

## Executive Summary and Summary of Recommendations

### Operational Review



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## **Introduction**

Based on direction of Council, an operational review of every municipal service was undertaken. Opportunities were identified to:

- Re-align priorities based on the strategic directions of Council
- Effectively use technology
- Establish partnering opportunities
- Identify revenue generating opportunities
- Implement policy improvements
- Re-align staff resources and areas of responsibility
- Investigate alternate service delivery options
- Streamline operations, productivity improvements

A detailed report was prepared for every department. The executive summaries and the summary of recommendations have been included in this document to provide Council with a synopsis from each review. In addition, this document summarizes the recommended organizational design.

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***Executive Summary by Department***

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## **Treasury**

### **Operational**

There are no significant concerns in terms of the operational aspects of the Treasury. The Treasurer has made excellent progress in addressing the backlog in preparing financial statements. There is an opportunity to reduce duplication of efforts and create efficiencies by reviewing the opportunity to merge payroll and benefits into one department. This will reduce duplication and create efficiencies within the operations. There are areas that the City should investigate contracting services, such as tax registrations and tax sales, to increase efficiencies and effectively utilize the existing staff resources as well as the services of the cafeteria.

An automated system for calculating interest on overdue accounts and a consistent accounts receivable policy is necessary to ensure that the City's policies are fair and equitable. The purchasing policy should also be updated to increase compliance by departments and streamline the process.

### **Strategic**

Treasury provides Council with updates on a regular basis for the operating and capital budget. While the City has formalized some financial policies, there is a need for further analysis and policy development to monitor and manage the financial position of the City. Great strides were made during the strategic planning process to clearly set the course for the financial management of the corporation. There is now an immediate need to develop the associated policies, customized to address the City's strategic plan and to identify the financial implications of the policies. This will require a concerted effort in the areas of water/sewer rate structure, reserve and debt policies and long-term financial planning. The following summarizes some of the key findings:

- ◆ Currently, there is not much in the way of benchmarking undertaken on reserves and debt and there are currently no targets, ranges or thresholds established to guide reserve use/contributions
- ◆ Lifecycle costing has not been used across the corporation to ensure reserve funds are available to fund asset replacement/refurbishment
- ◆ Reserve balances are low compared to other municipalities surveyed
- ◆ The City's current practice is not to issue debt—a policy is needed to identify when and for which types of projects issuing debt is appropriate
- ◆ The City does not recover the full cost of growth from their development charges
- ◆ The City does not recover the full cost of water/sewer operations—a rate study is needed
- ◆ User fees in some areas are outdated and not rationalized—there is a need for a corporate-wide process and policies need to be developed to address each user fee and the extent to which the City is collecting the full cost of service—there may be opportunities for additional revenues
- ◆ Tax policies place the City at a good competitive position and the residential tax burden is amongst the lowest in a survey of 65 municipalities

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A budget direction document should be prepared and presented to Council to lead the budget process. The development of a Long-Range Financial Plan will help the City to meet its challenges directly and with foresight. The City will need to increase reserve balances gradually over time, finance deferred infrastructure requirements, while at the same time, carefully examining and cultivating new sources of revenue and user fees across the corporation to avoid unnecessarily increasing taxes.

The Long-Term Financial Plan should include an extensive review of the reserves, debt, development charges, water/sewer rates. This should be given high priority as it impacts virtually every municipal operation.

It is recommended that the Capital Budget distinguish between the following:

- ◆ Lifecycle maintenance (to care for existing assets)
- ◆ Growth (to support new residents and businesses)
- ◆ Ongoing programs (to address ongoing community priorities)
- ◆ New initiatives (new programs that are not growth related)

To provide assistance to Council in its determination of capital priorities, future capital budgets should list projects by function and type using the following categories: growth, lifecycle, existing approved programs, and new initiatives. The City's capital program should be aligned with available funding on an annual basis.

## **Human Resources**

Efforts were made during the last reorganization to merge the leadership responsibilities of the CAO and Human Resources to create efficiencies within the organization. Given the large and diversified work force, exceeding 800 employees with 14 separate bargaining units, this has proven to be a significant challenge. As much as 60% of the CAO's time is currently allocated to HR related activities, putting at risk the roles and responsibilities of the CAO. With no dedicated HR manager, there are insufficient resources to address the strategic needs of the corporation from an HR perspective. As shown in external benchmarking, the City's HR resources are lower than other comparable organizations.

Human Resources plays a key role in the overall operations of the City. This includes playing a leadership role in establishing policies impacting staff performance, appraisals, and compensation systems, labour relations and career planning. The Department is operating effectively in providing the majority of the HR administrative and operational necessities to the organization. The review of Human Resources identified a number of areas that would improve the overall effectiveness of the organization, improve accountability and reduce risk. To do so will require a realignment of some of the existing positions and the addition of a dedicated Manager of Human Resources.

There may be an opportunity to create synergies between payroll and benefit functions currently provided by Treasury and Human Resources as there is a significant degree of overlap and inefficiencies in these processes. These opportunities should be explored as well as the opportunities to reduce consulting services through the addition of a Manager of Human Resources. It is anticipated that there would be no net budgetary impact as a result of these changes.

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Some of the key roles and responsibilities of the Manager of Human Resource position would be to lead the development of Human Resource policies and procedures, much of which are outdated or not currently developed. This position would also be chiefly responsible for developing a performance management strategy to incorporate performance measures for the City that are validated and organized accordingly with the job descriptions. These should be aligned with the departmental/corporate objectives, and prioritized and include measurable and specific results. The position would also play a lead role in the development of a training needs analysis and proceed to train all managers and supervisors on how to manage human resources issues, especially on the performance appraisal system.

## **Information Systems**

The Information Systems Department has gross operating expenditures of approximately \$735,000, however, IT costs are also included in departmental budgets. Assuming an additional \$250,000, it still places Timmins in the lowest quartile amongst the government sector for IT spending.

In reviewing the IT department a number of issues were identified mainly as a result of not having a corporate IT strategic plan. As a result of not having a corporate IT Strategy, individual departments are purchasing what they consider “best of breed” applications for their application with no regard for the rest of the Corporation. Also, because departments are paying for the new software out of their own budget, the highest corporate IT priorities may not be met. All IT costs should be consolidated in one corporate budget. IT should be playing a greater role in evaluating software needs, selecting software and project managing the implementation of new systems.

There are no corporate IT standards. As a result, the Corporation has a large number of different applications to maintain. This results in additional IT costs and also, without a coordinating body, there are risks that the software is not effectively utilized across the Corporation.

Staff training was raised by all users in review as the largest single issue. An assessment of training needs should be conducted across the Corporation and appropriate budget funds provided to meet the training needs across the Corporation.

An immediate priority of the IT manager is to develop a 3 year IT Corporate Strategy which should include:

- Prioritization of system needs
- Timing of new applications
- Identification of corporate standards and policies
- Financial and human resources necessary to carry out the plan

An IT Management Committee should also be established to review implementation plans, ensure consensus and monitor the progress of the IT Strategy.

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## **Clerks**

The Clerks department includes a wide range of service and program responsibilities including:

- Clerks—general functions
- Museum
- Tourism
- Animal Control
- Provincial Offences/Parking Control
- Cemetery and Licensing
- Leisure Services, A. D. Sportsplex and Arenas

This report focuses on the key issues and areas of the Clerk's department except for Tourism, for which a separate report has been issued.

