POINTS



The individuals/team moving into a new organizational structure in the absence of a blueprint setting out a path to success.



The success of the new Team will depend upon organization wide commitment – without the buy-in of the organization success may be limited. (Change Management)



Deferred decision making is no longer an option. Several facilities (Public Works Garage and Fire) are nearing end of useful life. Time to act!



Maintenance activities are manually tracked (if at all). Lack of proper work order system.



Facility management historically has not been a proactive discipline in the organization. Past practice has been largely reactive, which typically is more costlier approach.

Key Findings - Facilities



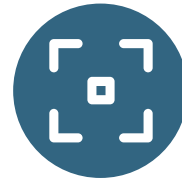
**Limited building assessments have been undertaken
O Reg 588/17**



Historic practices suggest that the organization has lacked progressive management practices – Times are changing!



**Technology Use is Low/Limited–
Lifecycle costs are unknown/undocumented**



Facilities are not sustainable in their current form



Facility Management Team concept recently established - will need time, training and support to adapt to the new expectations



Timing is (NOW) Urgent to decide the future of some facilities.

Key Findings – Asset Management



Limited building assessments have been undertaken

O Reg 588/17

Most records are paper based or Excel based resulting in redundancy in current processes

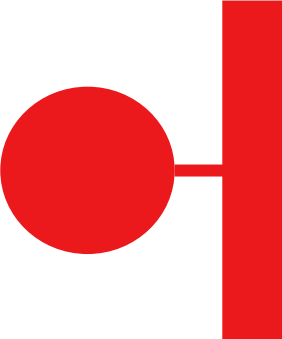
Recommendations– Asset Management



Building Condition Assessments for the purpose of meeting O Reg 588/17

Establish complete list of capital assets - potential asset retirement obligations (PSAB 3280) (e.g. old pool)
(First Phase of Facility Master Plan)

Key Findings – Technology & Lifecycle Costs



Technology Use is Low/Limited– Lifecycle costs are unknown/undocumented

Limited documentation to track maintenance management activities or to formulate a facility systems perspective

Recommendations – Technology & Lifecycle Costs

Technology Use is Low – Lifecycle costs are not known.

- Very few of the facilities are well documented from a maintenance management or a facility systems perspective
- Start with implementation of a work order system, asset management system or similar system that will capture lifecycle costs.

(Key component for FM Decision making)

Key Findings-Facilities Management



Facility Management Team concept recently established - will need time, training and support to adapt to the new expectations

- Team training will be required and need to develop a team lead – patience will be key

Recommendations -Facilities Management Team

Confirm the TEAM – New Roles and Responsibilities

Develop new-updated position descriptions. Ensure clarity and accountability. Determine the future role for TECK Environmental Maintenance Manager for clarity and accountability.

- Identify skills and knowledge gap and establish a commitment (money and time) to ensure training for the staff in their new roles
- Premature to make staffing recommendations until decisions are made related to divestment of facilities
- Consider hiring external consultant to assist transformation and training.



Key Findings – Facilities Management



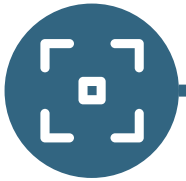
Historic practices suggest that the organization has lacked progressive management practices – Times are changing!

Recommendations– Change Management



Establish a change management program to ensure the integration of Facility Management across the organization. Identify a Champion in the organization who will support the integration and development of the “Team” and to ensure the TEAM’S success


Key Findings – Sustainability



Facilities are not sustainable in their current form

- No long-term plan - financial challenges obvious

Recommendations – Sustainability



**Utilizing the principles of FM, undertake a five-year review of existing energy consumption for each facility. Then identify 3-5 opportunities to reduce costs. Consider the development of a strategy to fund the opportunities through energy savings
Track and report on progress.**

**Divestment of limited or unused facilities
Think strategic – think long term.**

Key Findings – Facilities Rationalization



Timing is (NOW) Urgent to decide the future of some facilities.

Recommendations– Facilities Rationalization

Urgent need to decide the fate (investment requirements) of some facilities

Undertake facilitated senior management workshop – establish decision matrix/tree to guide

Facility decisions

(FM Roadmap – internal stakeholders)



Recommendations– Facility Top 5 Priorities

Sequence/ Priority	Location	Year (TCAs)	Estimated Financial Investment	2021	2022	2023	2024
1	Public Works Garage	1924	\$ 600,000	\$ 600,000			
2	Salt Sand Dome & Outdoor		\$ 1,150,000	\$ 1,150,000			
3	Museum of Northern History	1930	\$ 1,600,000	\$ 616,000	\$ 328,000	\$ 328,000	\$ 328,000
4	Fire Hall	1935	\$ 4,500,000		\$ 4,500,000		
5	Public Works Office	1966	\$ 700,000		\$ 700,000		
			\$ 8,550,000	\$ 2,366,000	\$ 5,528,000	\$ 328,000	\$ 328,000

Recommendations– Facility Asset Retirement Obligations & Other Costs

Location	Year (TCAs)	Financial Implications	2021	2022
Old Pool (Asset Retirement Obligation)	1976	\$ 5,000,000	\$ 5,000,000	
Swastika Fire Hall (ARO – cost unknown)	1956	\$ 100,000	\$ 100,000	
Heritage North (Sale loss)	2006	\$ 1,822,000		
Kirkland Lake Airport Hanger (Determine next steps/fabric)	1973	\$ 70,000		\$ 70,000
		\$ 6,992,000	\$ 5,100,000	\$ 70,000

Facilities Master Plan - Roadmap

Developing the Facilities Master Plan will require four project phases;

1. Conduct Condition Assessment of all existing facilities (Required for O.Reg 588/17)
2. Develop FM Capacity with Manager assigned to oversee all Facilities.
3. Rationalize Investments – Consider Consolidation Options – may be the most financially sound decision. Divest from Museum and other long term obligations.
4. Develop the Financing Strategy. Likely will require debt financing.

Town of Kirkland Lake Service Delivery Review of the Museum of Northern History

Final Report - December 2, 2020



About The Museum of Northern History

- ❑ Opened to Public on July 4, 1983 at the Sir Harry Oakes Château
- ❑ Heritage building - significant artifact with its connection to local gold mining.
- ❑ 12,000 square feet of basement, first and second floors, and attic
- ❑ 1.7 acres
- ❑ 5,000 northern Ontario artifacts and an archive, regional in scope, with some 20,000 records
- ❑ Temporary exhibitions by local, regional and international artists - art and heritage of the community
- ❑ Event Rental space
- ❑ Research service to respond to requests from citizens of Kirkland Lake interested in their genealogical history



The Museum's Mission

To Celebrate the spirit of Kirkland Lake through collection, research, conservation, education, and exhibition.

Objectives:

- ❑ Ensure the integrity of the Sir Harry Oakes Chateau (Designated heritage site) as an artifact and building
- ❑ Provide education, cultural programs and facilities.
- ❑ Celebrate and reflect the community recognizing its personality and ethnic diversity.
- ❑ Foster pride in the community by educating the community about itself.
- ❑ Contribute to the **economic**, social, cultural, and educational life of Kirkland Lake.



Strategic Plan 2019-23 Key Objectives

- ☐ Develop more technology-based interactive components for displays
- ☐ Promote the Museum as a 'Cultural Hub' of the community
- ☐ Survey the community
- ☐ Increase communication with OHT regarding building maintenance
- ☐ Partner with other community organizations to increase events, programming, and granting opportunities or fundraising

Museum Strategic Plan



Ontario Heritage Foundation (OHF) Agreement

The Ontario Heritage Trust owns the Sir Harry Oakes Château.

Some key Articles of the Agreement stipulate:

- ☐ Agreement between the Town and OHF commenced March 12, 1981: **60-year lease (2041) with 40-year extension**
- ☐ \$2.00 consideration
- ☐ Town must pay all costs and expenses for development, maintenance, preservation, administration of building
- ☐ Must get Written permission from the OHF for construction, alteration, remodelling to exterior of the building.
- ☐ Insurance costs borne by the Town
- ☐ Town will indemnify the OHF officers and employees ...
- ☐ Divestiture requires written approval of OHT
- ☐ Disputes arbitrated under the *Arbitrations Act* at Town's own cost
- ☐ Altering Agreement needs written agreement of Town and OHT

THE LAND TITLES ACT
DATED March 12th, 1981

DUPLICATE

215548
MAR 13 10 24 AM '81

REGISTRY DIVISION OF TIMISKAMING
(No. 54) THIS INSTRUMENT RECEIVED
at the Land Registry Office at Halleybury,
Ontario under above number and date.

S. Ames
A/Deputy Land Registrar

B E T W E E N :

THE CORPORATION OF THE TOWN
OF KIRKLAND LAKE

- and -

THE ONTARIO HERITAGE FOUNDATION

APPLICATION TO REGISTER
NOTICE OF AN AGREEMENT

Messrs. Parry & Ellice,
Barristers, etc.,
P.O. Box 250,
6 Government Road West,
Kirkland Lake, Ontario
P2N 3H7

*Landlord - Tenant
Responsibilities
repairs etc*

MUSEUM UPSTAIRS, SERVERY & ARTIFACTS STORAGE





FINANCIAL CONDITION

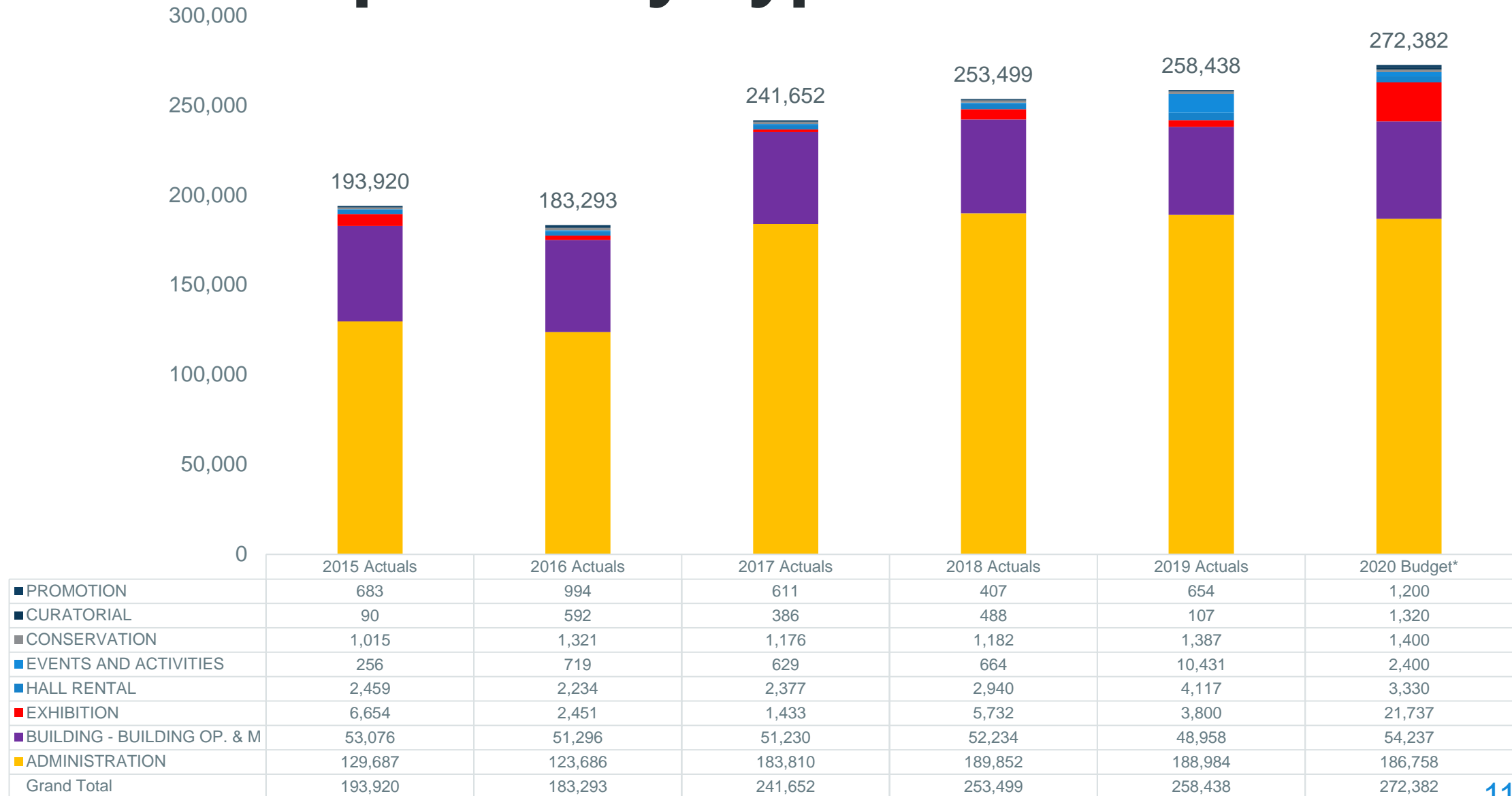
INDICATORS AND BENCHMARKS

108

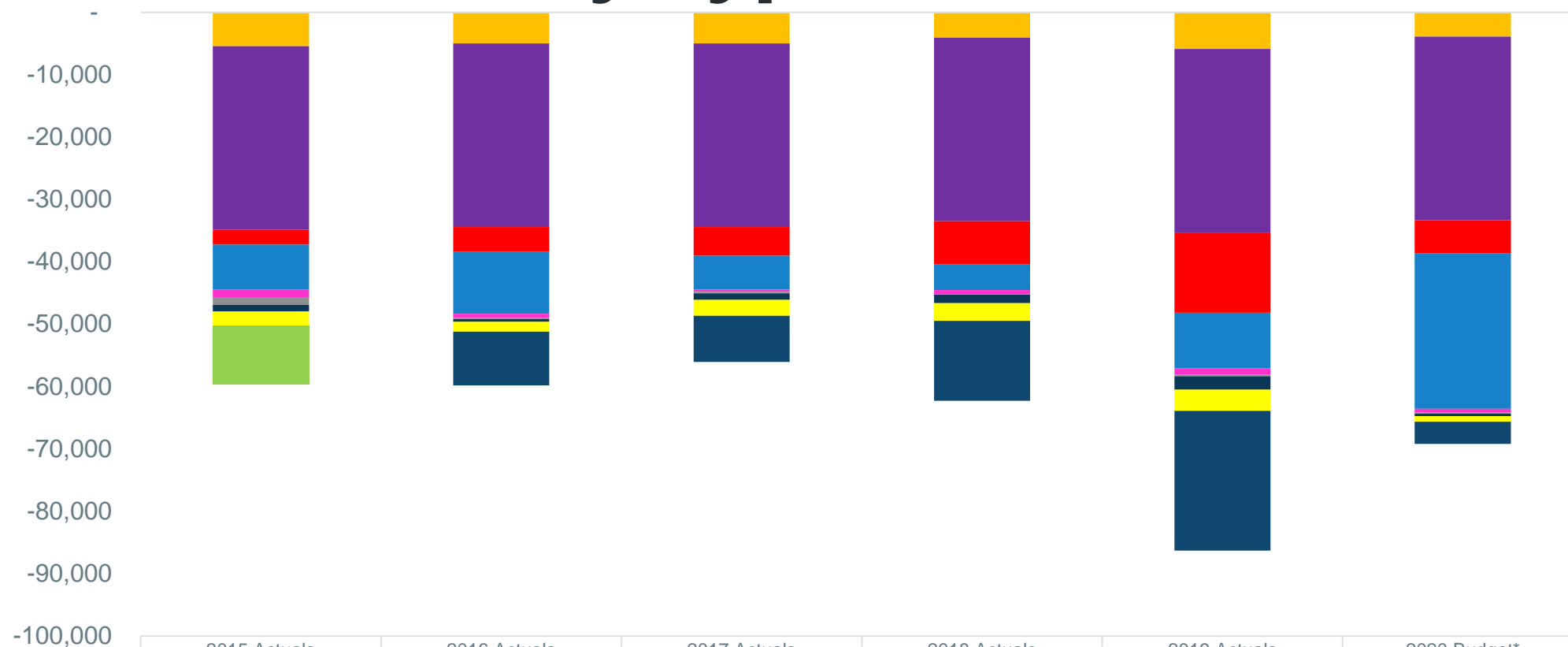
Sustainability

	2020 Budget	2019 Actual	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2015-20 TOTAL
Revenue	\$ 69,212	\$ 86,323	\$ 62,268	\$ 56,058	\$ 59,839	\$ 59,671	\$ 393,371
Expenditures	\$ 272,382	\$ 258,438	\$ 301,374	\$ 253,530	\$ 195,171	\$ 205,601	\$ 1,486,496
Profit/Loss	\$ 203,170	\$ 172,115	\$ 239,106	\$ 197,472	\$ 135,332	\$ 145,930	\$ 1,093,125

Museum Expenses by Type 2016- 2020



Museum Revenues by Type 2016- 2020



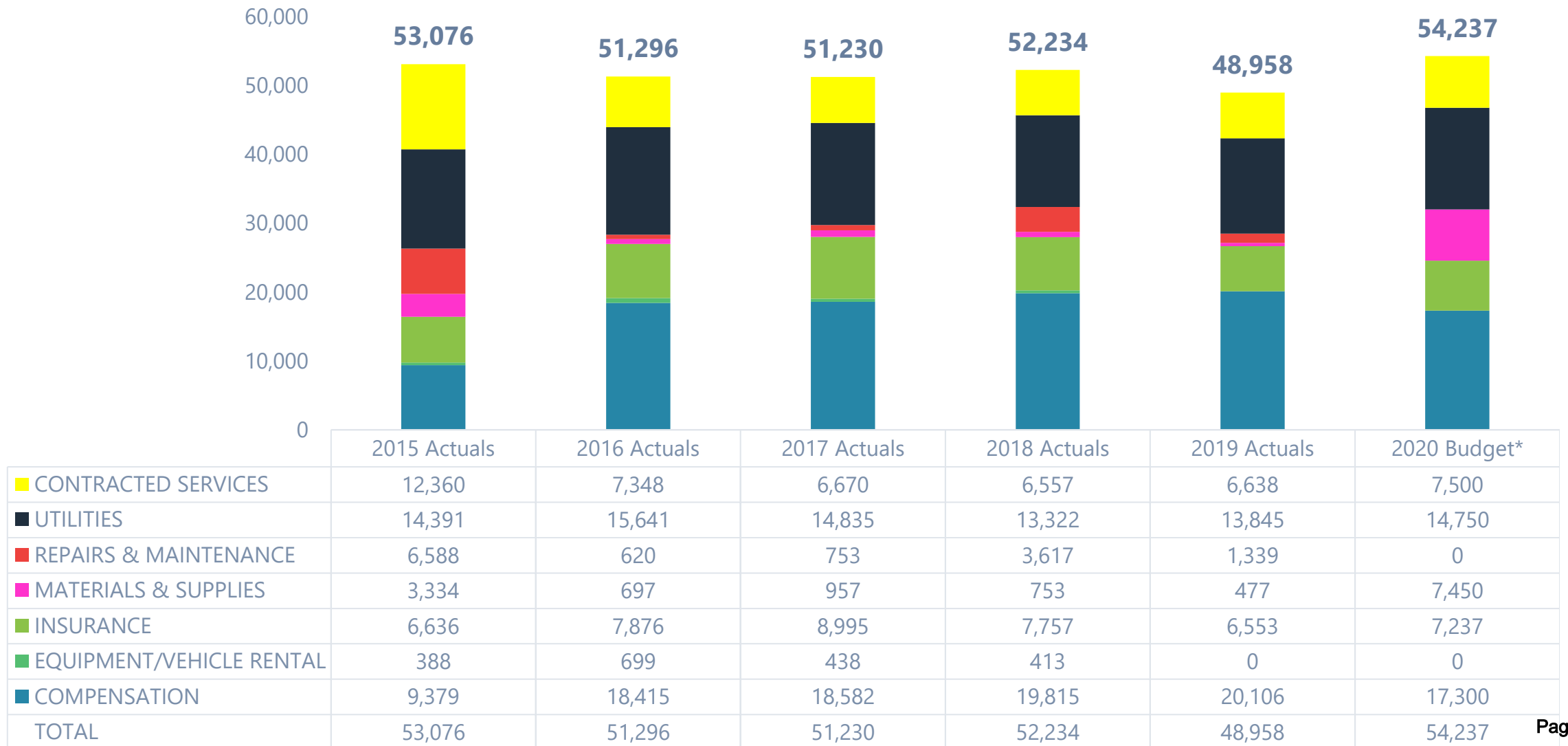
	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget*
SALES	-9,429	-8,638	-7,388	-12,785	-22,399	-3,550
RENTALS	-2,260	-1,589	-2,565	-2,857	-3,409	-900
RENTAL OF OWN EQUIPMENT	-1,080	-406	-1,036	-1,342	-2,143	-400
RECOVERIES	-1,231	-240	-249	-119	-259	-200
MEMBERSHIPS	-1,255	-615	-375	-630	-1,060	-600
FEDERAL GRANTS	-7,138	-10,000	-5,398	-4,153	-8,897	-24,900
DONATIONS	-2,405	-3,934	-4,606	-6,901	-12,843	-5,325
CULTURE & CITIZENSHIP	-29,437	-29,437	-29,437	-29,437	-29,437	-29,437
ADMISSION FEES	-5,436	-4,980	-5,004	-4,044	-5,876	-3,900

OHT Building Assessment and Deterioration

- 2007 OHT structural review of the Sir Harry Oakes Chateau
- \$1 MILLION capital expenditures Identified IN 2007 Dollars, now \$1.4 Million (2020 Dollars)
- 2007-2020: **\$224,000** spent on capital improvements
- **Roof replacement & Elevator modernization now estimated at \$617,000**
- Capital grants and other sources of funds have not materialized
- 2020 Building Audit by KL identified water damage compromising electrical functions.
- 2020 KL Fire Services identified 5 contraventions of the Fire Code - combustible material and fire separation
- OHT requested to provide information on how other municipalities manage heritage capital costs –not received

ELEMENT #	ELEMENT	2007 DOLLARS				2020 DOLLARS
		URGENT (2007)	1-5 Years (2008-2012)	6-10 Years (2013-2017)	Total Estimated Costs	TOTAL COSTS IN 2020 DOLLARS (239.1/169.4)
322	HARDSCAPE	\$ 30,000	\$ 130,000	\$ 1,500	\$ 161,500	\$ 227,950
324	LANDSCAPE	\$ 2,500	\$ 5,000		\$ 7,500	\$ 10,586
331	FOUNDATION	\$ 5,000	\$ 66,500		\$ 71,500	\$ 100,919
332	WALLS ABOVE FOUNDATION	\$ 9,000	\$ 18,500		\$ 27,500	\$ 38,815
334	DOORS AND WINDOWS	\$ -	\$ 10,000		\$ 10,000	\$ 14,115
335	ROOFING & ROOF DAMAGE		\$ 25,000	\$ 85,000	\$ 110,000	\$ 155,260
340	INTERIOR WORK		\$ 7,500		\$ 7,500	\$ 10,586
352	HEATING SYSTEM		\$ 60,000	\$ 100,000	\$ 160,000	\$ 225,832
353	AIR CONDITIONING SYSTEM		\$ 5,000	\$ 60,000	\$ 65,000	\$ 91,744
354	VENTILATION SYSTEM		\$ 30,000		\$ 30,000	\$ 42,344
355	PLUMBING & DRAINAGE		\$ 3,000		\$ 3,000	\$ 4,234
357	ELECTICAL		\$ 4,000		\$ 4,000	\$ 5,646
990	OVERHEAD	\$ 9,300	\$ 72,900	\$ 49,300	\$ 131,500	\$ 185,606
991	CONTINGENCY	\$ 8,370	\$ 65,610	\$ 44,370	\$ 118,350	\$ 167,045
992	DESIGN FEES	\$ 5,580	\$ 43,740	\$ 29,580	\$ 78,900	\$ 111,364
Grand Total		\$ 69,750	\$ 546,750	\$ 369,750	\$ 986,250	\$ 1,392,045

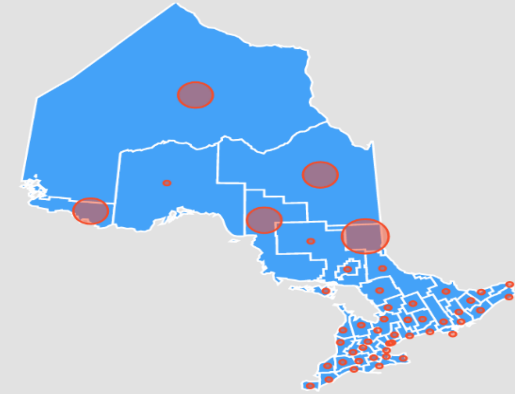
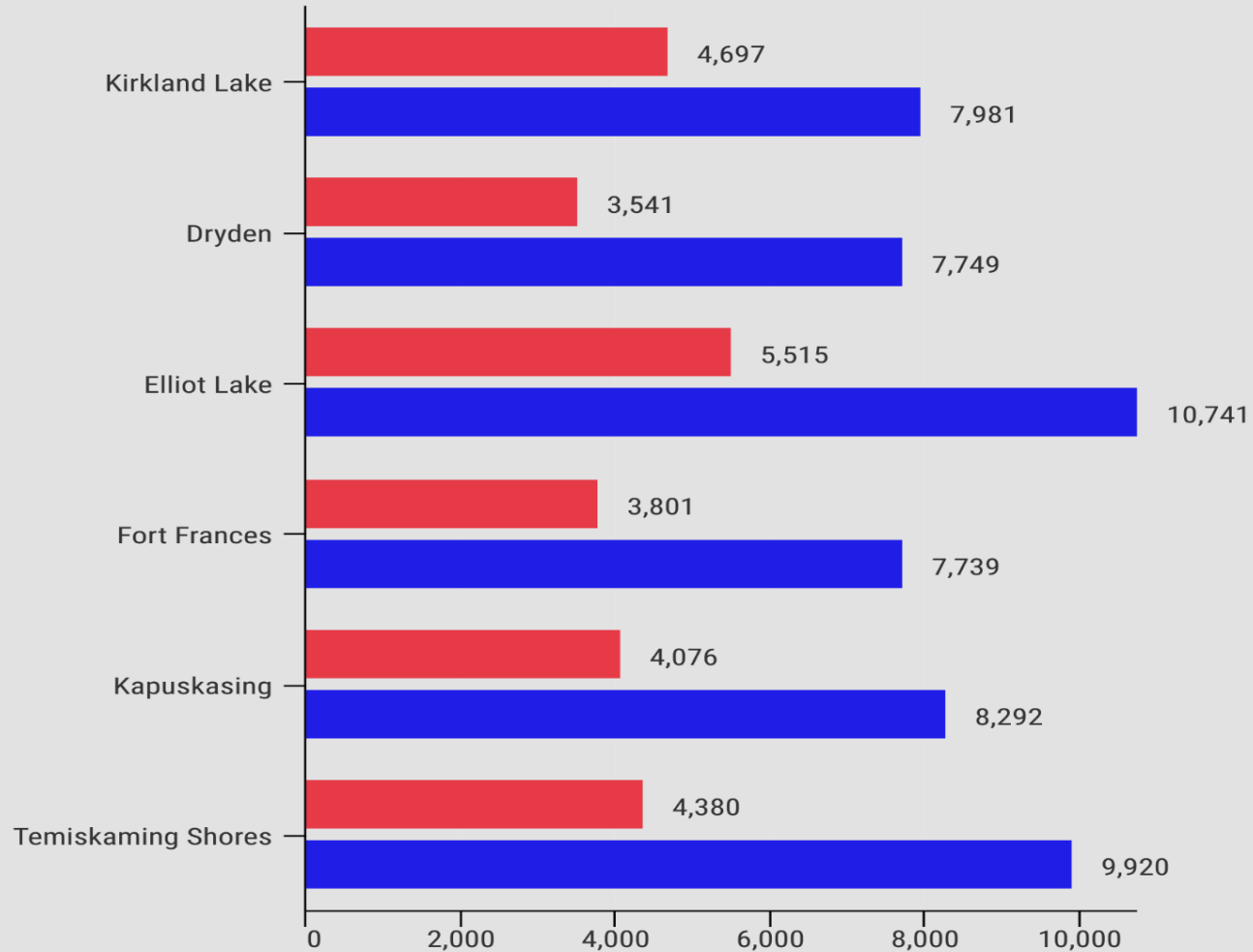
Museum Facility Expenses (2015-2020 (Budget))





KL BENCHMARKS

Population & Households



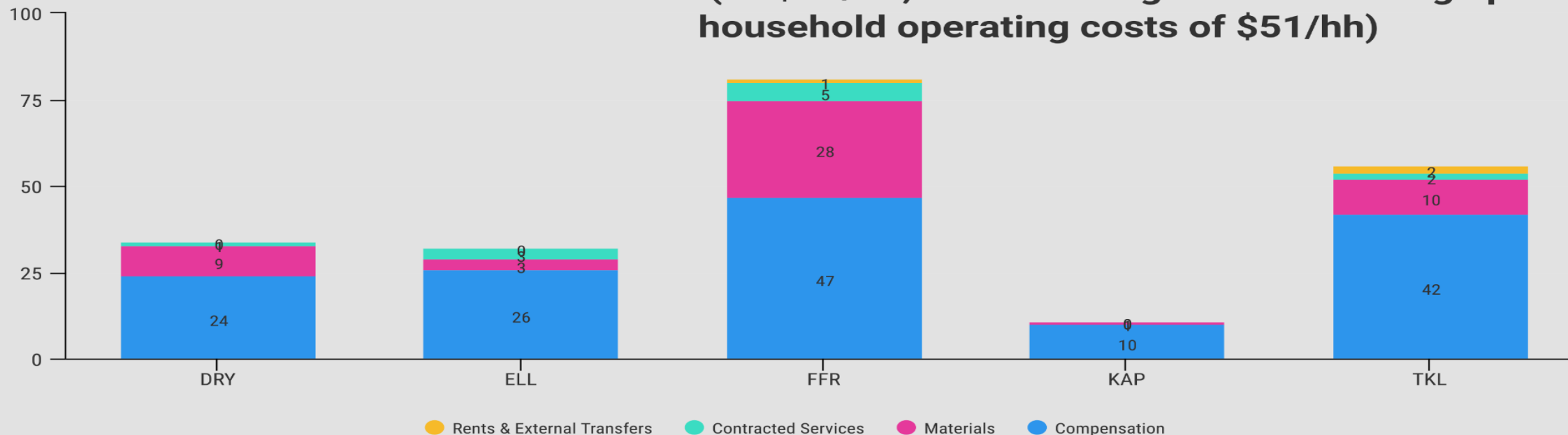
Municipality	ABBR	District	Change	Population density (KM2)
Kirkland Lake	TKL	Timiskaming	-6.03%	30.45
Dryden	DRY	Kenora	1.73%	117.07
Elliot Lake	ELL	Algoma	-5.35%	15.03
Fort Frances	FFR	Rainy River	-2.68%	303.37
Kapuskasing	KAP	Cochrane	1.17%	98.28
Temiskaming Shores	TSH	Timiskaming	-4.62%	55.70



KL BENCHMARKS - Museum Expenses by Object

Expenses by object per household ...2019

(At \$62/hh, KL is 22% higher than average per household operating costs of \$51/hh)



Expenses by object total...2019 (FIR)

(At \$265k, KL is 50% higher than average per household operating costs of \$182k)

	Dryden C	Elliot Lake C	Fort Frances T	Kapuskasing T	Kirkland Lake T	Average
Compensation	83,324	143,643	177,847	39,891	195,381	128,017
Materials	32,967	19,202	105,473	2,565	47,924	41,626
Contracts	2,700	15,741	20,002	794	11,662	10,180
Rents		754	2,189		10,612	4,518
Total	118,991	179,340	305,511	43,250	265,579	182,534

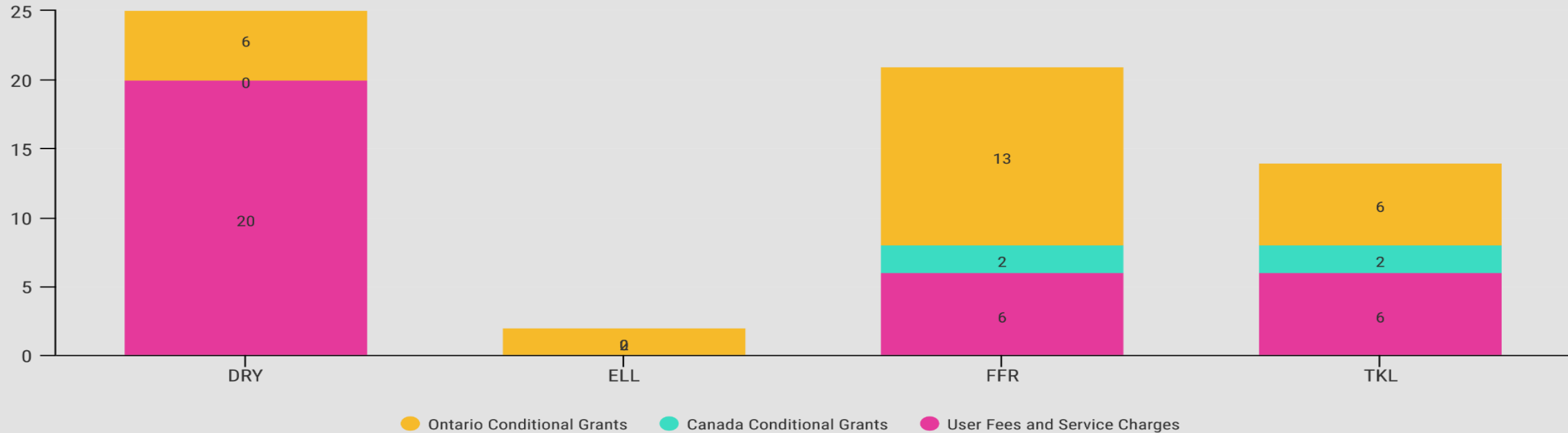
Total includes amortization



KL BENCHMARKS - Museum Revenues by Type

Revenues by type per household ...2019

(At \$5/hh, KL is at average revenue per hh)



Expenses by object total...2019 (FIR)

(At \$67k, KL is at the average revenue but below the median at \$74k)

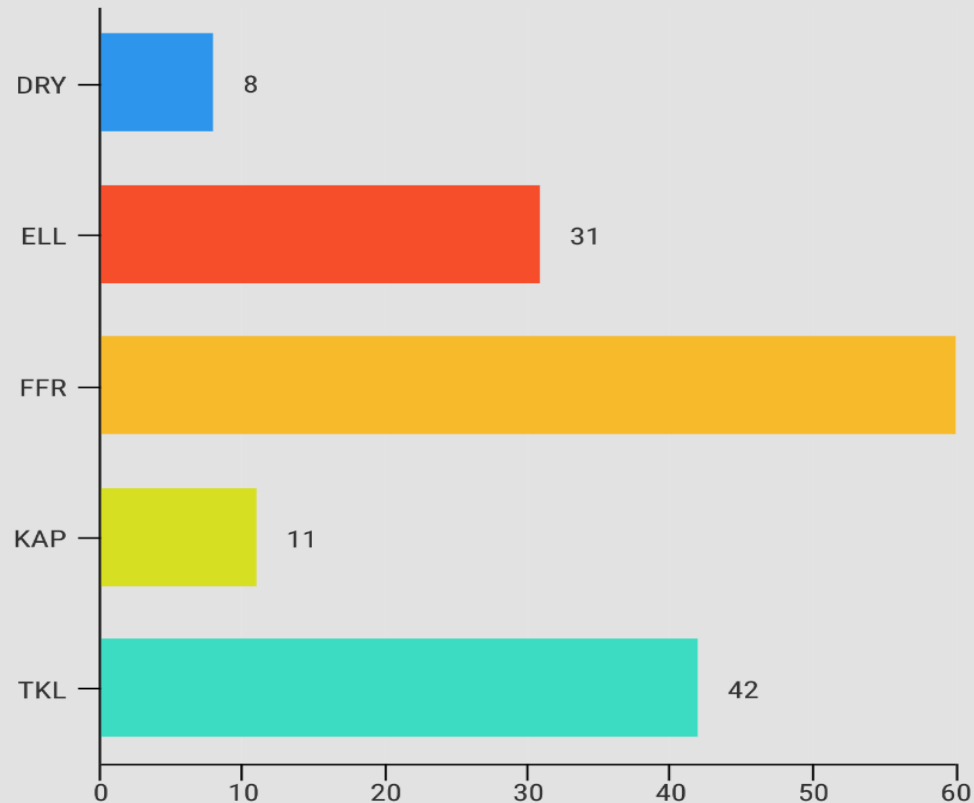
	Dryden C	Elliot Lake C	Fort Frances T	Kirkland Lake T	Average
Ontario Conditional Grants	20,701	9,450	47,938	29,437	26,882
Canada Conditional Grants			7,253	8,897	8,075
User Fees and Service Charges	70,040	161	23,967	29,594	30,941
Total	90,741	9,611	79,158	67,928	61,860



KL RESULTS- Net Levy & Recover Rates - Museum

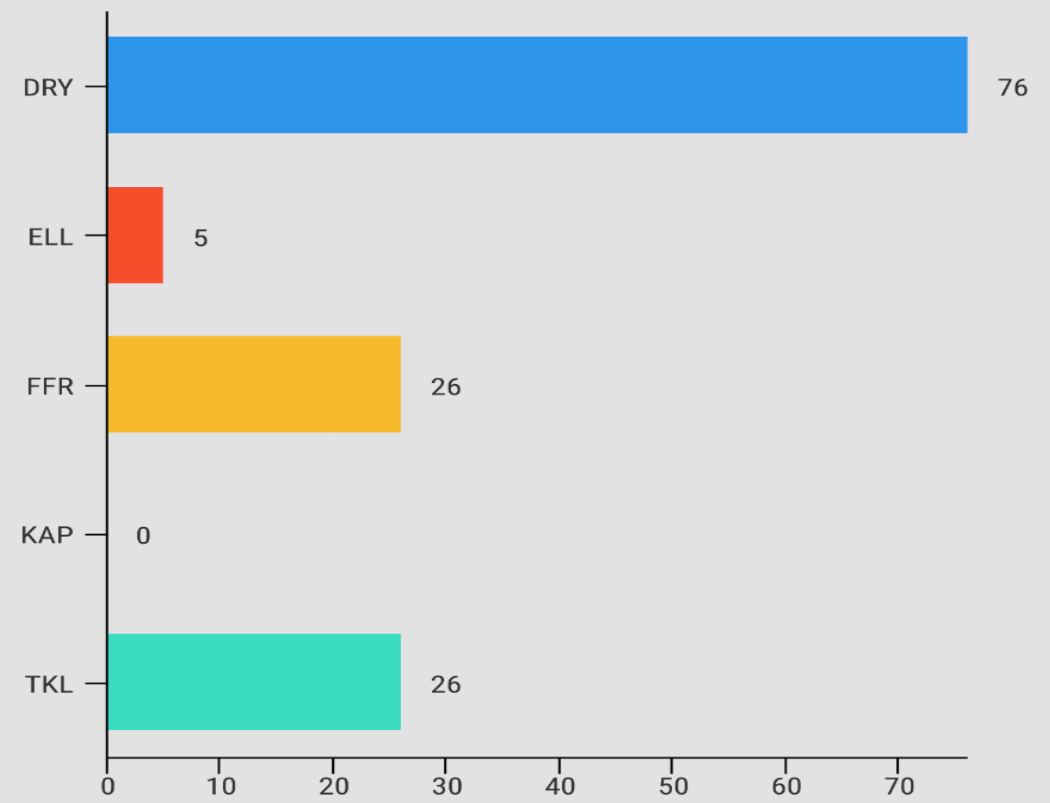
Net Levy per household...2018

(KL is above the benchmark average of \$30 by 40%)



Recovery Rate %...2018

(KL is close to the benchmark average of 27%)