### **Animal Control**

The City is responsible for animal control and provides this service through municipal staff. Benchmarking was conducted with a number of municipalities. Of the municipalities surveyed, only Timmins and Thunder Bay provide these services through the municipality. Costs per capita were compared with each municipality which showed Timmins as being above average. The survey also showed that the number of dog licenses issued in Timmins to be low. Also, a number of municipalities in the survey have implemented cat licensing which is considered a best practice in the industry. Timmins does not licence cats. The City should fully investigate and evaluate its role in the provision of animal control services and how best to provide the service. A business case analysis should be conducted on the various options for providing animal control services including status quo, contracting with the humane Society or contracting with the private sector.

### **Cemeteries**

The City uses a combination of internal staff and contracts to provide care and maintenance of cemetery operations. There were opportunities identified in the cemetery operations to increase revenues by increasing marketing efforts, the provision of ancillary products and services, reviewing the rate structure and by providing vault installations. Cemetery operating expenditures appear to be high in comparison to other municipalities and should be reviewed to confirm existing practices. If Timmins was successful in reducing the gross cost per burial to the survey average, it would result in a saving of approximately \$55,000.

A number of municipalities surveyed operate cemeteries on a self-sustaining basis or with a small deficit. Timmins cemetery operation is currently operating with an annual taxpayer subsidy of approximately \$220,000. A cemetery business plan should be developed to include a rationalization of all fees, expenditures and performance measures.

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## **Leisure Services**

The Clerks Department is responsible for leisure programming, while facilities and parks maintenance is provided through the Public Works Department. The City currently operates 5 arenas. While the majority of municipally operated arenas require a municipal subsidy, the subsidy is higher in Timmins due to the number of single pad arenas, the age and condition of the infrastructure and the under utilization of assets.

The City's aging supply of ice pads will require extensive capital over the next 10 years. With stable to declining participation in ice-based activity, the City must take steps to reduce operating costs while continuing to effectively serve ice users. An arena strategy should be developed to determine the required number of arena and most effective approach for providing ice facilities.

The City's approach to recreation programming, for the most part, is to coordinate and assist other service providers. This is considered a best practice for municipalities, however, there needs to be more program evaluation undertaken to ensure that defined outcomes and benefits are being achieved and there are no gaps with respect to supply and demand of programs.

All parks buildings play structures, field accessories, and lighting systems need to be assessed for adequacy to forecast future spending needs. The City should also establish a parkland classification system and have clearly defined parks policies. This information is needed to establish park standards for maintenance.

The effective management of leisure services demands a coordinated response based on continuous evaluation and long term planning. There is a need to develop policies related to parks, recreation and cultural facilities and services. There is also a need to ensure that processes are in place and information is available to regularly evaluate services and plan for improvements. The current organization structure which separates parks and recreation programming (Clerks) from facilities and parks maintenance (Public Works) has posed significant challenges. It is therefore recommended that a new department be created to effectively manage its parks, leisure and recreation programs. An integrated department would offer a seamless, comprehensive, cost-effective approach to sports and leisure across the community.

## **Tourism**

Tourism Timmins is a section of the City Clerk's Department, consisting of a manager and two full-time permanent staff. The primary responsibility of Tourism Timmins, both in terms of staff time, budget, and visibility is the management and operation of the Shania Twain Centre and Gold Mine Tour. The budget for all City tourism related activities is approximately \$500,000 annually, including overhead costs that have typically not been allocated. City Council should develop a policy and benchmark on the basis for the operating subsidy for the Centre.

The Shania Twain Centre and Gold Mine Tour operate under a non-profit corporation, the "Timmins Underground Gold Mine Tour Corporation". The Board contains two members of Council, as well as 10 other Directors. The Board makes an effort to get members nominated by the Chamber of Commerce and the BIA, as well as people from the mining and educational sectors. In practice, the Board has difficulty maintaining a full complement of members and currently has 9. The Board's role is to a large extent advisory, and the Board does not have a regular practice of reporting its plans and results to Council.

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The Shania Twain Centre and Gold Mine Tour should continue to be operated by the Underground Gold Mine Corporation, and subsidized by the City until at least 2008. The attraction should be operated as much as possible like a separate business. Because of its permanence in the community and because of the heavy capital contribution made by Timmins taxpayers, the asset must continue to be owned by the City. Its operations and finances, however, must be clearly seen as a separate entity.

There is an opportunity for the City tourism staff to participate actively in the proposed Tourism Sector Sub-committee during the upcoming Community Economic Development Strategy 5-year review. The City's objective should be to encourage all parties to retain the Tourism sector sub-committee on an ongoing basis as the vehicle for local Tourism coordination, monitoring, and partnership-building.

A detailed 2005-2007 Business Plan must be prepared for the Centre and approved by the Board and Council. The thrust of these recommendations is that the attraction should be managed as if it were an independent business. With its 2005 budget, the staff should prepare, and the Board and Council should review, a 3-year business plan for the attractions. A business plan brief was presented to Council in June 2003. This document was very detailed and presented information about the operation of the Centre which has apparently not been presented to Council before or since, as well as projections for attendance and revenue and for community economic impact. That plan is now obsolete. An up-to-date and realistic business plan must be prepared, on the basis of which Council will have a realistic understanding of the costs, revenues and economic benefits of the STC/GMT.

Furthermore, a realistic plan will allow for realistic future expectations, and monitoring whether those expectations are being met over the next 3 years. Performance measures need to be developed and monitored on an ongoing basis.

The City should "write off" the Accumulated Deficit that is shown on the financial statement of the attraction. The STC/GMT budget shows a total deficit carried forward to 2004 of almost \$280,000, \$20,000 of which was operating deficit carried over from the 2003 operations. The majority of the deficit was created when the attraction funded a portion of the Shania Twain Centre's furnishings and fittings from its operating budget. There is no apparent likelihood that the deficit will be repaid. Nor is it carried on the City's books as a receivable. There is no purpose in continuing to carry it on the books.

Less centralization of different functions in the Clerk's office is recommended. The City Clerk position, both statutorily and logically, incorporates critical responsibilities for public information, communication and meetings. However, these are internally oriented corporate functions, often subject to statutory parameters, rather than externally oriented marketing. Municipal tourism is entirely discretionary; Clerk's duties are not.

The City Clerk's office is not normally considered a "business centre" responsible for generating revenue and self-funding a significant proportion of its responsibilities, whereas this is certainly true both for tourism and for leisure services. There were no other examples of where a municipality of Timmins size has operated Tourism and Leisure services through the Clerks Department. Typically, a separate department has been established that focuses on all culture, leisure and recreation services. For the most part, feedback from members of Council supported the need to increase the focus and profile of tourism, recreation and cultural services.

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As will be discussed in the Clerks Report, there are synergies between Leisure services and Tourism. As discussed in the Clerks Report, a recommendation has been made to immediately establish a separate parks and recreation department. This will require a focussed approach, particularly in the first few years to develop business and strategic plans before the movement of tourism is considered. It is anticipated that this will take several years at which time the merger of tourism with parks and recreation should be undertaken.

It is recommended that a separate Board be established to oversee Tourism related activities across the City. This would provide a more comprehensive and consolidated approach to Tourism. It is critical to have good representation from all sectors impacted by tourism in the City.

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## **Fire**

The City of Timmins provides fire services with a combination of full-time and volunteer firefighters operating in 6 stations located across the municipality. Salaries represent approximately 85% of the total budget. A number of municipalities with similar characteristics as Timmins such as Sudbury and Kenora have more full-time firefighters per capita, however, have lower total salaries on a per capita basis than Timmins. This may be attributed to wage rates, overtime, method of compensating volunteers and/or the impact of different tiered response protocol. This should be investigated further.

The Fire Department employs user fees for various services in accordance with the Ontario Fire Marshal's recommendations, however, the charges have not been updated in a number of years and may not be recovering the full cost of the services. The City experienced a significant increase in the number of calls as a result of implementing tiered response protocol. This protocol has been reviewed by the department and modifications have been made resulting in a significant reduction in the number of calls in 2004. Currently, the City compensates its volunteers by allocating a fixed amount to each volunteer station which is then paid to the volunteers on a pro-rata share of points accumulated by each volunteer. Some municipalities pay volunteers on an hourly basis or in the case of one municipality a combination of both methods. There are various advantages and disadvantages associated with each method which should further be evaluated.

There is an absence of appropriate management systems which impedes the ability to make sound decisions based on accurate data for planning, budgeting and resource deployment. A technology plan should be developed to identify short and long-term technology needs.

There is no live training centre in the Cochrane District which poses challenges in terms of having affordable and accessible training. The City should pursue partnership opportunities and prepare a full business plan on the costs/benefits of developing a training centre and rationalizing the locations of the fire stations.

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## **Public Works**

The following programs are included in the Public Works section of the report:

- ◆ Water/Wastewater
- ◆ Roads
- ◆ Solid waste Disposal and Collection

Public Works also provide fleet and building management services across the Corporation and these services are also included in this section of the report. The objectives of each program should be defined and service standards established for each program objective. Service standards are necessary for the purposes of budgeting, work planning and performance evaluation. Performance measurement indicators should also be set for each program.

The Public Works department should establish a consolidated administrative section providing integrated management system services to each of the operating programs. The management system services should include financial management systems, a work management and scheduling system, a customer service system, inventory management and service assurance.

Changing workloads and tasks in the department and an increasing role of advanced technology will lead to increased training requirements which should be supported by the City.

### **Water/Wastewater**

The City is currently in the process of undertaking a detailed operating review of the water/wastewater operations, a comparison of other municipalities that have similar characteristics as Timmins using the 2003 Municipal Performance Measurement Program administered by the Ministry of Municipal Affairs and Housing. These performance measures include efficiency and effectiveness measures. The results of the comparison show a low level of spending for wastewater, however, efficiency measures for sewer back-ups and wastewater by-passed are higher in Timmins than most other municipalities which may indicate inadequate expenditure to ensure effective operations. Operating costs for drinking water are higher than the survey average. The causes for these higher than average measures should be investigated further as part of the detailed operational review.

Water and sewer rates in Timmins are the lowest of all the municipalities in the survey. Also, Timmins was the only municipality in the survey to have a flat rate structure, all the other municipalities in the survey are metered. Timmins should set rate structure objectives and devise a rate structure to meet the objectives

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## **Waste Collection/Disposal and Recycling**

Timmins had the lowest collection costs on a per capita basis of all municipalities surveyed even though it allows the highest limit on containers. The majority of municipalities set a limit of 2-3 containers and Timmins allows 4 containers and no limit on commercial pick-up. The costs in Timmins are expected to increase with the increase service implemented in 2004.

Timmins is the only municipality in the survey that does not have weigh scales at its disposal site. The percentage of solid waste recycled was estimated at 17.5%, amongst the lowest in the survey. The cost of recycling is low in Timmins however, that is attributed to the low amount being recycled compared to the other municipalities.

The City of Timmins has very little disposal revenues. As a result, even though the gross disposal costs per capita are only slightly above the average compared with the other municipalities, the net expenditures per capita are the highest in the survey, three times the survey average. As a result, the combined solid waste collection, recycling and disposal costs in Timmins were amongst the highest in the survey.

There are opportunities to increase recycling by imposing further limits on the number of containers, reviewing commercial collection options and charging disposal fees.

## **Roads**

The cost of maintaining roads per lane kilometre was compared with a number of other municipalities. The cost in Timmins is slightly below the survey average, however, a recent roads needs study indicated 44.9% of the roads need immediate attention.

The winter control costs per lane kilometre is amongst the highest in the survey. A winter operations plan should be developed to identify maintenance practices and made available to customer service representatives, related staff, and Council and on the web site. There are no clearly articulated service standards to guide winter operations and these should also be prepared.

avoid fluctuations in the budget, a winter reserve fund should be established and surpluses or deficits in winter operations should be transferred to or from the reserve.

There are opportunities for savings in the winter operations by rationalizing routes, yards, fleet and staff.

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## **Facilities**

Timmins does not have a facilities/asset management and/or real estate plan. The implementation of such a plan would enable management to implement a proactive rather than reactive approach to facility management decision-making.

There is also a need to establish a preventative maintenance programs for each facility. Additional staff training should also be provided to ensure staff perform their functions responsibly, efficiently and effectively.

In order for users to be accountable for their space needs, the cost of delivering facilities management should be allocated to program users.

There is no property specific reserve fund for capital replacements. The facilities are aging and the need to plan properly is becoming increasingly more critical. The implementation of a building assessment, preventative maintenance and reserve fund planning program should be explored sooner rather than later.

## **Transit**

An analysis was undertaken to benchmark costs, revenues and operations for Transit services. Compared with other municipalities surveyed, Timmins has more hours of operation and an older fleet of vehicles. However, improvements have been made over the past two years to replace the oldest vehicles in the fleet. In addition, adjustments have been made to modify the hours of operation based on ridership. In addition, fares have not been increased in an attempt to increase ridership. In the past two years, ridership has increased after years of decline. However, revenues have not increased to any great extent and are lower than other municipalities surveyed. Timmins also has higher net operating costs on a per regular passenger service. Further analysis is recommended to identify the driving factors in this analysis and to rationalize service levels.

There are many pressures that the Transit operation will face over the next several years including, increased demand for service, increasing insurance costs, an aging fleet of vehicles with insufficient reserves, a vehicle refurbishment/replacement program that has not kept pace with the City's policy.

Timmins has the lowest revenue to cost ratio and the lowest number of passengers per dedicated service in the survey of municipalities for accessible transit service. It is recommended that service levels be reviewed and rationalized as well as the eligibility criteria used for accessible service.

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## **Airport**

Timmins Airport is a critical element to the areas' competition for economic activity, however, there is not a clear vision and mission to achieve economic development. There is no updated Master or Business Plan.

A great deal of strategic and business planning has been undertaken in other northern Ontario airports. These other airports have clearly articulated plans for the direction of the airport and have identified strategies to implement the plans.

It is therefore recommended the City undertake an Airport Master Plan and Business Plan in order to align with the economic development goals of the City and evaluate the future direction of the Airport. This should be a comprehensive approach which evaluates the current status of the Airport, examines future opportunities/threats and identifies affected stakeholders.

Once the Master and Business Plans have been developed, a review of the governance models should be undertaken to match with strategic objectives. The ultimate governance solution should be based on a carefully developed long range plan for growth and management of the Airport.