MUSEUM BENCHMARKS - OPERATIONS

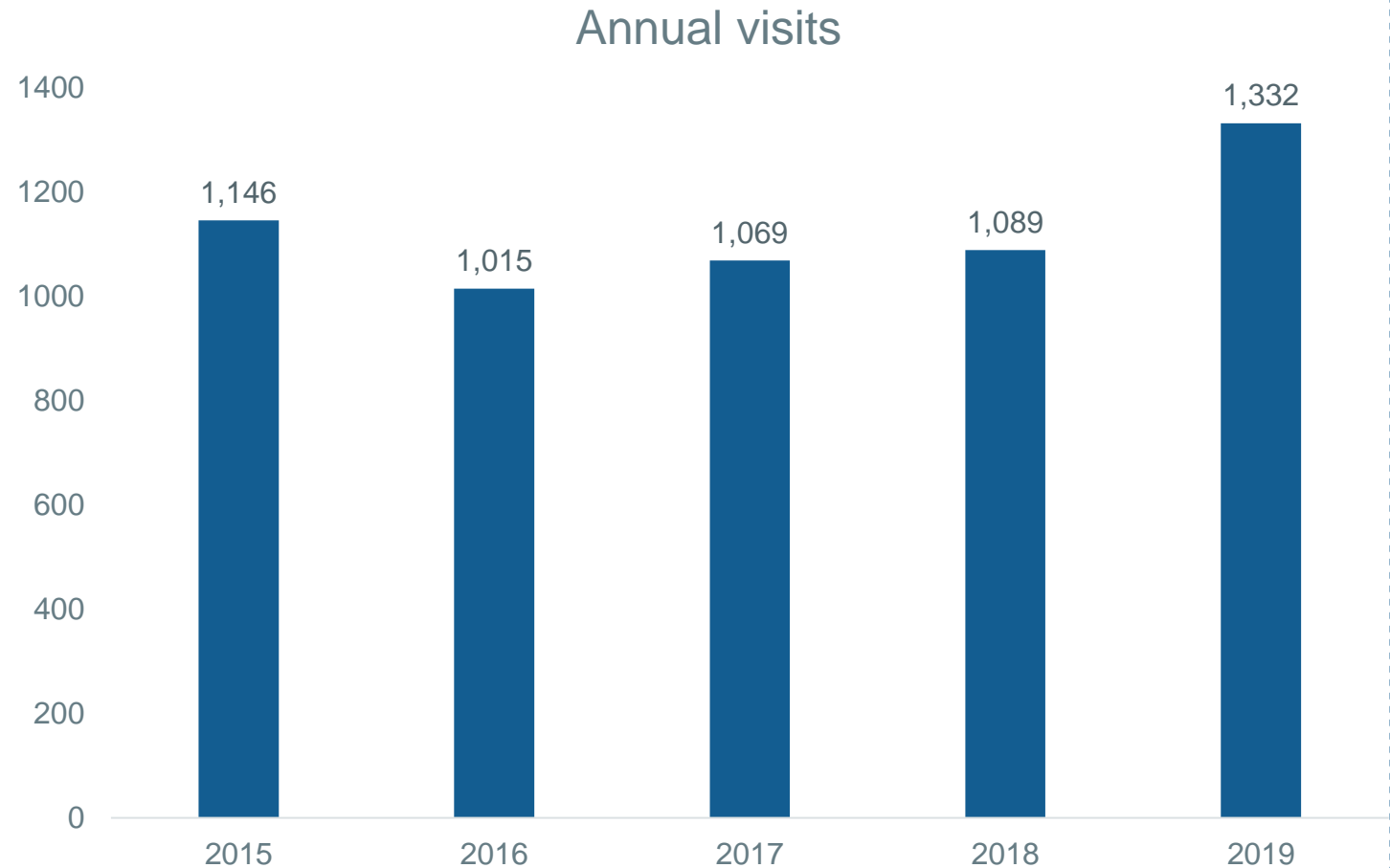
	Dryden (Hambleton House)	Elliot Lake (Nuclear Mining)	Fort Francis	Kapuskasing (Ron Morel Locomotive 5107)	Kirkland Lake (Harry Oakes Chateau)	Temiskaming Shores (Haileybury Heritage)
Admission Adults	\$3 for non-members		Summer Adults: \$5.00 Seniors & Children (6-12): \$4.00 Family: \$15.00 Winter - Donations	Free - donation	Adult: \$6.10 Senior & Student \$4.10 Family \$15.30 Special \$4.10	\$2 per adult \$1.50 seniors/students \$5 family rate
Memberships	\$25 Individual, \$30 Family \$30-55 Patrons \$56-105 Sustaining \$105 Corporate				Single : \$35.00 Family : \$50.00 Student : \$25.00 Group : \$85.00 Business :\$145.00	
Hours of Operation	9-5 pm Tues-Fri 9-5pm One Saturday per month	Summer M-F 9-5 pm	Summer 10-5 p.m. Winter 11:00 a.m. to 4:00 p.m. Tue-Sat	Summer Daily 9:30 a.m. to 4:30 p.m. Winter Closed	Summer: Tue- Fri – 10am to 5pm Sat – 12pm to 4pm Winter:Tue- Fri – 12pm to 5pm Sat - 12pm to 4pm	Summer Daily :10 am to 5 pm Winter Mon- Fri 10 am to 4 pm .
Seasons	All Year	Summer only	All Year	Summer only	All Year	All Year
Building Ownership	Town		Town	Town	Ontario Heritage Trust	Town
Staffing	1 Museum/Heritage Coordinator				1 Manager, 1 Curator 1 PT 2 Students	



SERVICE DELIVERY INDICATORS

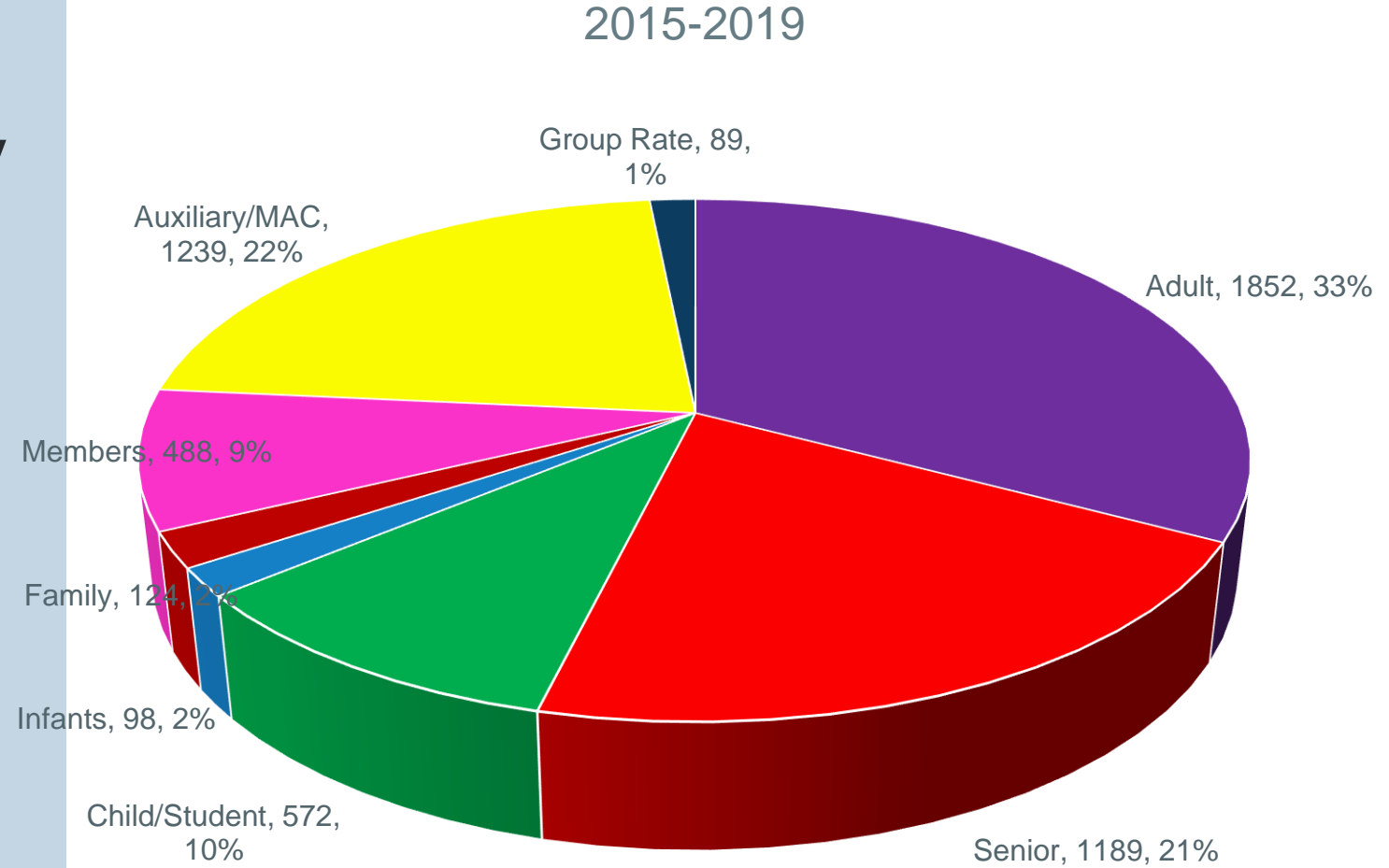
Total Museum Attendance

Museum attendance over the last five years has been relatively stable with a bump in 2019 likely attributable to the Town's 100th Anniversary. On average, 1,100 people attend the Museum annually.



Museum Attendance by Category

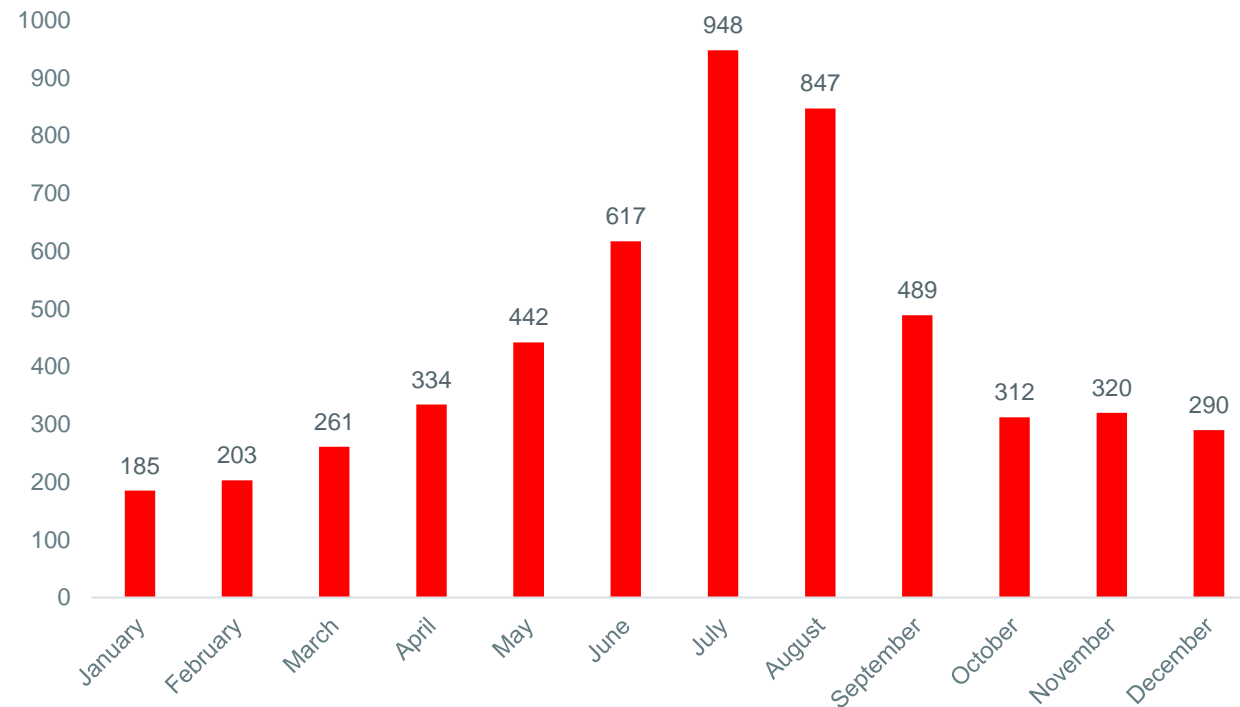
Adult attendance makes up the largest category annually(33%), followed by the Auxiliary/MAC (22%) and seniors (21%). Child/student, Members and Group Rate categories are substantially lower.



Museum Attendance by Month

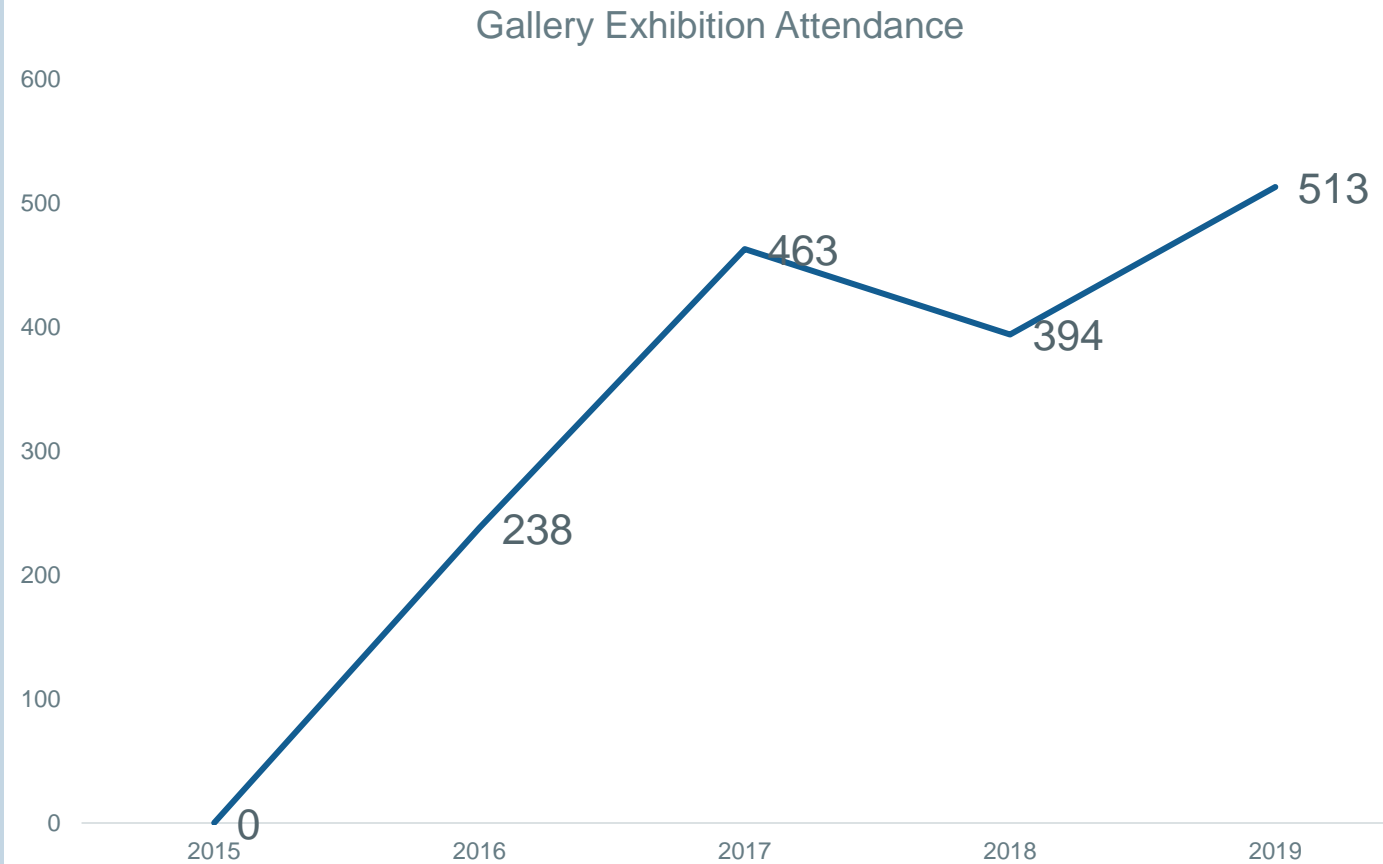
Museum attendance is highest in the summer, and lowest in winter, in particular January, February and March.

Museum Monthly Attendance
2015-2019



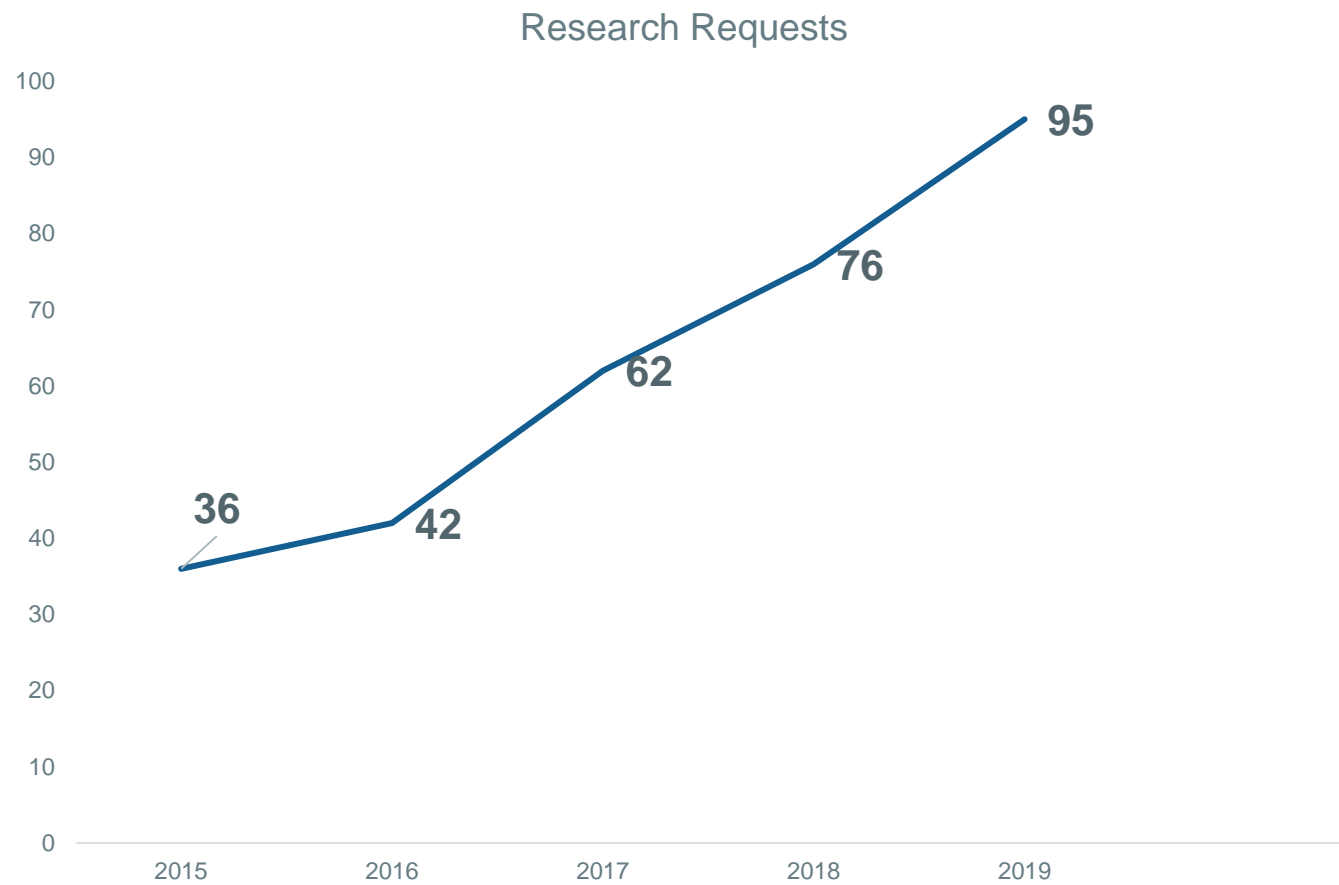
Gallery Attendance

Gallery exhibition attendance has been on the increase over the last five years, most recently averaging between 400 and 500 attendees annually.



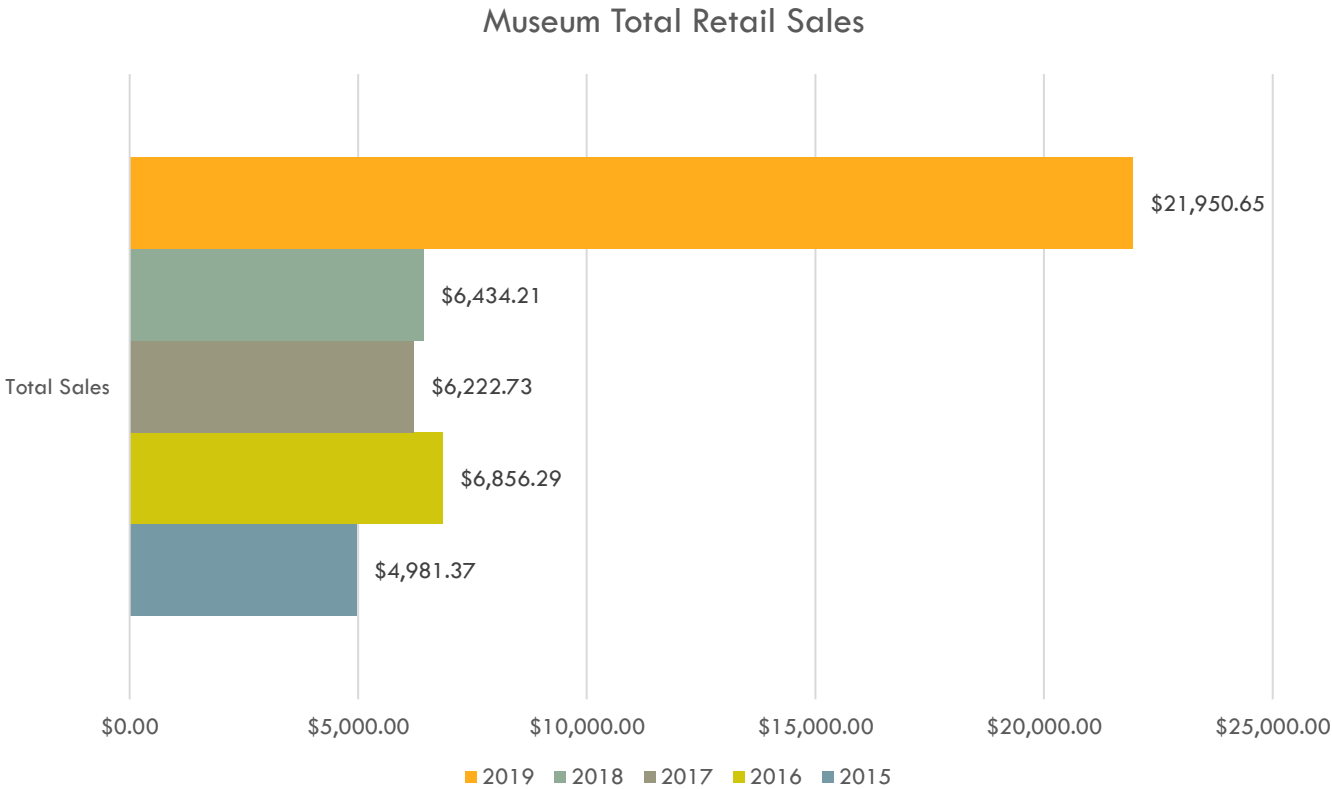
Research Requests

There has been a significant increase in research requests over the last five years, with the greatest increase in 2019, likely due to the Town’s 100th Anniversary. On average, 60 research requests are received annually.



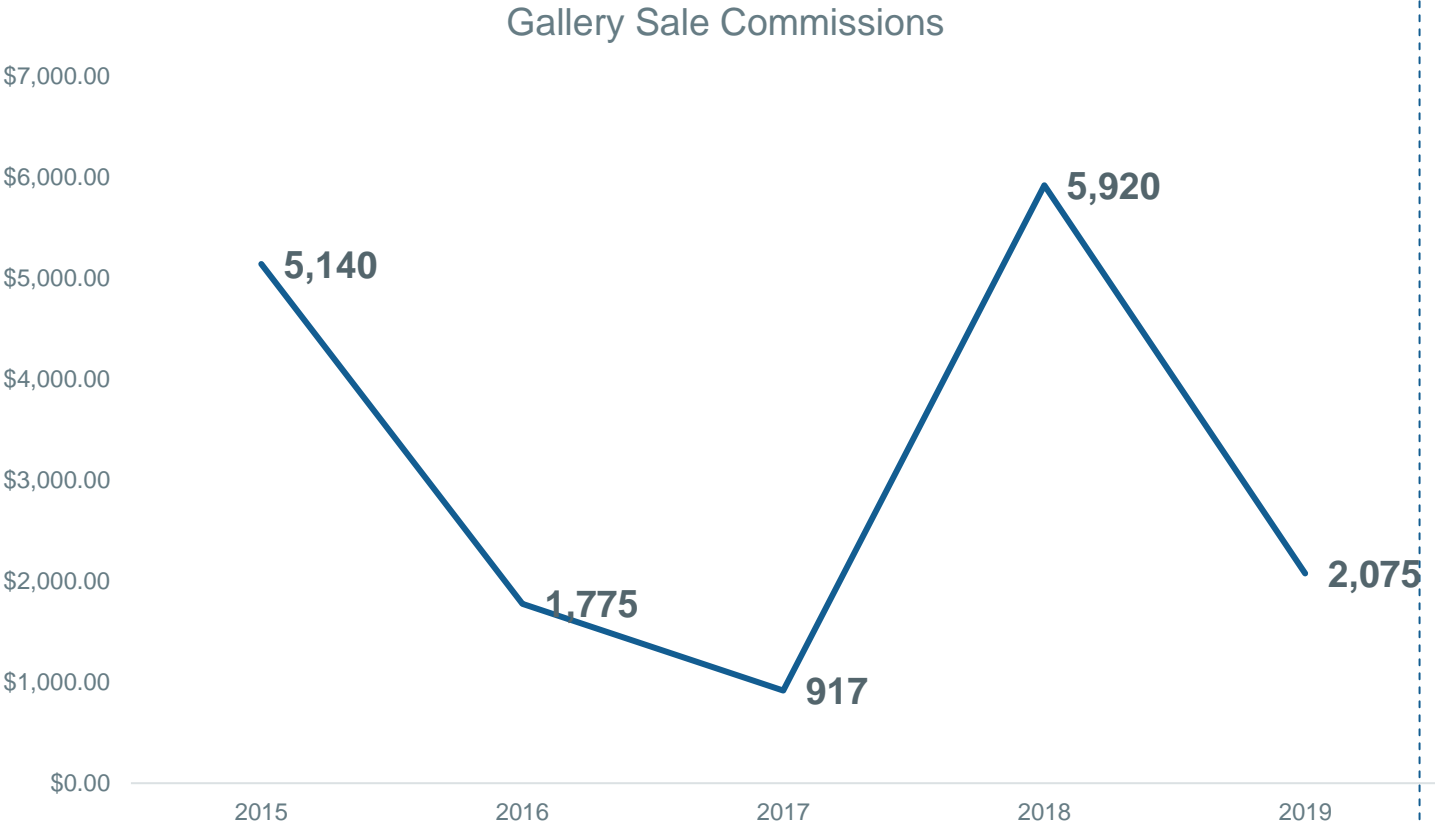
Museum Total Retail Sales

Total retail sales were significantly higher in 2019, at around \$22,000, likely due to the Town’s 100th Anniversary. Sales in other years totaled around \$5,000 to \$7,000 annually.



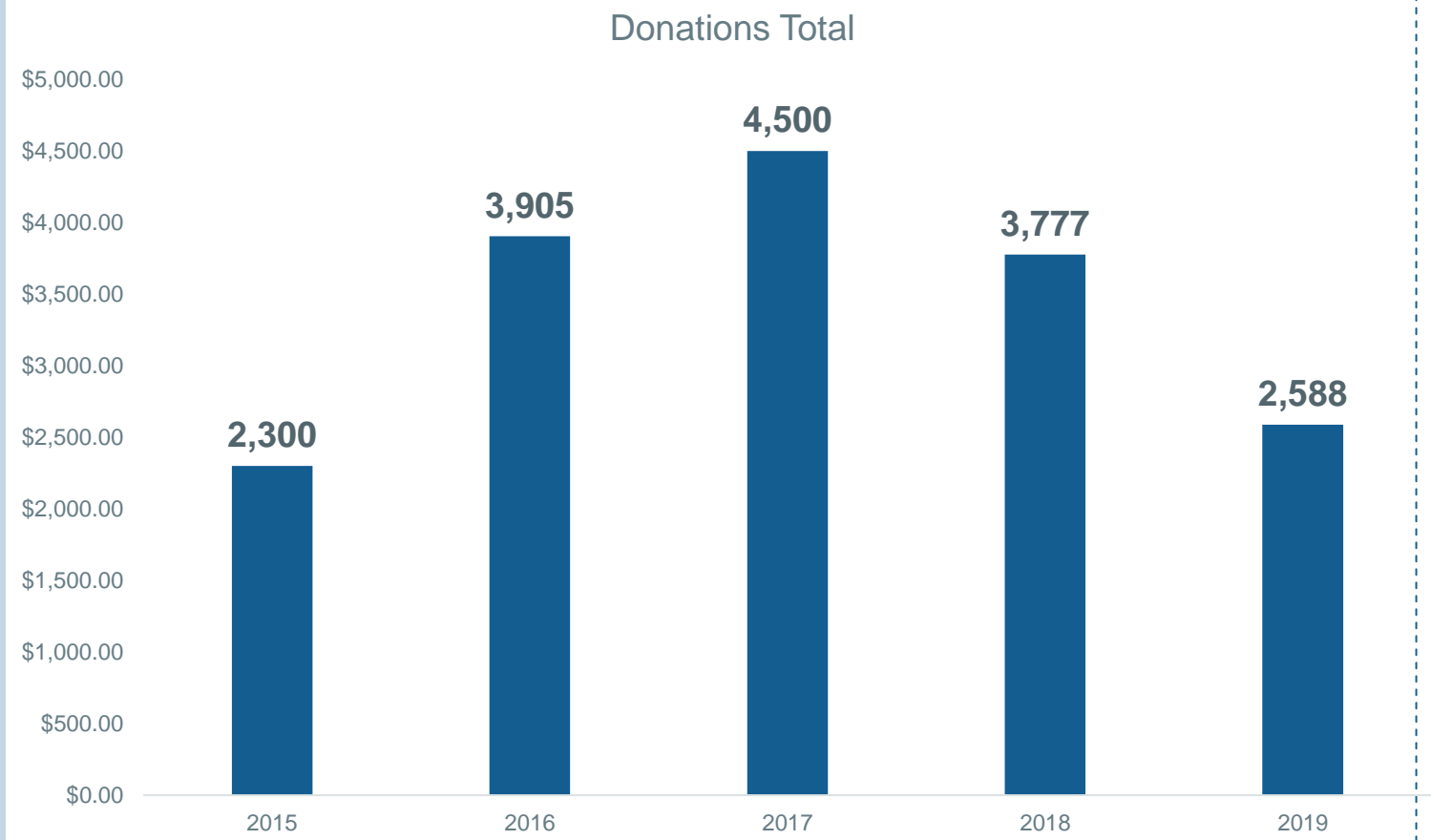
Gallery Sale Commissions

Gallery sale commissions are variable and likely artist dependent with a high in 2018 of \$6,000, and a low in 2017 of \$1,000.

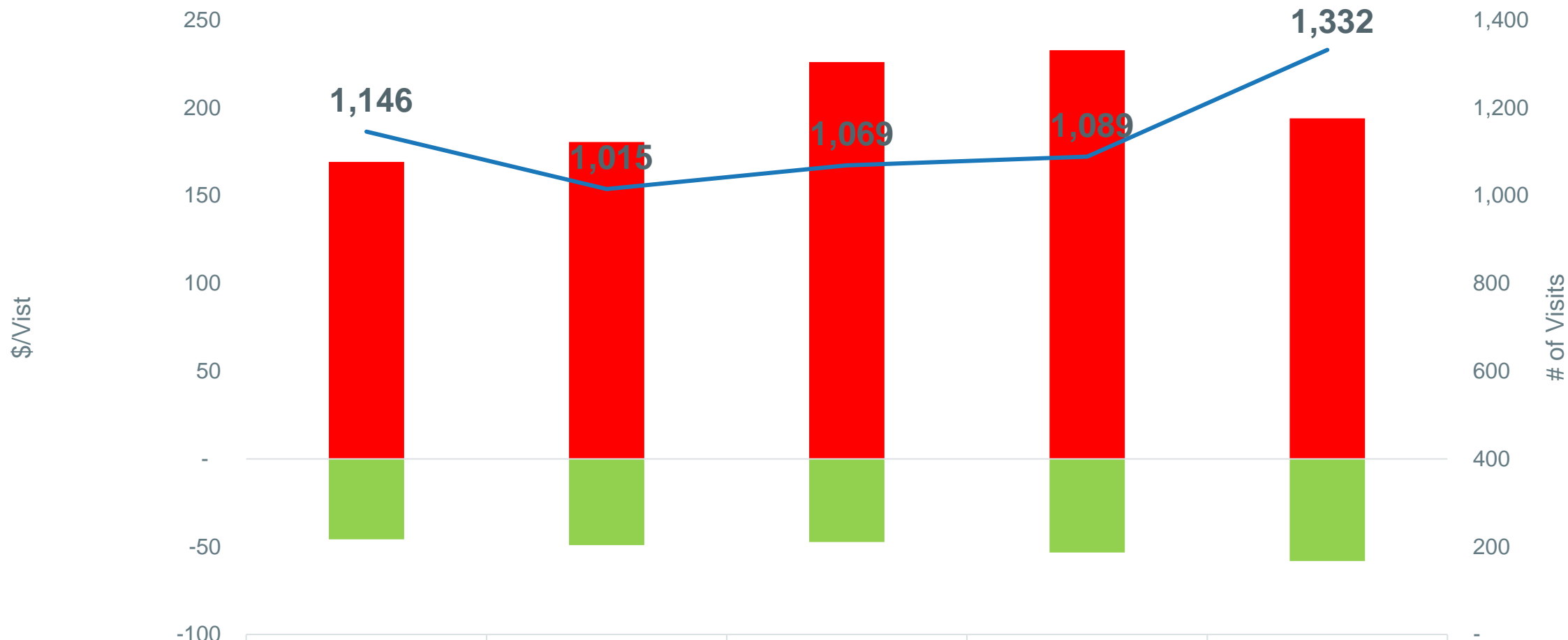


Monetary Donations

Monetary donations are on the decline, hitting a low in 2019 of \$2,500 from a high of \$4,500 in 2017.



Museum Revenue and Cost per Visitor (2015-2019)



	2015	2016	2017	2018	2019
Revenue per visit	-46	-49	-47	-53	-58
Expenses per visit	169	181	226	233	194
Visits	1,146	1,015	1,069	1,089	1,332

Vision for the FUTURE

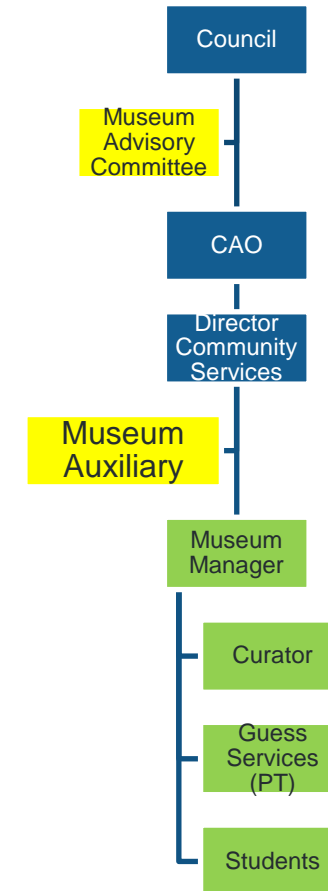




ORGANIZATION DESIGN

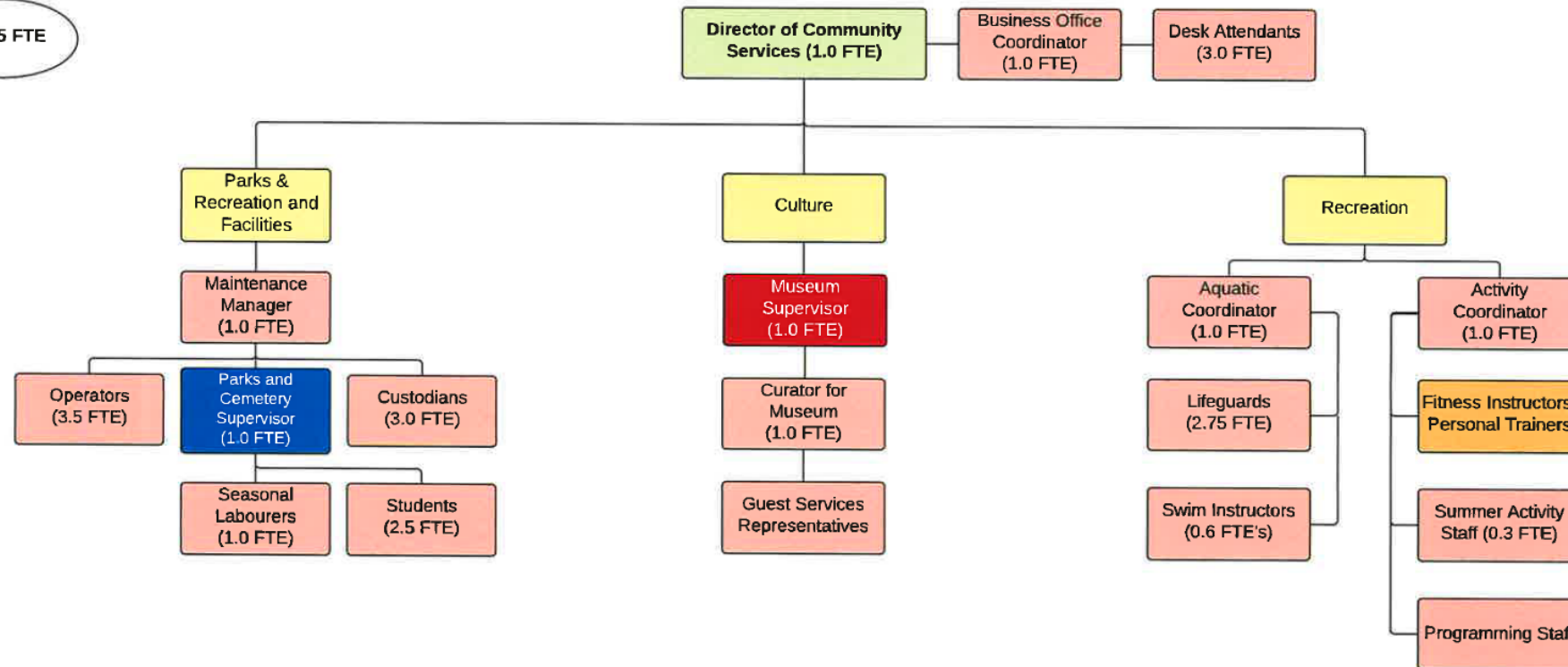
Structure & Governance

- ❑ 2020 – Change in Director responsible
- ❑ The Museum Advisory Committee has Terms of Reference from Council which include:
 - Making recommendations to Council to benefit the Museum
 - Reviewing/recommending an annual budget to Council
 - Developing/recommending to Council capital works
- ❑ The Museum Auxiliary maintains the Museum's appearance and interpretive capabilities through fundraising and personal commitments, and hosting and assisting with events and activities



Community Services

24.65 FTE



Silos

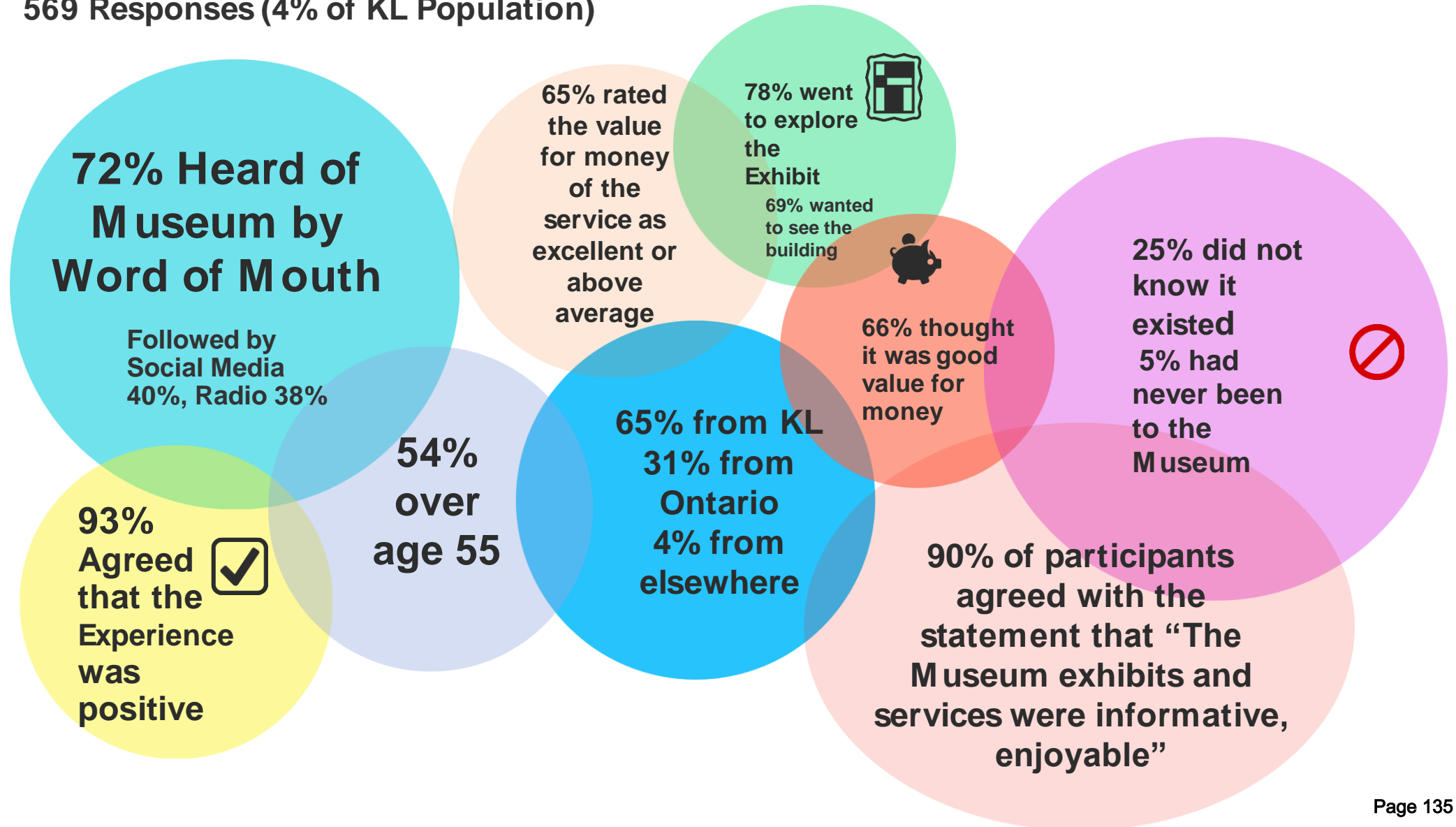
- ❑ Existing reporting structure splitting Culture and Recreation creates siloed functioning
- ❑ Integration of Museum staff within a new department called Culture and Recreation would lead to
 - greater synergies (e.g. events planning)
 - greater access to resources (e.g. Activenet for online bookings)



FINDINGS & OPPORTUNITIES

Museum Survey Facts

569 Responses (4% of KL Population)



Survey Observations

Of the 5% who would not recommend a visit, some of the reasons included:

- Nothing really special
- Old outdated building
- There is no turnover of information
- They need more interaction and less clutter
- As a taxpayer, I don't think the museum is worth keeping open; it's just another building that ends up costing taxpayers

- ✓ Good response to the survey demonstrating community engagement.
- ✓ Some residents have not visited the Museum because they have not heard of it.
- ✓ Exhibits are the main draw for persons in the community, followed by art shows and events.
- ✓ Although the building is a draw, it is not the 'main event'
- ✓ Most heard of Museum via Word of mouth
- ✓ Most found the visit to be a positive experience.
- ✓ Most visitors reside in Kirkland Lake and are 55 plus
- ✓ Most visitors would recommend a Museum visit, indicating appreciation, pride, and value.
- ✓ Visitors have a desire to share the experience with others and can act as ambassadors to increase attendance

Commendations

Partnerships - Arts Community

Events Exhibits

Auxilliary Art Shows Strategic Plan

Cultural Hub Idea Digitization of artifacts using PastPerfect

Museum Advisory Committee

“

Without continual growth and progress,
such words as improvement,
achievement, and success have no
meaning.