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## **Golden Manor**

Golden Manor is a Long Term Care facility that provides nursing care to persons who can no longer live on their own in the community. The residents are referred to the home by the Community Care Access Center, which is responsible to assess needs, manage the waiting list and to refer cases to the appropriate community facility. The current waiting list is extensive as Golden Manor is the first choice for 70% of the individuals on the waiting list.

Provincial funding is directly tied to the case mix index (CMI), which measures the level of care required. The case mix average for every Long Term Care facility is calculated and funding is based on where a facility fits in terms of the provincial average. The higher the CMI, the greater the funding level. Staff at Golden Manor have been well trained to complete the required forms to maximize subsidy. The CMI at Golden Manor has been consistently below the provincial average, meaning that the level of care required is lower than the average across Ontario.

In comparison to other facilities, the cost on a per diem basis is above the survey average in Golden Manor. The expenditures at Golden Manor are higher than average, driven mainly by staffing costs. A review is needed to rationalize the current allocation of staff, the mix of staff employed, the use of overtime and other factors that impact staffing costs. Benchmarks and specific municipalities for comparison purposes have been identified.

The option of contracting out ancillary services such as food services, maintenance, janitorial and laundry should be explored along with investigating purchasing consortiums to reduce operating costs.

Golden Manor has the potential to increase its user fees by:

- ◆ Implementing the maximum allowable preferred accommodation rates under the legislation
- ◆ Increasing the number of paying residents that are in preferred accommodation
- ◆ Implementing semi-private user fees

This would reduce the taxpayer contributions required. The Manor is doing an excellent job of tracking and recording information that is used to calculate the CMI. This is critical to ensure that the City maximizes its provincial grants.

Better use of technology should be employed at Golden Manor to fully take advantage of what has been purchased to date and to ensure efficient and effective operations. This will likely require additional staff training.

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Unlike many other District and County models, there is no cost sharing arrangement within the District of Cochrane to support the municipally operated long term care facility in the City of Timmins. As such, the costs per capita and per 100,000 of assessment are above the majority of the other municipalities surveyed.

Many Counties and Districts have established cost sharing arrangements either based on assessment or a provincial equalization formula that spreads the costs of service across a larger base. Given that access to Golden Manor is open and given the higher number of beds per capita that are supported by the City of Timmins due to needs within the community which results in a higher than average burden for residents of Timmins, cost sharing arrangements should be pursued within the District and with the Province. Based on an estimate of a cost sharing using assessment, this would reduce the burden in the City of Timmins by in excess of \$600,000 on an annual basis.

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## **Community Development**

The Community Development Department (CDD) is comprised of 3 divisions. There include:

1. Planning
2. Building
3. Economic Development

### **Planning**

The Planning section of the Community Development Department has responsibility for community planning documents, development approval processes, and a variety of special projects, as well as general inquiries and customer service.

As part of the review process, a number of municipalities were contacted to examine practices, staffing as well as fees. Included in the analysis were:

- ◆ Sudbury
- ◆ SS Marie
- ◆ North Bay
- ◆ Cornwall
- ◆ Owen Sound
- ◆ Sarnia

Timmins' staffing levels are in the mid-range compared with other municipalities. A new intermediate planner was added to assist with the Official Plan, Zoning by-law, special projects and be of assistance in succession planning. Upon completion of the Official Plan review and development of a new zoning by-law, it is recommended that the staffing levels be reviewed.

The City of Timmins has a relatively low level of cost recovery for its Planning activities in comparison to other municipalities surveyed. The establishment of fees in Timmins tend to be historical in nature and do not reflect the true cost of providing the services. Many of the Planning fees have not changed in a number of years. It is therefore recommended that the Planning Department review its user fee policies, particularly given the increase in operating costs and establish a philosophy upon which fees will be set. As a guide, it is recommended that the City establish a threshold upon which to recover the cost of services provided to avoid increasing the burden on the taxpayer.

Transferring Committee of Adjustment responsibility to Planning would keep all the application-related information in one place, eliminate duplicate files, save space, and facilitate the digitization of property information into the GIS. This will also facilitate consistent planning advice to potential applicants. Transferring to planning would save staff-time as now staff in two departments talk to the applicants, learn about the application, write reports to the Committee, attend meetings, file material, etc. The City would operate more efficiently if responsibility for the administration and support of the C of A were transferred to Planning. This is consistent with the practice in most other municipalities.

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At present, the performance measures reported by staff in regard to Planning appear to be:

- ◆ Volume of applications of each type
- ◆ Balance in the Land sales/acquisition account
- ◆ Planning project completion status

However the most commonly discussed measure is one that is not directly measured... **average turn-around time for applications.** It is recommended that the Community Development Department monitor and report annually on the average turn-around time for the most common types of applications.

Timmins has shown excellent leadership in providing customer service training for its staff, in providing high levels of service and in establishing good relationships with the building and legal community. To continue to build on the good customer service currently provided, it is recommended that the Planning Division proceed with its current plan to automate the processing of Planning applications.

While the City is not alone in doing so, the City has been slow to implement a fully functioning GIS system. This system is in the final stages of implementation and will offer improvements in staff efficiencies and customer services.

## **Building**

The areas of responsibility pertain largely to the administration of the Ontario Building Code and associated municipal by-laws and provincial guidelines for physical development within the City and the administration of the Property Standards By-law.

Staffing levels in the City of Timmins are high compared to other slow growth municipalities in terms of staff per \$1 million of construction value but comparable in terms of number of applications per staff processed.

The average construction value per permit in Timmins is lower than the other municipalities surveyed. This is due, in part, to the current need for permits for minor changes such as windows, siding and doors, which the majority of the other municipalities no longer require. If some of the permits for minor works such as decks, windows, doors and siding were eliminated, staffing is considered high.

Bill 124 will require a fee justification study and an annual report on costs. Recovering the full cost of service is permissible under the provisions of the Bill.

While the City's fees are above average in comparison to other municipalities, the revenues generated are recovering a lower percentage of the total cost of operations in each of the past 4 years, requiring a greater subsidy from the tax base. This indicates that there is a need to review expenditures as well as revenues.

Based on the analysis undertaken, the Department should be able to reduce staff by one position without causing any reduction in service levels. It is recommended that staffing levels be rationalized prior to establishing new fees which will be required by July 2005 in accordance with the provisions of Bill 124 with an aim to reducing the existing staffing complement by one position, in conjunction with the elimination of the requirement for permits for minor projects such as siding, windows, decks and doors for residential properties.

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In calculating its building permit fees, the City should use a 5-year rolling average of building permit activity as a basis for construction activity. This will avoid any skewing factors caused by a particularly big project or a slow year.

The City should establish a reserve within its building budget in order to use revenues in high-permit years to offset costs in low-permit years.

Bill 124 requires that each plans examiner and inspector obtain a license from the Ministry of Municipal Affairs and Housing by July of 2005, in order to undertake (or continue to undertake) duties in respect of various building types such as:

- ◆ Part 9 (low-rise residential)
- ◆ Part 3 (commercial/industrial/ institutional), or plumbing

The Timmins staff has a solid background of training, but in most cases more coursework and exams will be required before being licensed for the full range of current duties.

At present, the Building staff contains only one member licensed to perform plans examination and inspection on Part 3 buildings. It is recommended that all inspectors should be trained and licensed, as soon as possible, to undertake commercial/industrial/institutional plans examination and inspection (Part 3 of Code).

The delegation of permit-issuing authority to all inspectors will facilitate immediate over-the-counter service, will prevent the potential for delay if one or two people are not available for work, and will facilitate increased learning among staff and succession planning. It is recommended that authority be delegated to every member of staff to approve permits for part 9 buildings upon the completion of appropriate training.

The City has taken the steps to be able to issue Part 1 POA tickets. The ticket system is now used more as a threat than in reality. To encourage compliance, it is recommended that the City develop an internal protocol for issuing tickets. The ticket system should be used more readily as a deterrent.

The City is on the verge of having a GIS system that will be able to generate permit information based on a property identifier or on a map of the properties in the city. It is recommended that the drawings be required in digital format to be input into the GIS to improve access by all departments, increase efficiencies and assist the municipality in emergency situations.

The building permit indicates to the applicant that a final inspection is required, although the City does not prevent occupancy of a dwelling before the final inspection, nor require an occupancy permit. It is recommended that the City institute an automated reminder system that a final inspection is required and charge an additional fee to do final inspections if more than a year has passed after the previous inspection and also implement an occupancy permit which would require that no occupancy take place until a final inspection has been completed.

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The Department has undertaken a praiseworthy effort to keep the building industry informed of the Province's Bill 124 and the important changes it will bring about. The Department should maintain this relationship with local builders as Bill 124 comes into effect and as the recommendations in this review are implemented. It is recommended that the Department establish formal turn-around policies for various types of construction and monitor and report to Council on the average turn-around time to issue building permits.

## **Economic Development**

In 1992, the City of Timmins created a separate corporation with which to undertake certain aspects of the City's efforts to encourage job creation in Timmins. The Timmins Economic Development Corporation (TEDC) has a broad mandate, although as a practical matter it has to identify priority areas for action and fill gaps which are not able to be filled by the City's other economic development participants.

The TEDC has now applied for Northern Ontario Heritage Fund assistance for a 5-year review of the Community Economic Development Plan. It is recommended that as the TEDC embarks on this initiatives it is recommended that the Strategic Plan include the following components;

- ◆ vision statement
- ◆ identification of actions for the strategic priorities for growth
- ◆ identification of strategic affiliates and partnerships
- ◆ development of a marketing plan
- ◆ incorporate the targets, performance measures, time frame and resources required for each initiative and the method by which performance and success will be monitored

This will allow Council and the community to clearly identify the progress made on each initiative and provide a mechanism to track performance.

Many Economic development organizations also prepare a "state of the local economy" statement, which reports annually on a meaningful set of key indicators of community economic health (such as job creation, unemployment, average household income, building permit activity), and may compare year-over-year performance and compare with other municipalities.

Council should request that the TEDC, annually bring forward a brief but meaningful report of this nature. It is recommended that the City continue to support economic development initiatives through the Economic Development Corporation subject to a increased reporting requirements and performance measurements.

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The TEDC is a separate organization approved by Council, which operates under its own constitution. City staff have been assigned to assist the TEDC in realizing its mandate, goals and objectives and to assist with the administration and management of the Board's office. The Manager of Economic Development reports administratively to the Director of Community Development. There are current problems with the existing provision of service. The physical separation of the Director in City Hall from the Economic development section breeds a sense that the latter are removed from the former. There is no past practice or likelihood that the Director will assign a staff member other than those in the Economic Development section to assist the TEDC. Conversely, the Economic Development section staff (other than the Small Business Centre consultant) do not have responsibilities other than to assist the TEDC to fulfill its mandate and to implement projects selected by the TEDC. The TEDC Board has not apparently always been able to refrain from becoming involved in personnel issues related to the Economic Development section staff. The Economic Development section Manager and staff are not always able to refrain from enmeshing the TEDC Board in administrative and personnel matters which is ultimately the responsibility of the Director.

While Economic Development is provided by a separate Corporation, staffing is still provided by the City. Given the significant benefits of operating as a Corporation, including the involvement of the private sector and increased flexibility to respond to market conditions, it is recommended that the Corporation be maintained with a few key changes to address some of the existing deficiencies in terms of staff reporting relationships and performance measurement and reporting to Council, the largest supporter of the Corporation. The current reporting structure is confusing. It is recommended that the staffing of the Economic Development Corporation be provided directly through the Corporation, not the City of Timmins.

Council has delegated to the TEDC the responsibility to select and implement some of the City's efforts to attract jobs to Timmins. Delegation requires accountability... what is being done, why, and is the community receiving the intended results. Therefore, it is recommended that increased reporting requirements be established from the TEDC to City Council. Those departments which now provide services to the TEDC should identify a chargeback revenue from the TEDC budget, equal to the value of their costs related to TEDC. This represents a more business-like method of accounting for the TED Corporation.

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## ***Summary of Recommendations by Department***

The next section of the report provides a summary of the recommendations, an estimated annual savings/costs as well as an estimation of the one-time costs. In addition, a time frame for implementation has been provided for each recommendation defined as follows:

- Short Term (ST) 0-6 months
- Medium Term (MT) 7-18 months
- Long Term (LT) 18+ months