BENJAMIN FRANKLIN

Key Findings



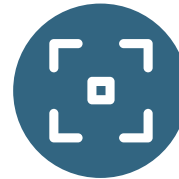
Museum is not Financially Sustainable



**Organization structure promotes
Siloed Functioning and Inadequate
Access to Resources**



Systems Are Outdated



Museum Governance is Ineffective



No Business Plan – Work is Unfocused



**The OHF Chateau Agreement is a
Liability**

Key Findings – Financial Sustainability

The Museum Is Not Financially Sustainable in its Current Form

- High capital costs, increasing operating expenses, and diminishing revenues make the Museum financial unsustainable in its current form.
- Revenues are generating \$5/household per year. Costs are over \$62/household/year (Net cost to residents = \$57/household/per year. To make this sustainable, memberships and fees need to increase and/or costs decrease.
- \$150 Net Cost per Visitor



Recommendations - Sustainability

Create a Long Term Financial Sustainability Plan

- **Create a plan to reduce capital expenses, reduce operating expenses, and increase revenues by focusing on Museum relocation, staff rationalization, revenue targets, fundraising and business development.**
- **Consider a KL Resident Card representing their contribution and to encourage visitors.**
- **Negotiate with the Ontario Heritage Foundation – re: the Chateau.**

Key Findings – Systems

Systems Are Outdated



- **Most business transactions are manual/paper based – admissions, member tracking, research requests. Retail transactions in the Museum shop are primarily cash based.**
- **There is no online booking or payment transaction capability.**
- **Museum server is 8 years old and past its life cycle**

Recommendations – Systems

Modernize Systems

Implement ActiveNet – already used in Recreation to including online bookings and payments, point of sale and customer relationship management.



Key Findings-Business Planning

No Business Plan – Work is Unfocused

The Strategic Plan is not supported with a business plan to implement its strategy.

Programming and Services are Unfocused

Fees and Donations are Under Performing

No User Fee Study completed recently.

No specific targets are included to drive success.

- Team training will be required and need to develop a team lead – patience will be key



Recommendations – Business Planning

Create a Multi Year Business Plan with SMART Objectives

- Need a plan with specific actions and measurable objectives to drive operational performance, achieve strategic objectives, targets and transformational change.
- Review programming and services - focus on the key areas intended for the museum.
 - Increase Business Partnership Development



Key Findings – Organization

Organization structure promotes Siloed Functioning and Inadequate Access to Resources



- In the past, Museum staff felt isolated from the Town – partly due to location. This has been addressed with new structure but can continue to be enhanced
- Little access to Town resources (skills and knowledge).
- Inadequate performance appraisal of Museum staff by prior management with no clear performance goals/objectives.
- Little collaboration between Museum and Recreation Staff

Recommendations – Organization

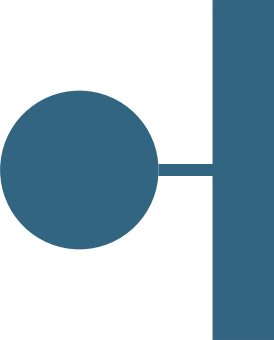
Redesign Organization Structure to Eliminate Siloed Functioning



- **Redesign organization structure to create opportunities for collaboration/rationalize of staff with Recreation Programming and improve access to Town administration skill/knowledge (e.g. marketing)**
- **Ensure regular and effective staff performance management and achievement of measurable objectives linked to the Town's strategic plan.**

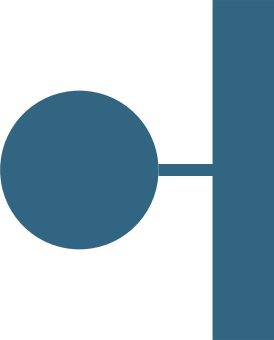
Key Findings – Governance

Museum Governance is Ineffective

- 
- The working relationship between the Museum Advisory Committee (MAC) and the Museum Auxiliary (MA) is strained.
 - There is inadequate oversight, few measurable objectives, and little reporting to Council on a regular basis regarding Museum performance.


Recommendations – Governance

Improve Governance Effectiveness

- 
- Clarify roles /responsibilities related to the Museum Advisory Committee and the Museum Auxiliary.
 - Strengthen governance among council, town administration, and museum management, including regular reporting on performance and measurable objectives.

Key Findings – The Building & OHT

The OHF Chateau Agreement is a Liability

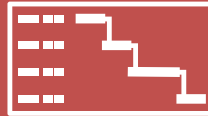
- 
- The Chateau is costly to maintain and requires significant capital investment
 - \$1.4 million (2020 \$) of capital expenses were identified in 2007
 - 2007-20, the Town has spent \$224,000 on improvements
 - A roof replacement and elevator modernization is currently needed at a cost of \$616,000.
 - Grants and other sources of funds have not materialized. The building needs a lot of work.

Recommendations– The Building & OHF



Urgent need Explore Options with OHF

**Renegotiate the Ontario Heritage Foundation
Chateau Agreement**



Background

Town of Kirkland Lake Service Delivery Review of Winter Control Services & Fleet Management

Final Report - December 2, 2020



About the Town's Winter Control Services

- Service delivery is defined directly or indirectly and how it is delivered by Ontario Regulation(s)
 - The Municipal Act Section 44
 - O.Reg 239/02 Minimum Maintenance Standards
 - O.Reg 555/06 Hours of Service
 - Environmental Protection Act
- Winter Control Services provides by Town staff supplemented by contracted services
 - Approximately 66km of roads
 - Approximately 5.5kms of laneways
 - Approximately 15km of sidewalks (not all sidewalks plowed)
 - Municipal Parking lots
 - Facilities Parking lots

Service Delivery – O.Reg 239/02 MMS and Levels of Service

- O.Reg 239/02 provides a 'due diligence' to municipalities that meet and document the service delivered
- Service levels are dependent on traffic counts and speed limits

Column 1 Average Daily Traffic (number of motor vehicles)	Column 2 91 - 100 km/h speed limit	Column 3 81 - 90 km/h speed limit	Column 4 71 - 80 km/h speed limit	Column 5 61 - 70 km/h speed limit	Column 6 51 - 60 km/h speed limit	Column 7 41 - 50 km/h speed limit	Column 8 1 - 40 km/h speed limit
53,000 or more	1	1	1	1	1	1	1
23,000 - 52,999	1	1	1	2	2	2	2
15,000 - 22,999	1	1	2	2	2	3	3
12,000 - 14,999	1	1	2	2	2	3	3
10,000 - 11,999	1	1	2	2	3	3	3
8,000 - 9,999	1	1	2	3	3	3	3
6,000 - 7,999	1	2	2	3	3	4	4
5,000 - 5,999	1	2	2	3	3	4	4
4,000 - 4,999	1	2	3	3	3	4	4
3,000 - 3,999	1	2	3	3	3	4	4
2,000 - 2,999	1	2	3	3	4	5	5
1,000 - 1,999	1	3	3	3	4	5	5
500 - 999	1	3	4	4	4	5	5
200 - 499	1	3	4	4	5	5	6
50 - 199	1	3	4	5	5	6	6
0 - 49	1	3	6	6	6	6	6

*As amended May 3, 2018

About the Winter Maintenance Plan

- Plowing, Sanding, Salting, Routes are shown in the plan.
- There are 4 plow routes including the grader's route
- The grader route appears to be overlapped by a truck route also
- Salting routes do not apply to all roads
- Sanding does not apply to all roads with each event; some would only be sanded in adverse conditions

About the Winter Maintenance Plan (WMP) - Issues

- The WMP is a mix of policy and Standard Operating Procedure – they should be separate
- The WMP indicates compliance with O.Reg 239/02 as the intent

About the Winter Maintenance Plan - Issues

- Salt routes are identified but generally occurs infrequently and only on the main road, not on the side streets.
- Maintained sidewalks are identified
- Unmaintained sidewalks are not closed by by-law per O.Reg 239/02 16.8

Winter Control Service Delivery – Materials Management

- There are no facilities to house the winter control materials – sand and salt – both are stored outside
- The winter materials piles are on third party lands through agreement
- The Town applies less than 500t per year to avoid a salt management plan.
- Avoidance of a Salt Management Plan may contribute to other winter control service delivery issues.

Winter Control Service Delivery – Facilities

- The PW Garage and office have identified improvement needs of over \$1.3m (2014)
- As noted winter control materials should be housed

Winter Control Service Delivery – Documentation

- Documentation for almost everything is paper based
- Paper is limited and not easily retrievable or analyzed
- Documentation that is electronic may exist in several different Excel files with different names
- The fleet software is very limited in its usage and usefulness in its' current format (not upgraded, not additional improvements made)



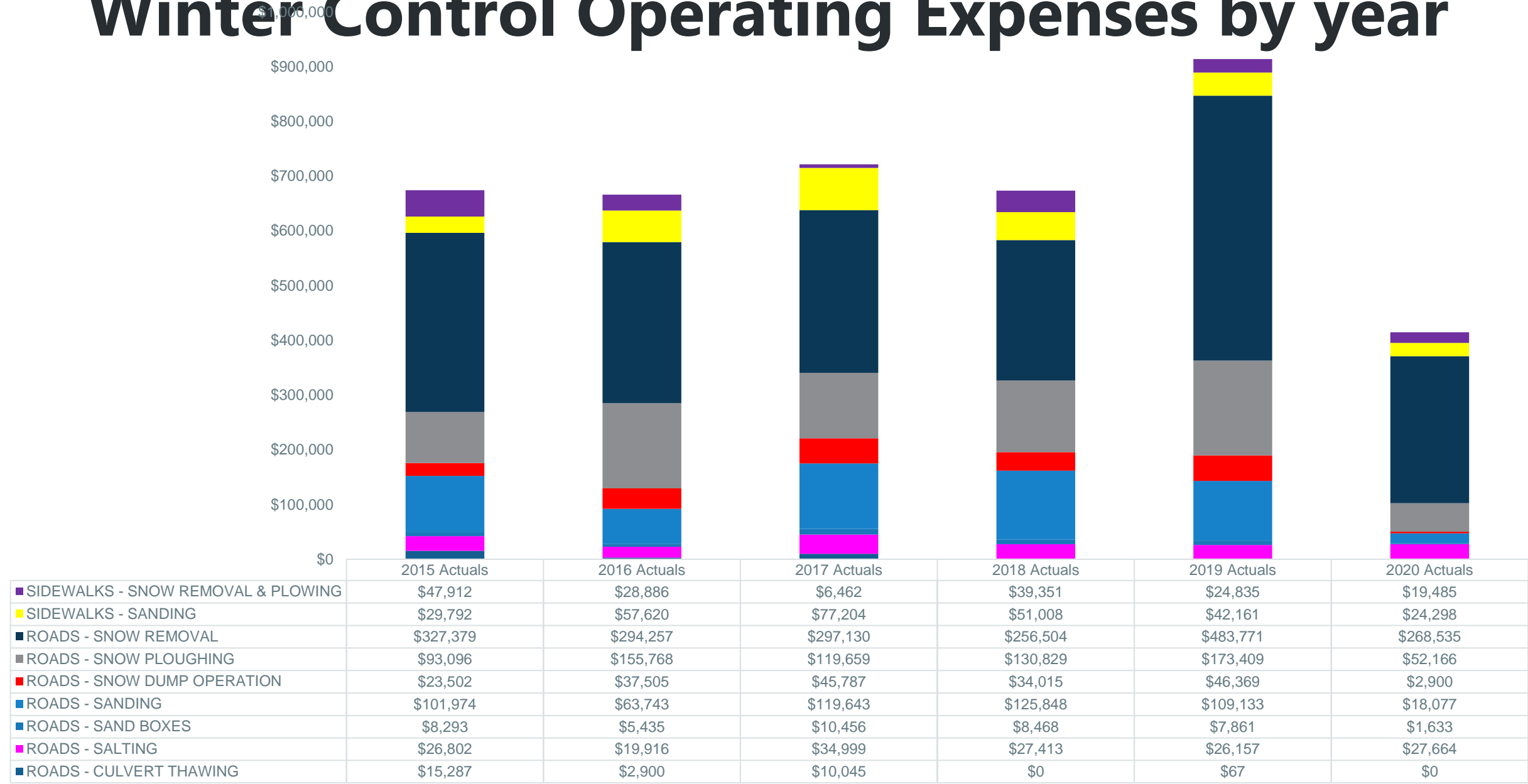
WINTER CONTROL FINANCIAL CONDITION INDICATORS AND BENCHMARKS

Why Do Financial Condition Assessment?

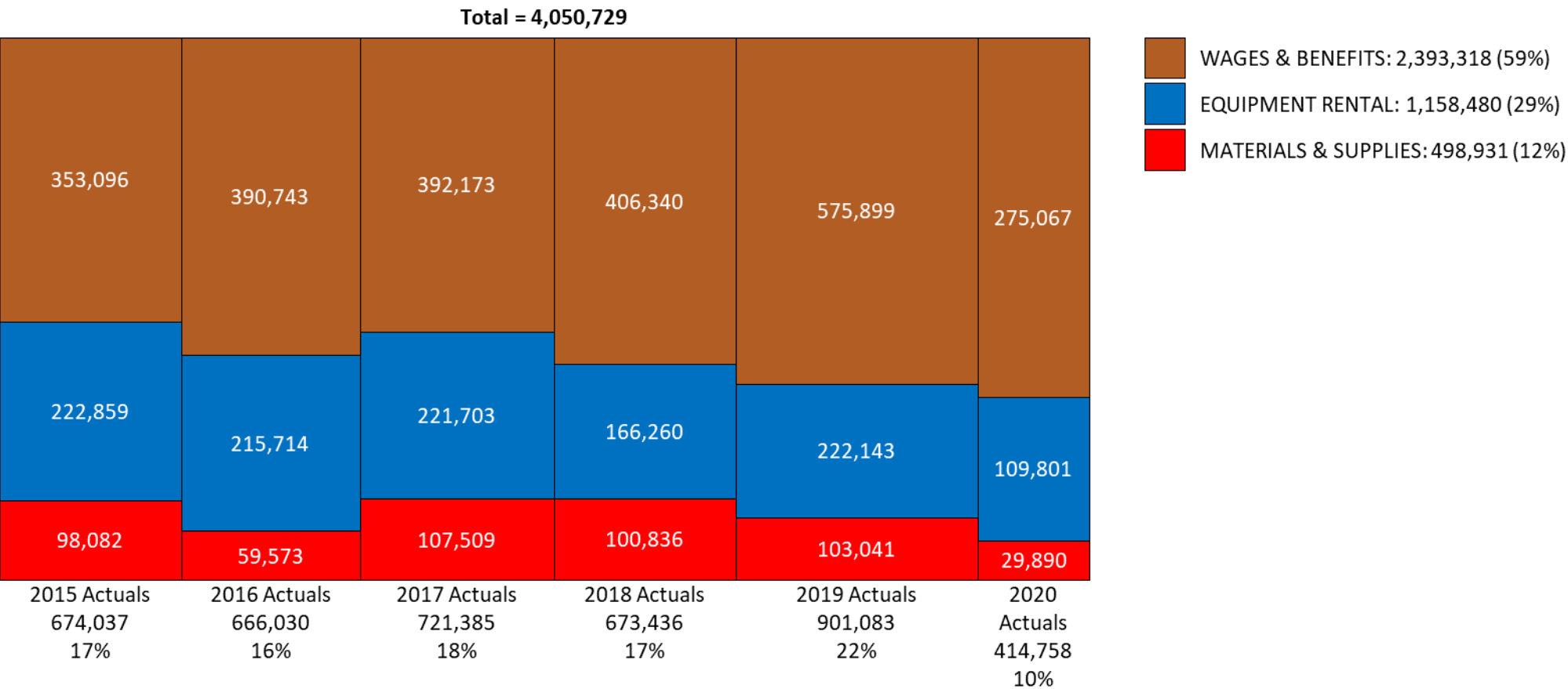
- Understand Where You've Been And Where You're Headed
- Assesses The Financial Environment And Sustainability Indicators For The Future
- Assesses The Socio Economic Environment
- Helps Identify The Key Financial Challenges And Emerging Trends And Where Decisions Will Need To Be Made
- Present Objective Picture Of Strengths/Weaknesses Before Developing Policies
- Province Also Use These Indicators For Financial Sustainability including funding decisions



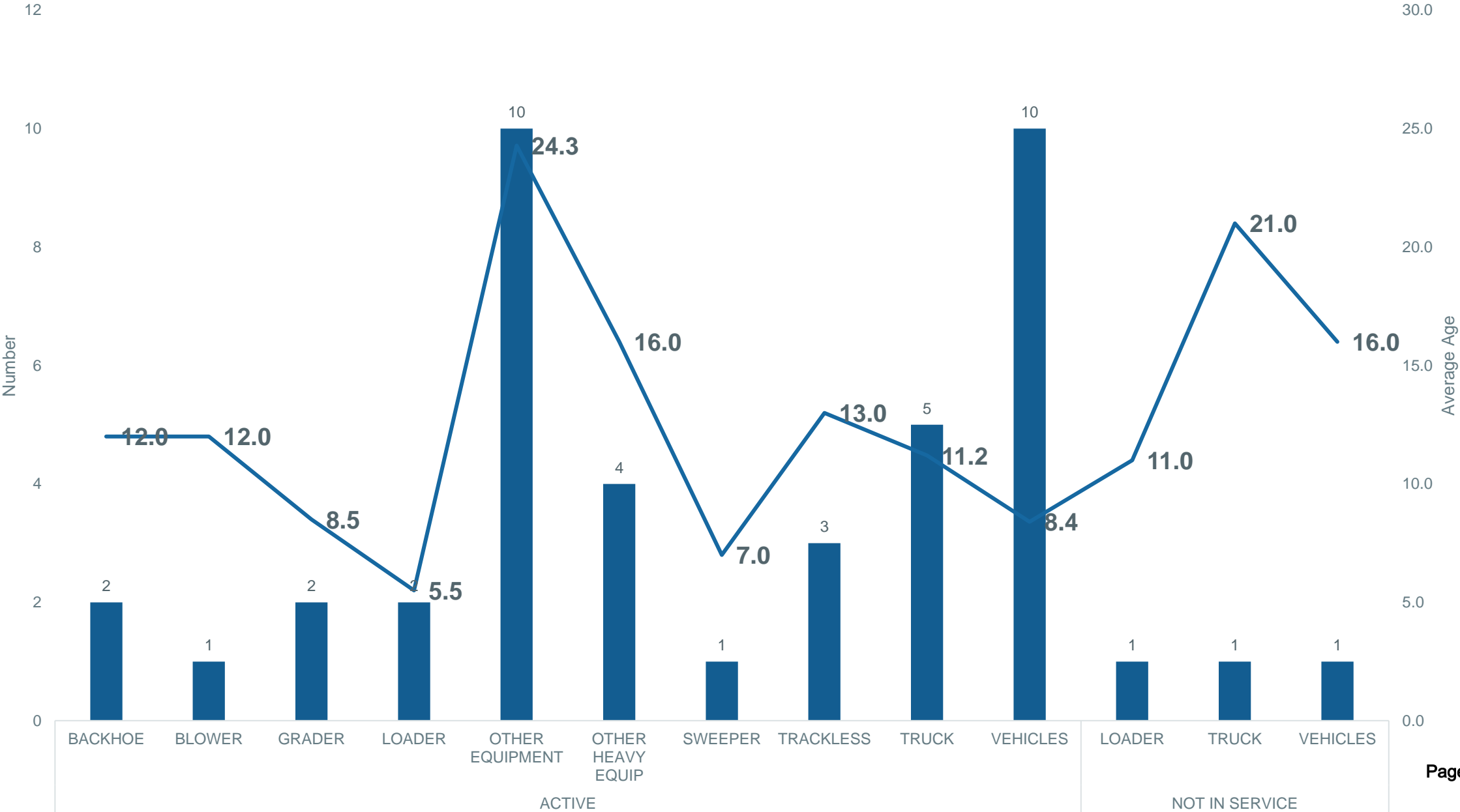
Winter Control Operating Expenses by year