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
Short Term (ST) Medium Term (MT) Long Term (LT)						
	<b>TREASURY</b>					
1	That the job description of senior positions in the Treasury Department be amended to include strategic responsibilities.	X				
2	That the Treasury Department develop the financial information to communicate to the public what services the City is responsible for and what property taxes pay for.	X				
3	That a cost allocation methodology be established for charging back Corporate Services to other departments within the Corporation.			X		
4	That additional cross training be undertaken in the senior levels of management and that the reporting relationships be rationalized to ensure that the Treasurer has sufficient time to provide strategic financial direction for the corporation and the department. Should changes be made, it will be necessary to update job descriptions as required.		X			
5	That the City investigate opportunities to contract out the services of the cafeteria.	X				
6	That an accounts receivable collection policy be established and approved by Council that will address: Interest charged on every type of receivable ♦ Timing of when interest will be calculated ♦ When and which receivables will be transferred to taxes ♦ Fairness and equity amongst like debtors	X				
7	That a follow up policy on uncollectibles be prepared by staff and approved by Council.	X				
8	That an automated system for calculating interest on overdue accounts be implemented.		X		\$(10,000)	\$10,000
9	That the Treasurer investigate alternate service delivery options to provide tax registration and tax sale services to provide the Treasurer with additional time to focus on strategic aspects of the Treasury function. External resources are available and can be implemented in the same manner and protocol as that currently undertaken by the municipality. This would expedite the backlog that currently exists.	X			No additional cost, however, creates efficiencies by allowing staff to be more strategic	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
10	That a new Purchasing Policy be developed in accordance with section 271 of the Municipal Act, in consultation with all departments to encourage compliance and the effective and consistent approach to purchasing across the corporation.		X			
11	That the Treasurer and the CAO review opportunities for operational efficiencies by consolidating the payroll and benefits functions and to identify ways to reduce duplication of efforts. It is estimated that this could result in savings to the corporation or at minimum, free up staff time to perform other duties.		X		\$(0—\$50,000)	
12	That the Treasurer develop, in response to the Auditor's management letter, an action plan with clear deliverables and time frames to Council.	X				
13	That, on a corporate basis, the City review best practices with respect to providing additional information to the public on their website. In Treasury, this should include a summary of the current budget, the most recent financial reports, tax rates, water/sewer rates and statistics on the financial health of the municipality.		X			
14	That each department submit the variances and a description of the reason for the variance to the Treasurer to increase accuracy and accountability of the reports. The Treasurer would then act as a co-ordinator and prepare a summary report of the findings.	X				
15	That, as a high priority, a Reserve Policy Report be prepared to analyze existing reserves, to establish the appropriate reserve policies, identify the need for new reserves, funding sources etc. in accordance with Council's strategic directive.	X				
16	That the City's financial reserve strategy be integrated with the long-term planning and budgeting process. As the City develops and approves longer term financial plans, it is important to recognize the funds in the budget for both the present and the future. Council should have sufficient information available to determine the: <ul style="list-style-type: none"> <li>• Adequacy of the reserve</li> <li>• Long-term plan for the reserve</li> <li>• Liabilities associated with each reserve</li> <li>• Sources of funds</li> <li>• Use of reserves</li> </ul>	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
17	<p>That reserves be categorized and general policies should be established for each:</p> <ul style="list-style-type: none"> <li>◆ Stabilization Reserves</li> <li>◆ Program Specific Reserves</li> <li>◆ Vehicle and Equipment Reserves</li> <li>◆ Building Reserves</li> <li>◆ Capital Reserves</li> <li>◆ Corporate Reserves</li> <li>◆ Development Charges Reserve Funds</li> </ul>	X				
18	<p>That the following <u>general reserve policies</u> be incorporated into the overall financial plan:</p> <ul style="list-style-type: none"> <li>◆ The City will maintain financial reserves: <ul style="list-style-type: none"> <li>● To provide stability of tax and utility rates in the face of variable and uncontrollable factors (consumption, interest rates, unemployment rates, changes in subsidies)</li> <li>● To provide financing for one-time or short term requirements without permanently impacting the tax and utility rates</li> <li>● To segregate funds received and/or to be used for a specific purpose</li> <li>● To make provisions for replacements/acquisitions of assets/infrastructure that are currently being consumed and depreciated</li> <li>● To avoid spikes in funding requirements of the capital budget by reducing their reliance on long-term debt borrowings</li> <li>● To provide a source of internal financing</li> <li>● To ensure adequate cash flows</li> <li>● To provide flexibility to manage debt levels and protect the City's financial position</li> <li>● To provide for future liabilities incurred in the current year but paid for in the future</li> <li>● Reserves will be reviewed on an annual basis to determine their adequacy and a report will be prepared to Council highlighting the target balances compared with the existing balance and reserve projections.</li> </ul> </li> </ul>		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
19	That the Treasurer formalize Debt Management Policies in accordance with the strategic directions developed and approved by Council and identify the financial implications of these policies vis-à-vis future operating and capital budget.		X			
20	That the City's Development Charges by-law be updated immediately as the existing by-law has expired. As part of the review process, the City should establish rationale to support their decisions on cost recovery of growth related capital expenditures. The study should also include the impact on existing taxpayers of paying for growth related capital costs should they not be recovered through development charges.		X		\$(0-\$50,000)	\$15,000
21	That in an effort to meet the Council approved strategic directive, the Treasurer undertake an analysis of the <u>full-cost of water/sewer</u> operations and undertake a rate structure exercise to identify the pros and cons associated with moving the City to fully metered operations or a different rate model.		X			
22	That the City investigate consolidated billing opportunities with water/sewer and property taxes and undertake a cost benefit analysis to determine the most appropriate billing cycle for various customer groups. This could generate efficiencies in the operations, increased cash flows and reduced operating costs by a minimum of \$12,000.	X			\$(12,000— \$20,000)	
23	That at the onset of the budget process, a budget direction document be developed which would include a set of guidelines to assist staff in developing the draft budget. The budget direction typically presents information on the state of the economy, major factors impacting the upcoming budget, relevant aspects of the government's financial policies, define financial constraints and key assumptions.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
24	That the budget document presented to Council provide a clear presentation of the information on a departmental level, which includes staffing information, objectives and responsibilities, major changes and strategic plan implications. The budget document would benefit by also including performance measures such as efficiency, effectiveness and workload measures for each department.		X			
25	That in accordance with the Council strategic direction, the City develop a 10 year capital plan and that a capital budget priority setting process be developed and implemented with involvement of all members of senior management.		X			
26	That the Capital Budget distinguish projects as follows: <ul style="list-style-type: none"> <li>◆ Lifecycle maintenance (to care for existing assets)</li> <li>◆ Growth (to support new residents and businesses)</li> <li>◆ Ongoing programs</li> <li>◆ New initiatives (new programs that are not growth related)</li> </ul>		X			
27	That the City's capital program identify the funding source and the alignment with the reserve, debt and other financial policies. To identify possible reductions, a new step in the budget process needs to be put in place that will allow Council to determine overall funding priorities. Prioritization by Council should occur early in the budget process with priorities identified both by functional area and type.		X			
28	That to ensure consistency and equity in the approach to calculating user fees, the City undertake a full user fee study. That given the potential for increased revenues, it is recommended that this be given high priority.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
29	<p>That to calculate the true cost of a service being provided, the City should consider the inclusion of costs such as:</p> <ul style="list-style-type: none"> <li>◆ Operating expenses – staff time, material costs, utilities</li> <li>◆ Maintenance expenses</li> <li>◆ Depreciation/replacement costs</li> <li>◆ Debt service payments for the program</li> <li>◆ Contributions to specific reserves</li> <li>◆ Overhead/administrative expenses</li> </ul>		X			
30	<p>That the following steps be undertaken to calculate user fees:</p> <p>Step 1 – Define Services Where A User Fee Should Be Imposed</p> <p>Step 2—Review The Legislation/Regulation</p> <p>Step 3 – Undertake Cost Analysis</p> <p>Step 4 – Define User Fee Recovery Policy</p>		X			
	Summary				\$(12,000— \$130,000)	\$25,000