Winter Control Operating Expenses by Object

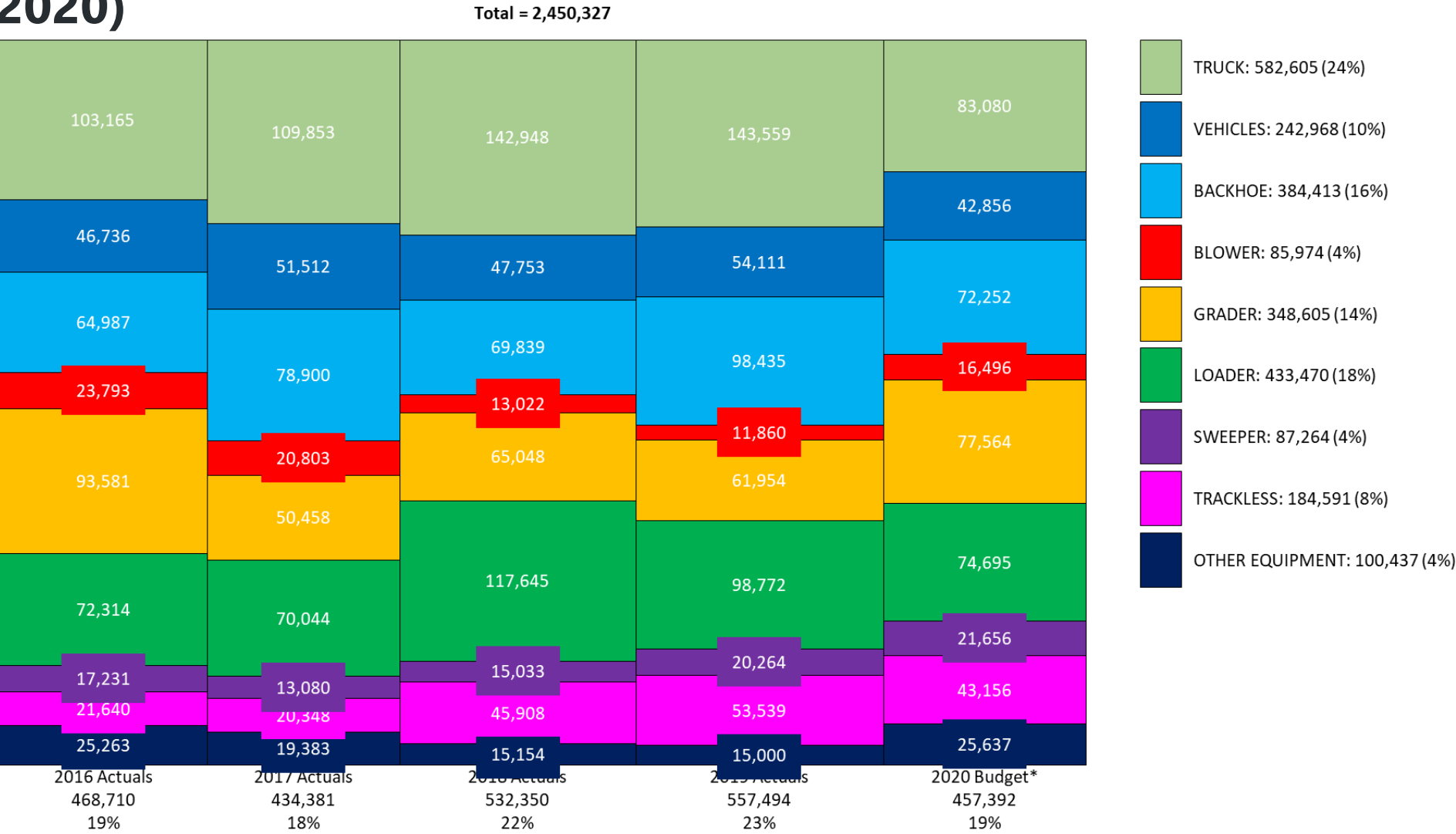


KL PW Equipment and Average Age (FROM TOWN)



Fleet Operating Expenses by Category

(2016-2020)

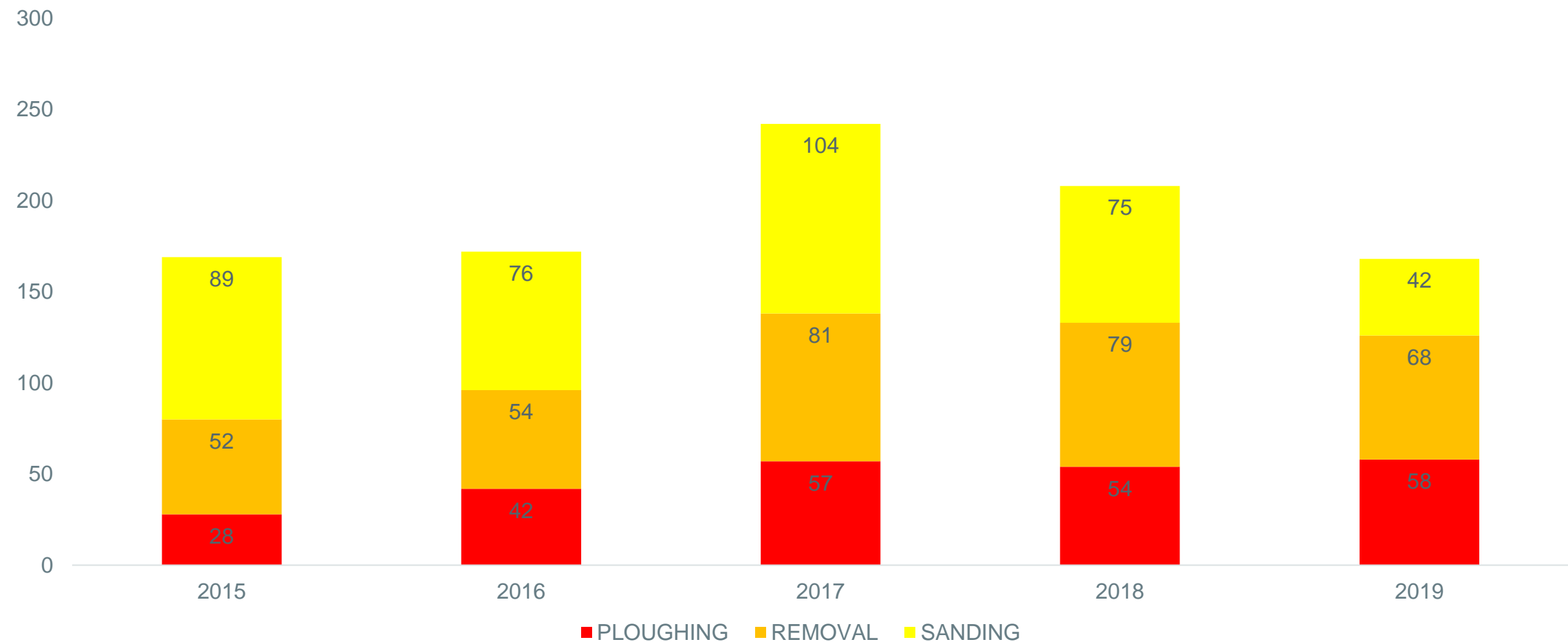




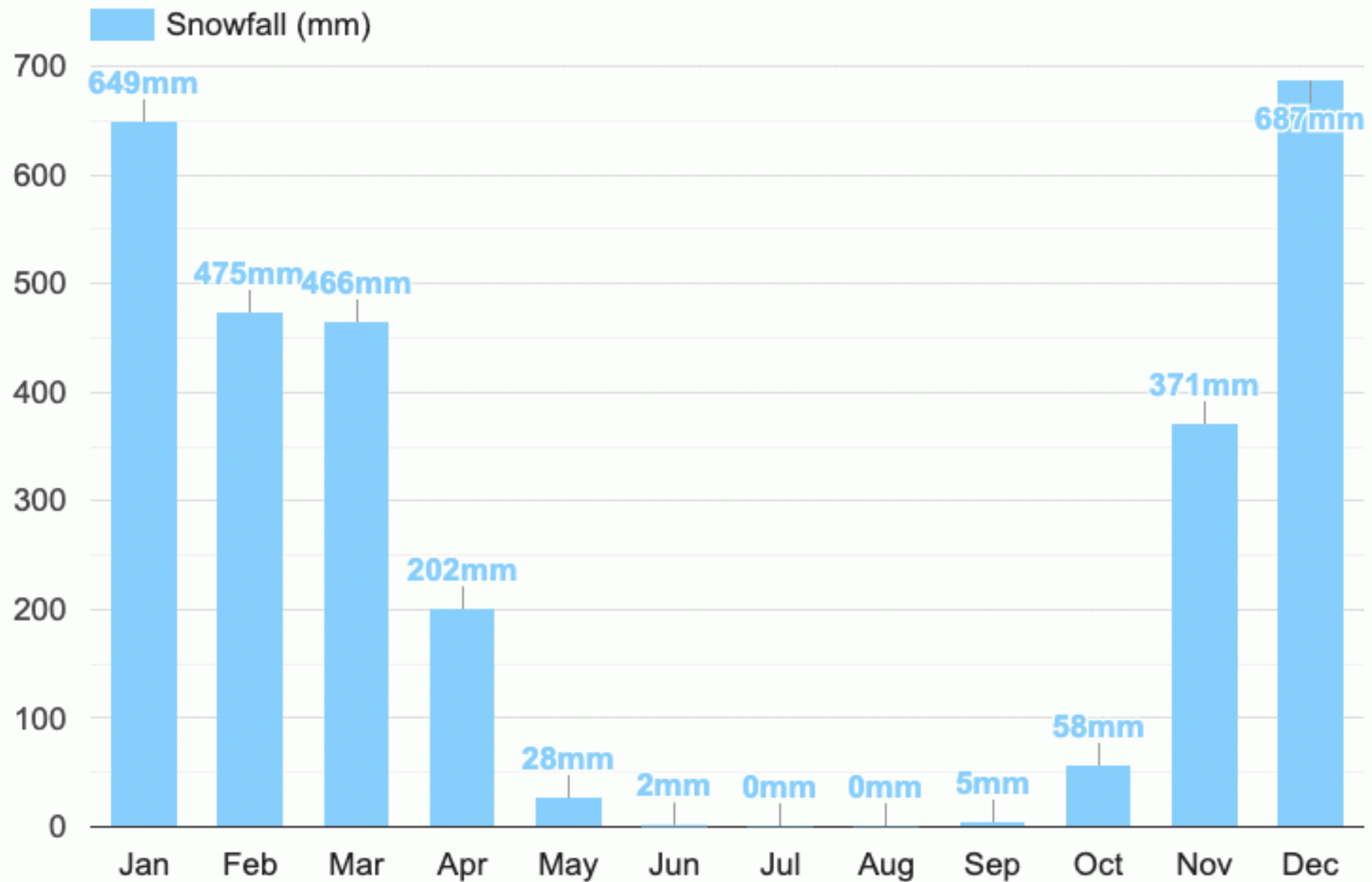
SERVICE DELIVERY INDICATORS

Number of Winter Events

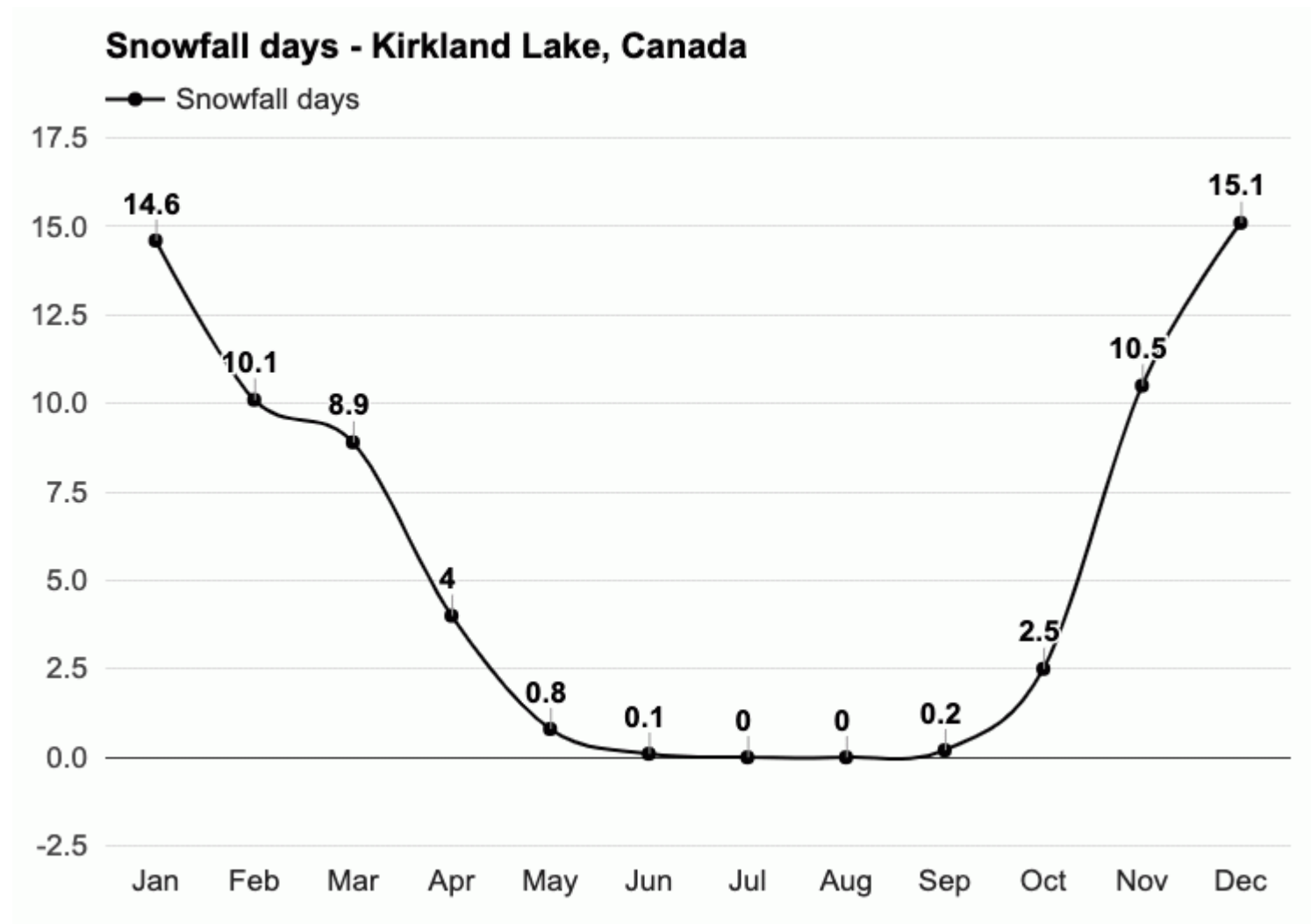
KL Snow Events
2015-2019



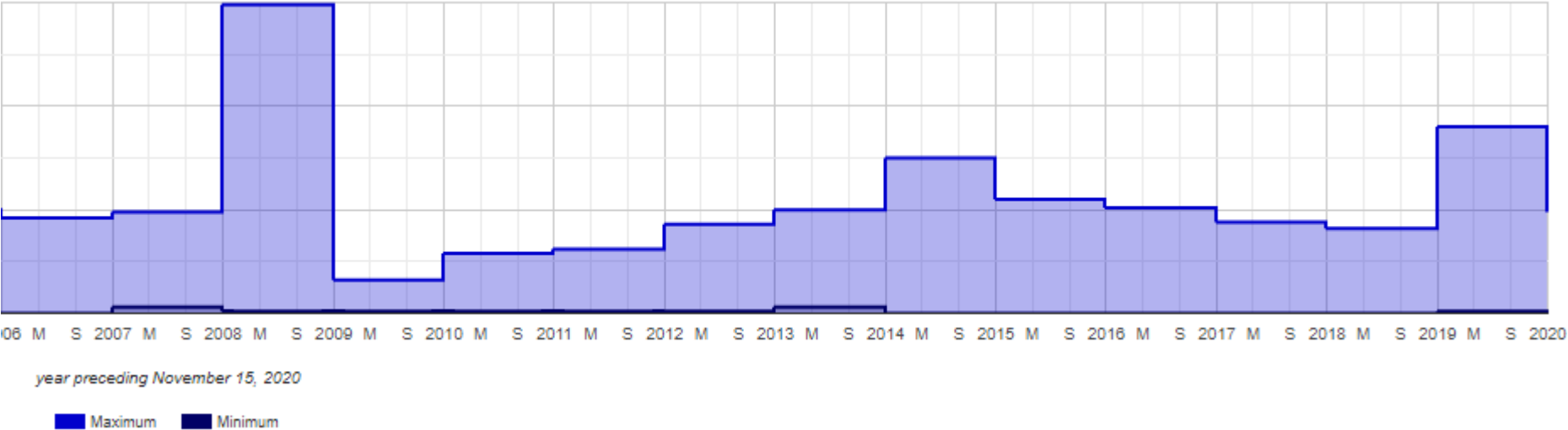
Snowfall - Kirkland Lake, Canada



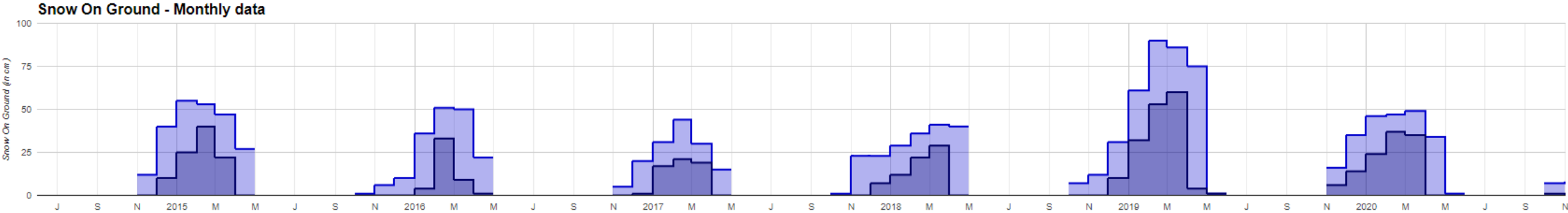
Source: weather-ca.com



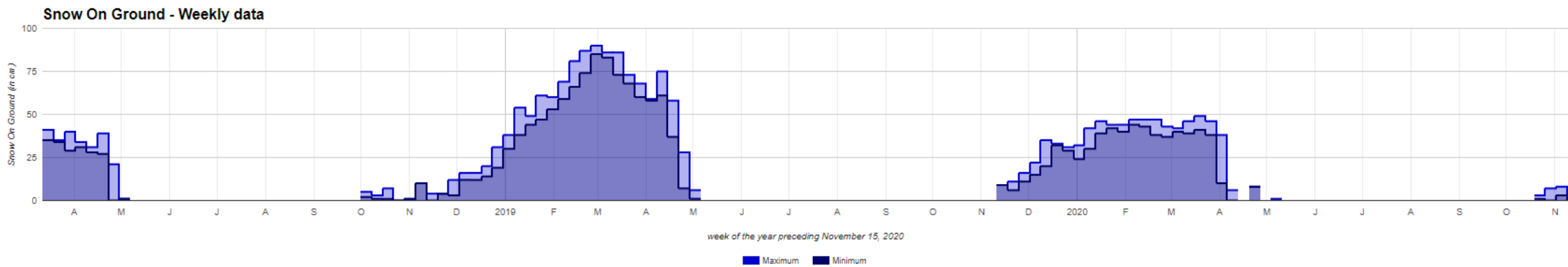
KL Yearly Snowfall (2007-2020)



KL Monthly Snowfall (2015-2020)



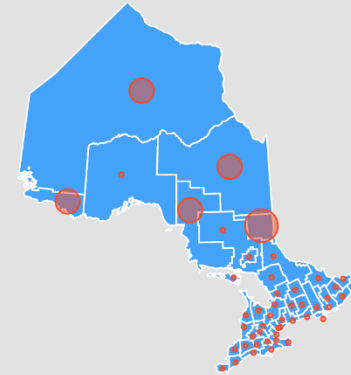
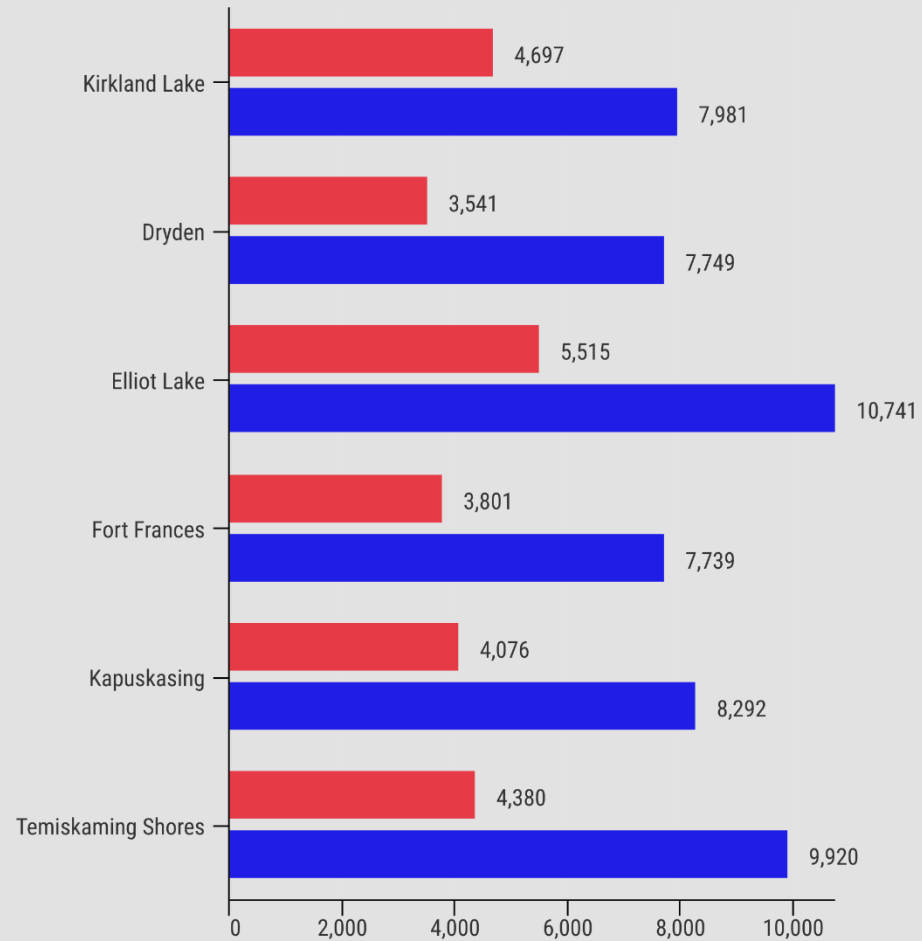
KL Weekly Snowfall (2019-2020)





KL BENCHMARKS

Population & Households



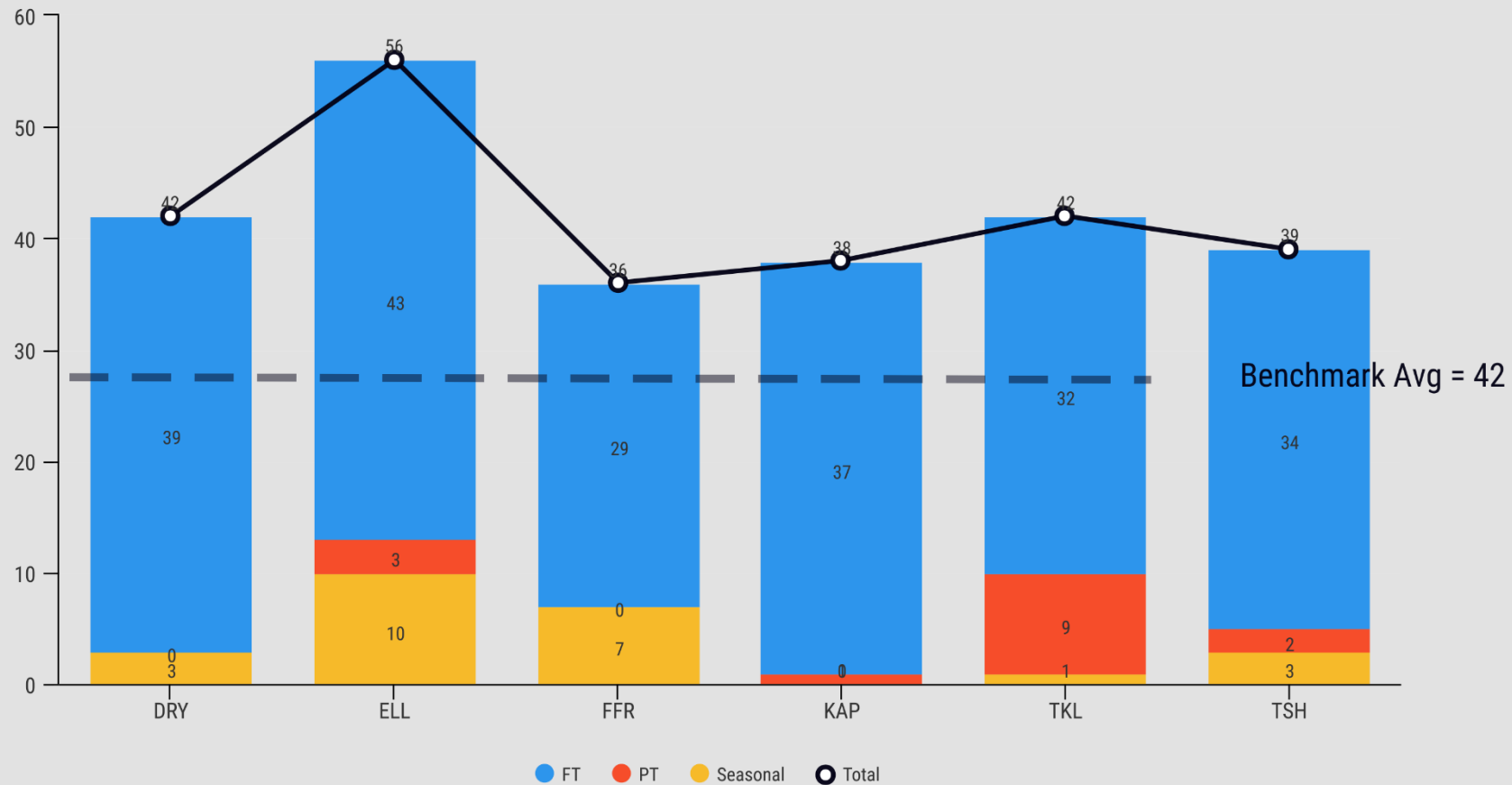
Municipality	ABBR	District	Change	Population density (KM2)
Kirkland Lake	TKL	Timiskaming	-6.03%	30.45
Dryden	DRY	Kenora	1.73%	117.07
Elliot Lake	ELL	Algoma	-5.35%	15.03
Fort Frances	FFR	Rainy River	-2.68%	303.37
Kapuskasing	KAP	Cochrane	1.17%	98.28
Temiskaming Shores	TSH	Timiskaming	-4.62%	55.70



KL BENCHMARKS - Public Works Workforce

Workforce Population...FIR 2019

(KL has the same size workforce as the Average of Benchmarks = 42 but fewer seasonal)

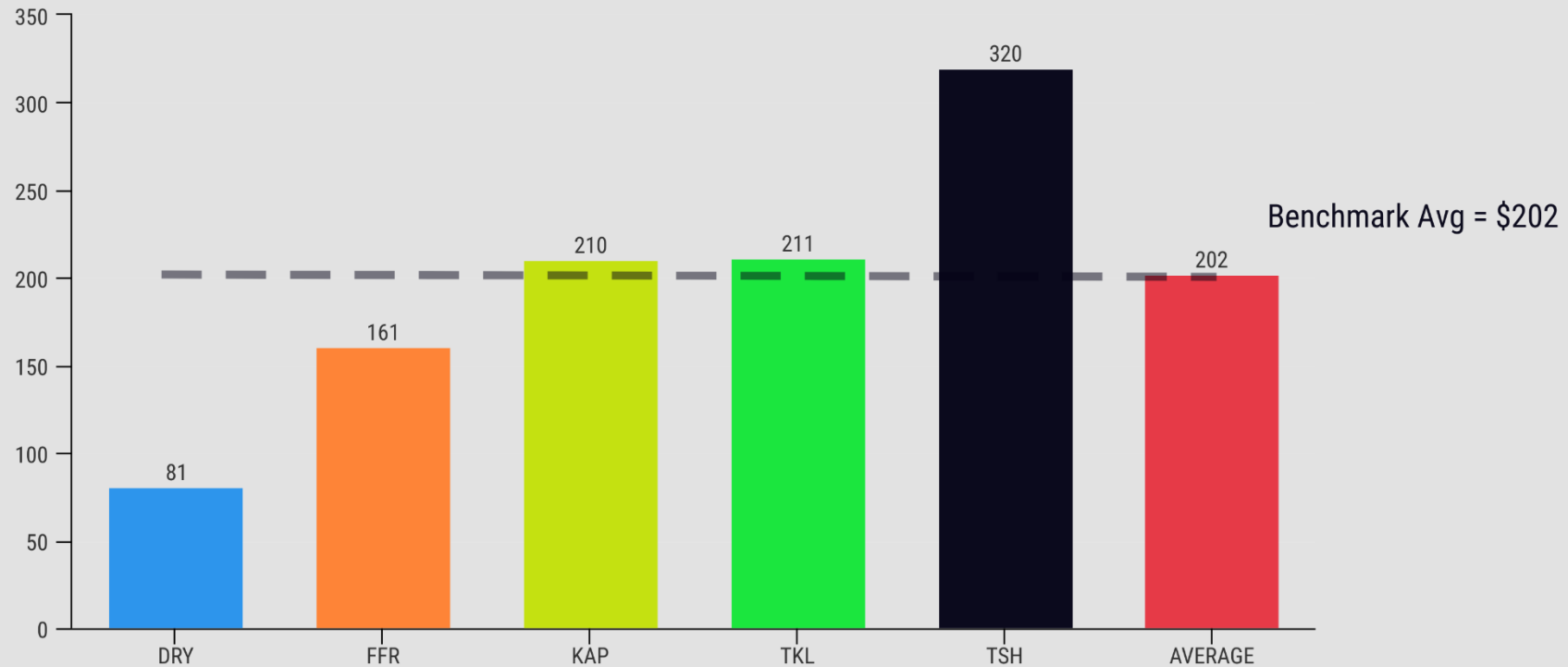




KL BENCHMARKS - PW Winter Control Expenses

Winter Control Operating Costs per household...2019

(KL is above benchmark average of \$202 by \$9/hh)

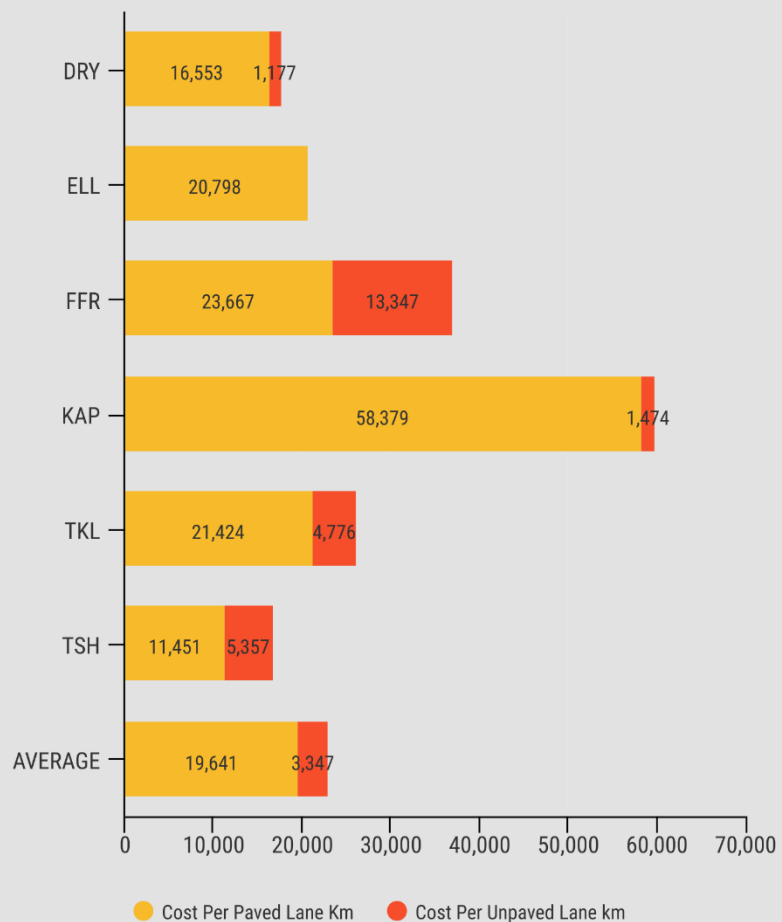




KL RESULTS- Public Works Indicators

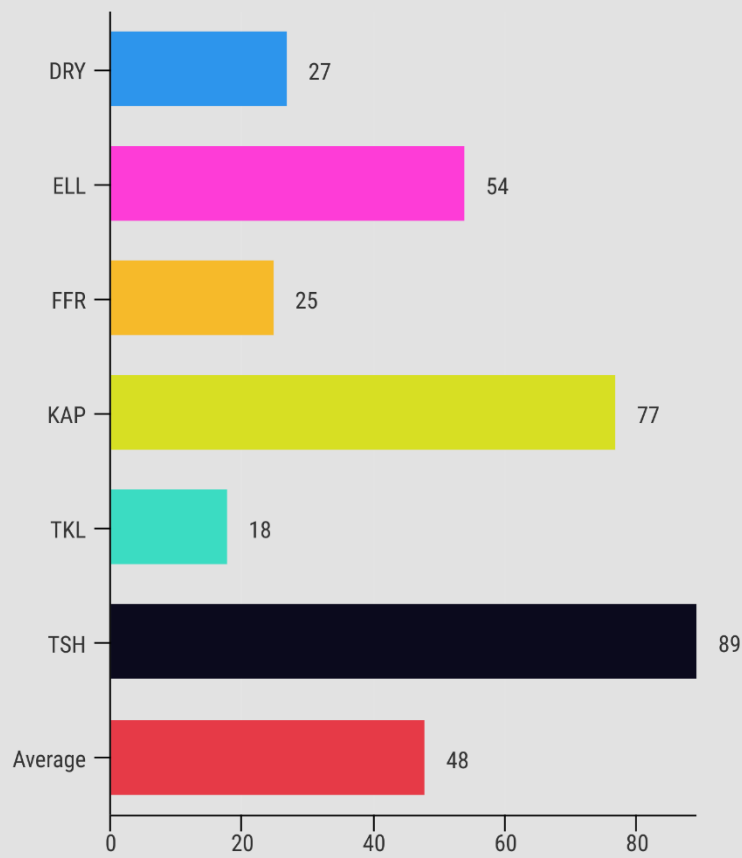
Cost Per Paved Lane Km...2019

(KL is above the benchmark average for paved of \$19,600 by 9% and 43% above the average for unpaved of \$3,347 - Note: Equipment Costs are not properly reflected for KL)



Condition of Roads - Good to Very Good %...2019

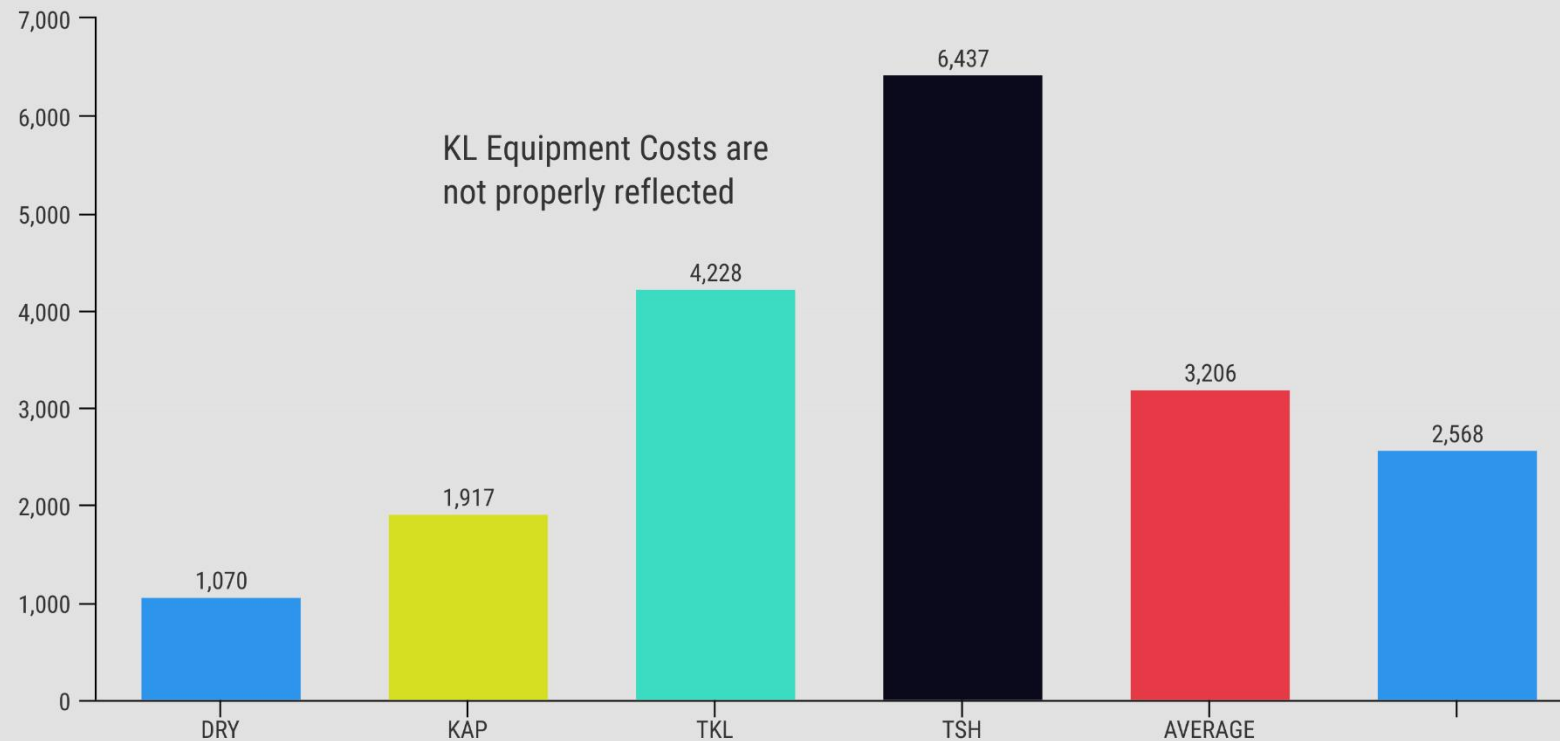
(KL is below the benchmark average of 48%)





Winter Cost Per Maintained Lane Km...2019 (FIR)

(KL is above the benchmark average for paved of \$2,568 by 151%)



Fort Frances did not report WC costs on FIR



FINDINGS & OPPORTUNITIES

Key Findings – Public Works Service Review

- The winter control service delivery review cannot be dealt with in isolation of the other PW services
- Cross-service integration and multiple issues to be considered
 - Staffing
 - Equipment
 - Lack of data on many levels
 - Assets – length of roads and lanes, surface materials, roadside
 - Equipment – rates, mix of hours and kilometres for usage
 - Facilities
 - Materials usage
 - A decision specific to winter control may have an effect on the other services

Key Findings



Technology Utilization is Low



Equipment Maintenance and Asset Management Planning is Deficient



Service Delivery Complaints are Likely Warranted
Public Works Services and Fleet impact all Services – Need for PW Wide Review
Winter Management Plan (WMP) , Policies and Procedures are mixed. Decisions are not evidence based.



Public Works Facilities Need Upgrades
– Inventory Policies and Processes are Required



Public Works Services and Fleet impact all Services – Need for PW Wide Review

Key Findings - Technology

Technology Utilization is Low

- Most records are paper or Excel based and there is redundancy in the current processes.
- There is no work order system, asset management system or any mechanism to ensure that Minimum Maintenance Standards are maintained without resorting to paper.
 - Paper documentation of MMS patrols is recently introduced
- Documentation was difficult to retrieve or did not exist



Recommendations - Technology

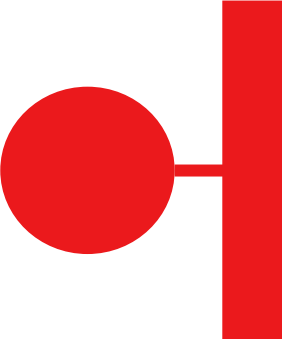
Implement Work Management/Patrol and Asset Management System

- Increase technology utilization with Computerized Maintenance Management System (CMMS), Equipment Management, Patrols, AVL / GPS.
- Provide Mobile Technological Solutions. Move to Electronic Regulatory Requirements Reporting
- Provide training for regulations relative to the service delivery and improve documentation (i.e. O.Reg 239/02, O.Reg 555/06)
- Will improve documentation of other elements of the O.Reg - not just winter control



Key Findings – Service Delivery

Service Delivery Complaints are Likely Warranted

- 
- External and internal clients expressed dissatisfaction with the services delivered.
 - Turnover at leadership has had a major impact on progress.
 - Many changes in service delivery concepts
 - Town roads have suffered in favour of “nice to haves”

Findings – Service Delivery

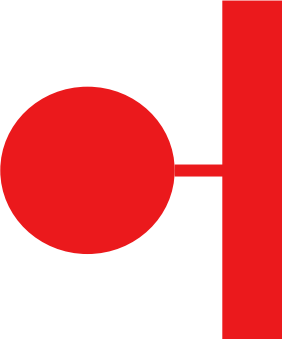
**Winter Management Plan (WMP) is not Evidence Based,
Policies and Procedures are mixed.**

- **Mix of policy and Standard Operating Procedure (SOP) and includes services that are not delivered.**
- **Time to complete routes appears to be excessive for the length.**
- **Equipment Charges are not “real” and rates are not current so it is difficult to determine the true cost of service delivery and potential for contracting.**



Key Findings – Service Delivery

Organization Structure /Management issues may be impacting service delivery.

- 
- Previous decision making may have been predicated on the quickest, lowest cost solution
 - Decisions may not have been evidenced based
 - Accumulation of these decisions is affecting many aspects of the service delivery; equipment, materials and material usage, documentation

Recommendations – Service Delivery

Improve Service Delivery by analyzing results, implementing SOPs and training

- Service Delivery Should be Reviewed including policy surrounding scheduling.
- Requests and Complaints should be collected, electronically, by Route.



Recommendations – Service Delivery

Update WMP Policy – Separate Standard Operating Procedure.

- **Revise the WMP to separate policy and Standard Operating Procedure**
- **Undertake a State of the Infrastructure Study to accurately quantify the details and extent of the road network.**
- **Assess time to complete routes through analysis of time entry and equipment use/downtime.**



Key Findings-Facilities and Materials

Public Works Facilities Require Improvement

- PW facilities are dated and in poor condition.
- Winter Control materials are stored outside, are not secured, on leased property.
- Costs indicate significant concerns that there may be other issues at play (such as appropriate allocation of expenses)



Recommendations-Facilities and Materials

Upgrade Public Works Facilities, Implement Inventory Policies & Processes

- Upgrade Public Works facilities – current facility required over \$1.3m in improvements in 2014
- Domes required to house winter control materials and improve security
- Inventory Policy and procedures should be put in place (part of finance/work order system)
 - Implement Inventory Policies & Processes
- Standard Operating Procedures should be developed, documented and implemented



Key Findings – Equipment & Asset Management



Equipment Maintenance and Asset Management Planning is Deficient

- Equipment management and replacement appears to be suffering from years of underinvestment. There is no comprehensive process, systems, equipment rates, or equipment reserve based upon replacement plan.
- Lifecycle costs for equipment are not fully captured.
- Many pieces of equipment are past their useful life; i.e. the average age of the trucks is beyond typical replacement recommendation.
 - Reserve is only enough for 2 pieces of equipment.