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>HUMAN RESOURCES</b>					
1	That a Recruitment and Selection policy and process be formalized which will encourage HR to play a leadership role in designing a staffing process based on recruitment best practices. It is further recommended that the recruitment process define the timeframes for hiring staff to ensure that undue delays are avoided and that there is a clear understanding corporately of the department expectations. Responsibilities in this regard need to be defined within the Department as the current HR job descriptions do not clearly identify any one person to be responsible for these activities.		X			
2	That the HR Department play a leadership role in designing a performance appraisal system for the City that are validated, organized accordingly with the job descriptions, aligned with the departmental/corporate objectives, and prioritized and with measurable and specific results.		X			
3	That a design team be established, responsible for the successful completion and implementation of the new performance appraisal system.		X			
4	That once the performance appraisal system has been developed, HR conduct a training needs analysis and proceed to train all managers and supervisors on how to manage human resources issues, especially on the performance appraisal system – ensuring that everyone understands how to proceed with this important but delicate activity.		X			
5	That competency profiles be established for each critical management position.	X				
6	That systems be developed to plan for quickly filling crucial vacancies at all levels.	X				
7	That the Treasurer and the CAO review the opportunity to create synergies by merging Payroll and Benefit processes to avoid duplication in entries and inefficiencies.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
8	That some of the existing HR resources be redeployed to other areas of importance within HR that are under-resourced.		X			
9	That the following steps be undertaken to update job descriptions: <ul style="list-style-type: none"> <li>◆ Build and validate business plans</li> <li>◆ Validate the accuracy of the job fact sheet tool used to collect job information. Update as necessary</li> <li>◆ Conduct a job description workshop with current employees to validate each and every job description document</li> <li>◆ Conduct a prioritization exercise in order for each employee to be clear about what is the most important activity that they have to perform with excellence in order for the organization to advance</li> <li>◆ Redesign the job description template to accommodate changes</li> <li>◆ Update each and every job description with the new priorities, functions, responsibilities and accountabilities</li> <li>◆ Update the performance appraisal system to reflect these changes.</li> </ul>		X			
10	That an attendance management strategy be designed and implemented by HR.		X			
11	That training be provided to front line staff in labour relations to reduce the workload on the HR Department.		X			
12	That a formal employee recognition program be established.		X			
13	That an employee wellness program be developed in accordance with the recommendations outlined in the recent Workwell Audit.		X			
14	That Human Resource policies and procedures be developed and the appropriate staff be assigned to update the policies and procedures as required.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS	
15	That the function of the HR roles in the City be aligned with the needs of the organization to increase effectiveness. This will require a departmental business plan for the HR Department aligned with the strategic direction of the organization. There is also a need to determine the activities/roles/functions/accountabilities that will be assigned to the positions and new job descriptions will need to be created for some of the positions. As part of this process, it is important to assign accountability on the most important issues as identified such as developing a performance appraisal system and updating the job evaluation process.		X				
16	That a Human Resource Manager position be created to address key strategic roles within the corporation and the HR Department	X			\$100,000 *	\$10,000	
17	That an HR organization be developed that is focused on best practices in creating “value add” to the effective management of its people. This will require a review of the existing organization to: <ul style="list-style-type: none"> <li>◆ Anticipate and forecast staffing needs and influence future sources of employment for the City</li> <li>◆ Align the HR function to meet “business” needs by developing the following capabilities: <ul style="list-style-type: none"> <li>◆ Knowledge of City’s “business” and political dynamics</li> <li>◆ Organization change expertise</li> <li>◆ Strategic problem solver/influencer</li> <li>◆ Valued business advisor/member of leadership team</li> </ul> </li> <li>◆ Utilizing technology and integrating with technology by developing the following capabilities: <ul style="list-style-type: none"> <li>◆ Translation of HR needs into IT specification</li> <li>◆ Aggressive vendor management</li> </ul> </li> <li>◆ Developing existing talent to build organization capabilities: <ul style="list-style-type: none"> <li>◆ Training and development needs analysis</li> <li>◆ Training/development design and sourcing</li> <li>◆ Capability measurement</li> </ul> </li> </ul>		X				
Summary					\$0-\$50,000*	\$10,000*	
		* offset by reduction in outside consulting costs					