Recommendations – Equipment & Asset Management




Increase the usage of technology for Equipment Management Program, Processes, Update Rates Annually.

- Develop appropriate systems to cost equipment, including depreciation, replace equipment and charge to activities.
- Undertake an equipment rate study and update rates annually as part of the budget process.
 - Reserve policy should be developed in line with Asset Management Plan – Equipment charges should go to reserve fund for replacement.
- Implement a Computerized Maintenance Management System (CMMS)

Findings – Other Public Works Services

Public Works Services and Fleet impact all Services – Need for PW Wide Review



Review of a single element of the and potential resultant recommendations will have an effect on other services
Other departments provide service to PW to deliver services such as Finance – these have to be well integrated and not duplicated

Recommendations – Public Works Services Need Review

Analyze the Complete Public Work Service Delivery & Change Business Methodology

Change the Business Methodology

- Business decisions appear to have been reactionary and predicated by short term, lowest cost, solutions
 - Significant issues have been identified and not acted upon
 - KL now faced with the cumulative effect
 - Review of a single element of the and potential resultant recommendations will have an effect on other services
- Other departments provide service to PW to deliver services such as Finance – these have to be well integrated and not duplicated



Summary - Recommendations

- Evidence based decisions drawn from fuller evaluations
- Purchase CMMS Software / Asset Management Software
- Assign equipment rates, track usage by hours and activity
 - Continue tracking costs
- Undertake a Full Public Works Service Review
- Rationalize Equipment – Reconcile between multiple sources of information, develop policies including reserves and rates
- Public Works Facility Upgrade / Relocation
- Monitor /evaluate/ analyze with each step

Recommendations – Summary

Project	▼	Count of Rec #	Sum of External Cost (3 years)	Sum of Total Cost/Savings	
				_Internal + External	
1. IT		16	\$ 126,300	-\$	75,529
2. Facilities		8	\$ 8,585,000	\$	8,551,400
3. Museum		11	\$ 3,000	-\$	44,000
4. Winter Control		12	\$ 80,000	\$	55,400
Grand Total		47	\$ 8,794,300	\$	8,487,271

KL SDR IMPLEMENTATION PLAN BY PROJECT

Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
1. IT	1.1 Procure Asset/Work/Fleet Management software	1.1.1 Procure and implement asset management/work order/patrolling software solution	Fully implement Work orders management and scheduling in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile) Digitize Level of Service, CVOR and MMS and integrate into daily work order management. Minimum Maintenance Standards and CVOR must be tracked. The paper processes would be eliminated and better reporting available for compliance. Ensure it is integrated with Vadim.	2021	\$27,000	-\$27,600	Module purchase, integration and training. Savings of 1 day per week estimated
1. IT	1.1 Procure Asset/Work/Fleet Management software	1.1.2 Move to Mobile Technology	For ease of utilization, mobile technology is best for utilization of any work order/patrolling system. Efficiencies will not be fully realized if the information is not captured at source.	2022	\$10,800	\$10,000	Estimate of Mobile purchases and training. 20 hours per staff. But significant savings and improved MMS.
1. IT	1.1 Procure Asset/Work/Fleet Management software	1.1.3 Purchase new Fuel System, use work order system for fleet including Airport	Inventory Policy and processes for fuel should be developed. New fuel management system would download directly into Vadim and reduce loss.	2023	\$25,000	\$0	Fuel system to eliminate manual tracking and reduce inventory loss. Will likely be cost neutral.
1. IT	1.1 Procure Asset/Work/Fleet Management software	1.1.1 Procure Budget Software and move to multi-year budgeting	Budgeting software allows for development and enhancement of the transparency of the budget process. The current process is highly labour intensive and requires working with excel spreadsheets, powerpoint documents which are not quickly changed. The financial results and reports are not accessible to the department heads. Budget software allow for real time access to detailed data without access to the financial system. As part of 2022 Planning Cycle, develop business plans across departments in line with Term of Council Statagic Plan. Implement Multi- Year Budgeting. Department heads should develop and present their own budgets starting with past achievements, upcoming business plans, performance metrics and funding required.	2022	\$15,000	\$21,000	Module cost \$15k. Savings are currently unknown as it is unclear how much time is spent on reporting. Training and set up time 30 hours for Treasurer, 10 hours per SM

KL SDR IMPLEMENTATION PLAN BY PROJECT

Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
1. IT	1.2 Update Contract with KDH	1.2.1 Update Contract with KDH	Current contract expired 2017. Need revitalized contract with service level agreements.	2022		\$25,000	Time for staff and lawyers?
1. IT	1.3 Look to Outsource Hardware replacement plan	1.3.1 Outsource Imaging for new hardware.	In developing the 'greening' of the hardware (recycling every 3 years) with a Vendor of Record who will image new technology based upon a profile and dispose technology upon retirement.	2022		-\$22,500	Will save internal time
1. IT	1.3 Look to Outsource Hardware replacement plan	1.3.1 Consider Back up for MIS Manager.	Consider a back up for the MIS Manager. Perhaps as part of the partnership with KDH?	2022	\$15,000	\$15,000	Possible add on to contract
1. IT	1.4 Form an IT Steering Committee	1.4.1 Create an IT Steering Committee	Create an IT Steering Committee to guide long term decisions using a decision priority matrix against the Strategic Plan. IT governance provides a structure for aligning IT strategy with business strategy. By following a formal framework, organizations can produce measurable results toward achieving their strategies and goals. A formal program also takes stakeholders' interests into account, as well as the needs of staff and the processes they follow. In the big picture, IT governance is an integral part of overall enterprise governance.	2022		\$18,000	Internal cost
1. IT	1.4 Form an IT Steering Committee	1.4.1 Move to COBIT & Train MIS Manager.	To support IT Governance framework, provide in house expertise with training for the MIS Manager and others as appropriate.	2022	\$6,000	\$12,000	Internal cost plus training
1. IT	1.5 Update Policies. Require annual sign off by staff.	1.5.1 Update IT Policy Framework and require annual sign off.	To support the IT Governance Framework, a full set of IT policies is needed including acceptable use, security and procurement.	2022		\$6,000	Internal cost

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Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
1. IT	1.6 Work with Vendors to integrate Vadim with other software	1.6.1 Integrate Fire Pro with Vadim	Integrate Fire pro and eliminate duplication.	2022	\$5,000	-\$15,000	Savings realized
1. IT	1.6 Work with Vendors to integrate Vadim with other software	1.6.2 Integrate Active Net with Vadim - deploy use to Museum and Other services for appointment booking.	Active Net is utilized by Recreation for programming and facility management but it is currently not integrated with Vadim adding risk, time and cost to transactions. Active Net could be used as an online booking system for all Town services including front counter (marriage licenses, commissioner of oaths etc). It should be deployed with a Point of Sale for the Museum.	2022	\$2,500	-\$15,500	Estimated time to implement - time saved from duplication
1. IT	1.6 Work with Vendors to integrate Vadim with other software	1.6.3 Update Website and implement online applications and payments	Many light/online solutions can be integrated into the ICity application including permits, animal licensings. This would make it easier to develop workflow, encourage building, development from outside the area and allow for better instruction.	2021	\$10,000	-\$9,000	Savings realized in 2 years
1. IT	1.6 Implement Additional Financial System Features	1.6.4 Re-implement Vadim and ICity to allow for improved services and utilization.	Re-implement Vadim and ICity to allow for improved services and utilization. This should start with an update to the General Ledger Structure. Moving to e-billing I City will eliminate the requirement to produce, print, fold, mail tax bills twice a year as well as reminder notices. Online payments and credit cards may reduce the number of notices as well. For the paper bills, change to include a bar code and implement bar code reader. This will eliminate the need to key in roll numbers and reduce errors.	2021	\$10,000	-\$48,929	Module Set up Cost = \$500. 30 minutes per setup + issuance x 5000 properties x 50% uptake. Savings calculated at \$10 x (5000 tax bills x 2 annual billings + 300 (arrears letters) x 50% uptake
1. IT	1.6 Implement Additional Financial System Features	1.6.5 Work with Financial Institution and Utilities to create files for download transactions from the bank into Vadim	Currently, online transactions are manually entered into the financial system where taxes are paid online. This can be automated through a bank download file. This is similar for hydro/phone bills - could be automated.	2021		-\$30,000	Savings to be realized Estimated time saved = 1 hour per day.
1. IT	1.6 Implement Additional Financial System Features	1.6.6 Implement Purchase Orders, document management and workflow as well as online bidding system .	Purchasing policies and processes centralized. Implement Vadim purchase orders modules, procurement, 3 way matching and training. Paperless workflow processes. Include encumbrances and commitments Implement an Electronic Vendor Bid Submission that would allow vendors to submit their bids electronically. For tenders and quotations the pricing would be input directly into the system.	2022		-\$14,000	Savings to be realized in procurement processes - Estimated time saved = 7 hours per procurement.

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Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
2. Facilities	2.1 Undertake Building Condition Assessments for a complete inventory of all buildings - Required by O.Reg 588/17 and Asset Retirement Obligations	2.1.4 Undertake building condition assessments of remaining buildings	Given the state of some buildings, condition assessments are required to make long term evidence based decisions. Hire a consultant to finish the remaining buildings for the Asset Management Plan required in 2023 and Asset Retirement Obligations in 2021.	2021	\$60,000	\$60,000	Outside consultant
2. Facilities	2.2 Procure Asset/Work Management software for facilities - this can be the same as for Public Works	2.2.4 Implement Asset/Work Management Software	Implementing work order systems will allow for better prioritization, an understanding of the true costs and gaps in service.	2021		\$0	Already included
2. Facilities	2.3 Confirm Team Roles and assess workload - may need to hire a Facility Management professional	2.3.2 Confirm Job Specs and Roles for Facilities	Confirm Job Specs and Roles for Facilities Management - Develop Key Performance Indicators for Facilities based upon best practice (ISO). Develop new-updated position descriptions. Ensure clarity and accountability. Determine the future role for TECK Environmental Maintenance Manager for clarity and accountability. Identify skills and knowledge gap and establish a commitment (money and time) to ensure training for the staff in their new roles. Premature to make staffing recommendations until decisions are made related to divestment of facilities. However, the work management system will assist. May need to hire a temporary Facility Professional. Develop Key Performance Indicators for Facilities based upon best practice (ISO)	2021	\$25,000	\$49,000	Internal time to complete - consultant to assist.
2. Facilities	2.2 Establish a change management program.	2.4.3 Develop a Change Management Program and Champion	The new Team needs to develop some synergies and start to work together for positive change. Identify a Champion in the organization who will support the integration and development of the "Team" and to ensure the TEAM'S success	2021		\$0	
2. Facilities	3.6 Undertake a five-year review of existing energy consumption for each facility.	2.5.4 Develop energy management program for facilities.	Utilizing the principles of FM, undertake a five-year review of existing energy consumption for each facility. Then identify 3-5 opportunities to reduce costs. Consider the development of a strategy to fund the opportunities through energy savings. Track and report on progress. Divestment of limited or unused facilities - long term.	2022		-\$57,600	Savings of 2 minutes per transaction (\$2). Assume 80% additional uptake on 24,000 payments

KL SDR IMPLEMENTATION PLAN BY PROJECT

Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
2. Facilities	2.6 Urgent need to decide the fate (investment requirements) of some facilities	2.6.1 Make urgent decisions regarding specific facilities and long term vision in line with strategic plan.	Estimated that \$8.5 million are needed in "NOW" needs with respect to facilities. Rationalize the Fire, Public Works office/garage and look at alternatives for the Museum.	2021	\$8,500,000	\$8,500,000	Current estimates for new buildings and renovations.
2. Facilities	2.6 Urgent need to decide the fate (investment requirements) of some facilities	2.6.2 Undertake Asset Retirement analysis and Heritage North sale	Asset Retirement obligations will have to be put on the books as a liability in 2021. Consider that Heritage North sale, if sold at current listing, will result in a \$1.8 million loss.	2021		\$0	Price included above
2. Facilities	2.6 Urgent need to decide the fate (investment requirements) of some facilities	2.6.3 Suggest rationalization may be most financially sustainable	Consider consolidation before making long term decisions or sale of assets.	2022		\$0	Once information gathered, internal review for rationalization

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Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
3. Museum	3.1 Create a Long Term Financial Sustainability Plan	3.1.1 Create a Long Term Financial Sustainability Plan - Increase revenues, reduce costs through better shared resources, develop targets	Town has recreation programming and communications staff as well as systems that can assist rebuild the museum's operations. Reconsider the mechanisms for raising funds including donations with online campaigns.	2021		-\$15,000	Staff time, increase revenues by \$5k per year
3. Museum	3.1 Create a Long Term Financial Sustainability Plan	3.1.1 Enter negotiations with OHF	Agreement with OHF is not sustainable in its current form. Need new deal.	2021		\$0	Unknown
3. Museum	3.2 Modernize Systems	3.2.1 Implement ActiveNet and point of sale at the Museum and online for Facility bookings, sales and payments.	Active Net is utilized by Recreation for programming and facility management and could be used as an online booking system for museum services and point of sale as well as tours at the Museum.	2021	\$3,000	-\$29,000	Estimated software and implementation Offset by savings in time.
3. Museum	3.3 Redesign Organization Structure to Eliminate Siloed Functioning	3.3.1 Redesign organization structure to create opportunities for collaboration/rationalize of staff with Recreation.	Redesign organization structure to create opportunities for collaboration/rationalize of staff with Recreation Programming and improve access to Town administration skill/knowledge (e.g. marketing). Currently, staff at the museum do not have access to the same tools as recreation including marketing. A collaborative approach with staff working together to market all programming, culture and recreation will create synergies. These could include "packages" such as visit the museum and get a discount at the pool.	2022		\$0	Internal staff time.
3. Museum	3.3 Redesign Organization Structure to Eliminate Siloed Functioning	3.3.2 Develop Performance agreements for staff with targets and measureable outcomes.	Currently, there are no specific performance agreements with Museum staff nor targets/expectations. Redevelop and ensure that the Museum Strategic Plan is aligned with the Town's. All performance agreements should link to the strategic plan with a business plan.	2021		\$0	Internal staff time.

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Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
3. Museum	3.3 Create a Multi-Year Business Plan with SMART Objectives	3.4.1 Develop Performance agreements for staff with targets and measureable outcomes.	Targets for reduction in expenses, increase in revenues, attendance and satisfaction levels should be included Need concrete actionable plan to increase revenue - donations and sponsorships starting with an online auction, facebook donations and "save" for the Museum.	2021		\$0	Internal staff time.
3. Museum	3.3 Create a Multi-Year Business Plan with SMART Objectives	3.4.2 Review programming and services - focus on the key areas intended for the museum.	Review programming and services - focus on the key areas intended for the museum. The Museum is currently trying to be all things to all people ... exhibits, art shows, research, rentals, events, concerts, workshops. Refine the focus and spend time to attract more people and seek donations.	2021		\$0	Internal staff time.
3. Museum	3.3 Create a Multi-Year Business Plan with SMART Objectives	3.4.3 Carry-out a user fee study to determine appropriateness of fee structure	Create a concrete actionable plan to increase revenue with measurable targets related to donations and sponsorships starting with an online auction, facebook donations and "save" for the Museum.	2022		\$0	Internal staff time.
3. Museum	3.3 Create a Multi-Year Business Plan with SMART Objectives	3.4.4 Build stronger, effective business relationships.	Build stronger, effective business relationships with Chamber of Commerce, KL Gold, local business with quarterly meetings to determine how the Museum can display what is important to KL and attract people.. Hold a business summit to develop next Strategic Plan for the Museum and build in partnership roles.	2021		\$0	Internal staff time.
3. Museum	3.5 Improve Governance Effectiveness	3.5.1 Clarify roles /responsibilities related to the Museum Advisory Committee and the Museum Auxiliary.	Strengthen governance among council, town administration, and museum management, including regular reporting on performance and measurable objectives.	2021		\$0	Internal staff time.
3. Museum	3.7 Explore Options with OHF	3.6.1 Renegotiate the Ontario Heritage Foundation Chateau Agreement	The Agreement is not sustainable. Seek options. Capital investment \$1.4 million (2020 \$) of capital expenses were identified in 2007. The Town has spent \$224,000 on improvements. A roof replacement and elevator modernization is currently needed at a cost of \$616,000. Grants and other sources of funds have not materialized. The building poses health and safety risks	2021		\$0	Internal staff time.

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4. Winter Control	1.1 Procure Asset/Work/Fleet Management software	4.1.1 Procure and implement asset management/work order/patrolling software solution	Increase technology utilization with Computerized Maintenance Management System (CMMS), Equipment Management, Patrols, AVL / GPS. Provide Mobile Technological Solutions	2021		-\$54,600	Included above - savings in staff time
4. Winter Control	1.1 Procure Asset/Work/Fleet Management software	4.1.1 Provide training for regulations relative to the service delivery and improve documentation (i.e. O.Reg 239/02, O.Reg 555/06)	Paper documentation of MMS patrols is recently introduced Documentation was difficult to retrieve or did not exist. Move to mobile, online reporting for regulatory compliance.	2021			Included above - savings in staff time
4. Winter Control	4.2 Improve Service Delivery by analyzing results, implementing SOPs and training	4.2.1 Improve Service Delivery by analyzing results, implementing SOPs and training	Service Delivery Should be Reviewed including policy surrounding scheduling. Requests and Complaints should be collected, electronically, by Route.	2021	\$15,000	\$15,000	Consider assistance to transform processes and systems.
4. Winter Control	4.2 Improve Service Delivery by analyzing results, implementing SOPs and training	4.2.1 Assign appropriate MMS Classifications	Update the MMS Classifications for proper road service levels.	2021		\$0	
4. Winter Control	4.2 Improve Service Delivery by analyzing results, implementing SOPs and training	4.2.1 Determine staffing and shifts required to deliver service and have regulatory compliance with O.Reg 239/02 and O.Reg 555/06 Including snow removal	Scheduling must be reviewed to ensure CVOR is complied with.	2021		\$0	
4. Winter Control	4.2 Improve Service Delivery by analyzing results, implementing SOPs and training	4.2.1 Review Salting/Sanding Practices and Plan	Revise the WMP to separate policy and Standard Operating Procedure. Undertake a State of the Infrastructure Study to accurately quantify the details and extent of the road network. Assess time to complete routes through analysis of time entry and equipment use/downtime.	2021		\$0	
4. Winter Control	4.2 Improve Service Delivery by analyzing results, implementing SOPs and training	4.2.1 Update WMP Policy – Separate Standard Operating Procedure.	Salt and other anti-icing / de-icing materials usage is low to avoid a Salt Management Plan Likely has an effect on service delivery such as the amount of ice buildup. Further study required on climate and appropriate materials for winter control – this may resolve some of the ice build-up problems	2021		\$0	

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Project	Category	Recommendation	Opportunity Detailed Description	Year Start	External Cost (3 years)	Total Cost/Savings _Internal + External	Comments/ Assumptions
4. Winter Control	4.3 Upgrade Public Works Facilities, Implement Inventory Policies & Processes.	4.3.2 Upgrade Public Works facilities	PW facilities are dated and in poor condition. Need to address short and long term solutions. Winter Control materials are stored outside, are not secured, on leased property.current facility required over \$1.3m in improvements in 2014 Domes required to house winter control materials and improve security	2022		\$0	Included Above
4. Winter Control	4.3 Upgrade Public Works Facilities, Implement Inventory Policies & Processes.	4.3.2 Implement Inventory Policies & Processes	Inventory Policy and procedures should be put in place (part of finance/work order system) Implement Inventory Policies & Processes Standard Operating Procedures should be developed, documented and implemented	2022		\$0	Internal staff time offset by savings in inventory.
4. Winter Control	4.3 Upgrade Public Works Facilities, Implement Inventory Policies & Processes.	4.4.1 Implement Equipment management work orders and condition assessments.	Fleet is aging but information is lacking in terms of costs and condition. Need to look at a holistic approach and new processes to capture real costs and build appropriate reserves and replacement plan.	2021		\$0	Included above
4. Winter Control	4.4 Undertake fee and equipment rate study and change processes to recognize true costs	4.4.2 Undertake an equipment rate study	Equipment rates are not reflective of costs. With cost accounting, the Town could use one project for each piece of equipment, update rates and ensure equipment is charged to jobs. Rates should be updated each year.	2022		\$30,000	Could be done in house or by a consultant.
4. Winter Control	4.5 Analyze the Complete Public Work Service Delivery & Change Business Methodology	4.5.1 Undertake a complete PW review.	Business decisions appear to have been reactionary and predicated by short term, lowest cost, solutions Significant issues have been identified and not acted upon KL now faced with the cumulative effect Review of a single element of the and potential resultant recommendations will have an effect on other services Other departments provide service to PW to deliver services such as Finance – these have to be well integrated and not duplicated.	2022	\$65,000	\$65,000	Could be done in house or by a consultant.



WSCS Consulting

Think Beyond

Tammy Carruthers

Principal & CEO

BA CPA, CGA CFE CICA PMP CLSSBB CCA MCITP CISA CCP

(T) 613-267-7521

(F) 613-267-7826

(C) 613-812-0776

RR3

Perth, ON

K7H 3C5

wscsconsulting.com