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>INFORMATION SYSTEMS</b>					
1	That all IT related expenditures and responsibilities be transferred from each of the departments into the corporate IT budget.		X			
2	That the IT Manager develop an IT Strategic Plan for the whole Corporation, identifying needs, priorities and timing.		X			
3	That the IT Department provide systems direction and leadership by assisting departments in the definition of their requirements, the selection of software applications and project managing the implementation of new systems.		X			
4	That given the expanding role that IT should be playing in the future with respect to evaluating software needs and increasing centralization of the IT function on an interim basis, additional staff resources be met through contracting the service. A long term solution to address staffing should be developed upon completion of the IT strategy.		X		\$40,000	
5	That a corporate IT training needs policy be established. To begin the process it is further recommended that a staff self-assessment questionnaire be developed to determine training needs based on the requirements of their position.		X			
6	That the role of IT in training staff across the Corporation be clearly defined and a budget be established to meet the training needs across the Corporation.		X		\$50,000	
7	That a clear cut corporate direction and policy be established to utilize integrated modules of the corporate system Vadim, unless they are found to be completely inadequate.		X			
8	That the evaluation criteria for assessing new software applications consider the best fit for the Corporation.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
9	<p>That a formalized discipline in the selection of any system involving IT Technology be implemented which would include:</p> <ul style="list-style-type: none"> <li>• Formal specification of the user needs for each module of the desired system</li> <li>• A formal RFP process</li> <li>• Adherence to corporate IT standards on servers, operating systems, and database management systems (DBMS)</li> <li>• Involvement by IT in the process of defining and specifying needs, and in the selection process</li> <li>• IT responsibility for Project Management of the application implementation</li> <li>• Adequate training allocated for all users</li> <li>• IT responsibility for assisting in business process re-engineering of manual processes during the implement of the system.</li> <li>• IT responsibility to receive adequate user training on the system to be able to provide coordination with the Supplier in specifying problems, and in assisting with user mentoring.</li> </ul>		X			
10	That the City establish an IT Management Committee to act as a Steering Committee to the Corporate IT Department.	X				
11	<p>That a Systems Audit Review be undertaken of the Vadim system to:</p> <ul style="list-style-type: none"> <li>• Ensure the implemented modules are being used effectively</li> <li>• Present the new functionality to all departments</li> <li>• Assess the functionality of specific Vadim modules like maintenance management, human resources, building permits, licensing, etc. to the specific needs of these areas, and determine what needs to be done to satisfy those needs</li> <li>• Identify and implement any customized reporting needs</li> <li>• Determine what additional software utility options would make the data in the system more accessible to management</li> <li>• Determine how laser fiche document storage might interface with Vadim, or how scanning might be used to minimize manual filing</li> <li>• Determine how the new GIS system can work with Vadim</li> </ul>	X				
	Summary				\$90,000	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>CLERKS</b>					
	<u>Animal Control</u>					
1	That the City review its current animal control licensing program to identify opportunities to increase the number of dogs licensed. It is anticipated that this could increase revenues by \$36,000 annually.	X			\$(36,000)	
2	That the City of Timmins establish a cat licensing program consistent with best practices in the animal control industry.	X			\$(20,000)	
3	That the City undertake a business case analysis on the three options for providing animal control services including status quo, contracting with the Humane Society or contracting with the private sector.		X			
4	That the City review all existing fees associated with animal control as the current fees are lower than other municipalities surveyed. This would provide an opportunity to reduce reliance on taxpayer subsidy.	X			\$(5,000)	
5	That the City review its hours of operation to the public for animal control services to improve customer service and the likelihood of adoption and reuniting animals with their owners.	X				
6	That the City review its needs for improved technology to effectively manage animal control services. It is anticipated that there would be a payback for money invested in technology upgrades through increased licensing revenues.		X			
7	That should the City elect to continue to directly provide animal control services, that it review its existing facility asset portfolio to determine if there are any existing surplus assets that could be retrofitted to meet the needs of animal control.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<u>Cemeteries</u>					
8	That the City establish a repayment schedule for the unfinanced capital associated with the construction of the mausoleum and columbarium in 2003.	X				
9	That the City explore other revenue generating opportunities through the provision of ancillary products and services to reduce taxpayer subsidy as has been undertaken in a number of other municipalities.	X			\$(10,000)	
10	That the City address the pending issues associated with the availability of lands for cemetery operations and the life expectancy of the existing land holdings.		X			
11	That Timmins explore the opportunity to increase revenues by developing a variable rate schedule that incorporates location selection options, presence of markers and depth while still maintaining affordable options.	X			\$(10,000)	
12	That the City explore opportunities to increase revenues associated with burial activities by providing vault installation services.		X		\$(5,000)	
13	That the cemetery operations be further evaluated to identify why the costs for services appear to be higher than other municipal comparators. This should include a review of staffing levels and costs/benefits of contracting services.	X			\$(55,000)	
14	That the City review its existing fee structure to ensure that the fees are set to recover the full cost of services and have been rationalized.	X			\$(10,000)	
15	That a Business Plan be developed to include performance measures and processes to track performance specifically in the areas of customer satisfaction, the efficiency of the services provided and the establishment of revenue targets. The Business Plan should also include a rationalization of all fees and expenditures.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
16	That in order to quantify the true cost of providing services, it is recommended that the Cemeteries operations implement activity based costing. This will significantly improve the ability to define appropriate fees in the future and move toward self-sustainability.		X			
17	That Timmins continue to review their marketing strategy to educate the public and increase pre-need sales. In addition, consideration should be given in the Business Plan to assessing customer/community satisfaction with the services provided.	X			\$(10,000)	
	<u>Leisure Services</u>					
18	That the City establish a pricing policy, which would establish the maximum subsidy rate for youth and adult activity in arenas, contributions to maintain and replace existing facilities and address other not-for-profit and private sector operators. This would provide the benchmark to establish user fees at the arenas.	X			TBD	
19	That the City review its concession activities to develop strategies to improve revenue generation opportunities and ensure that concession operations are generating a profit associated with industry norms.	X			\$(5,000)	
20	That the City undertake a detailed capital life-cycle assessment to provide a clearer perspective of the short and long-term capital costs associated with operating the City's arenas. These assessments will also provide a basis for preparing a comprehensive capital conservation strategy to extend the operating life of some arenas. Significant long-term capital costs associated with arena maintenance are anticipated and must be planned for in the short-term.	X				
21	That until the completion of a capital conservation strategy and a long term arena strategy is developed, additional investments in arena infrastructure should be restricted to essential items necessary to meet building code requirements and/or protect the safety of users.		X			
22	That the City establish ice time policies for its operations.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
23	That the City establish an Arena Capital Fund to finance capital costs and to support future improvements and consolidations. It is not clear that the assessments that have been conducted are detailed enough to provide a solid basis for future capital planning. Additional expert assessment of structural, mechanical and other operating systems may be required.		X			
24	That where the cost of installing energy efficient equipment can be demonstrated to reduce long-term utility costs and cover equipment capital costs, such projects should be undertaken for arenas to be retained in the long term.	X				
25	That user fees be reviewed and consideration be given to allocating a portion of the user fee revenues for capital improvements and set this money aside in a reserve fund for future requirements.		X			
26	That a plan to attract more advertising revenue be implemented.	X				
27	That the City prepare a detailed market assessment to determine the required number of arenas and the most effective approach for providing future facilities. This should be done to coincide with the facility audits so that future investments in arena facilities can be undertaken in the most cost effective manner possible.		X		\$(0-\$100,000)	
28	That on-going program evaluation be undertaken to ensure that defined outcomes and benefits are being achieved with respect to programming leisure services and to ensure that there are no gaps with respect to supply and demand of programs.		X			
29	That the City compile information on unit costs of park maintenance operations as a basis for setting achievable maintenance standards	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
30	That the City adopt maintenance standards for each parkland classification level. Standards should be based on unit costs, safety considerations, program requirements and to the extent possible, community expectations. Different maintenance standards should be adopted depending on the type and level of park use.		X			
31	That the City evaluate parks to determine conformity with maintenance standards and a staff and resource allocation schedule to achieve minimum maintenance standards.		X			
32	That the City consider options for meeting standards, including contracting out some operations and increased user or volunteer involvement.		X			
33	That to effectively manage its parks, leisure and recreation programs, there is a need to consolidate Parks, Recreation (programming and maintenance). An integrated department would offer a seamless, comprehensive, cost-effective approach to sports and leisure across the community.		X		\$0-\$50,000*	
		* no increase in total staff complement but change				
34	That a business plan be developed to address the combination of challenges associated with an aging infrastructure, underutilization of resources and user fee policies.		X			
35	That leisure services be moved from Clerks to a new Department—Parks and Recreation	X				
	<u>Tourism</u>					
35	That all overhead costs be allocated to the Shania Twain Centre and Gold Mine Tour.	X				
36	That a new business and marketing plan be developed for STC/GMT.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
37	That the City tourism staff participate actively in the proposed Tourism Sector Sub-committee during the upcoming Community Economic Development Strategy 5-year review.	X				
38	That staff prepare an annual business plan and report semi-annually to Council on the success of marketing efforts and the health of the local tourism sector.		X			
39	That the City establish a separate Tourism Board with representation from various stakeholders. Representation should include members of Council, the business sector (e.g. tourism, BIA, the Chamber of Commerce), hospitality, transportation, education and local attractions. A separate consolidated budget, with appropriate resources should be established.	X				
40	That the City should continue to direct some of its promotional funding on a regional basis.	X				
41	That the City should develop a firm policy of calibrating its external tourism promotion funding to the level of private sector financial participation in the external tourism marketing campaigns.		X			
42	That the City of Timmins should continue its participation in the Ontario's North campaign.	X				
43	That the Board of the STC/GMT should play an active governance role, setting business direction, approving business plans, reporting to Council on financial performance and tourism impact.	X				
44	That the Shania Twain Centre and Gold Mine Tour should continue to be operated by the Underground Gold Mine Corporation, and subsidized by the City until at least 2008.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
45	That the present arrangement for staffing the STC/GMT via the Timmins tourism staff works well and should be continued at least until 2008, subject to the following conditions: <ul style="list-style-type: none"> <li>◆ More business-like Accounting protocols</li> <li>◆ Expecting and receiving effective policy and financial direction from the STC/GMT Board in respect to the operation of the Centre</li> <li>◆ Measures of tourism results and meaningful direction from Council with respect to subsidy</li> <li>◆ An annually-updated Business Plan presented to and adopted by the Board, and presented by the Board to Council</li> <li>◆ A 3-year “sunset” clause, which makes it clear that Council intends to review the existing arrangement based on results achieved during the 2005-2007 period</li> </ul>	X				
46	That the STC/GMT continue to have an independent marketing budget and develop its own marketing policy. The Board should consider taking a regional approach to its marketing expenditures		X			
47	That the STC/GMT accounts and budget should be stated on an enterprise basis, including full-cost accounting.		X			
48	That the City should continue to bring to the attention of the Ontario Government that, unlike most northern centres, its most significant man-made tourist attraction receives little Provincial support	X			\$(0-\$50,000)	
49	That City Council develop a policy and benchmark on the basis for the operating subsidy for the STC/GMT		X			
50	That the City should “write off” the Accumulated Deficit that is shown on the financial statement of the attraction as there is very limited likelihood that it will be repaid .	X				
51	That a detailed 2005-2007 Business Plan be prepared for the Centre and approved by the Board and Council.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
52	That performance measures be developed and monitored on an ongoing basis for the STC/ GMT.		X			
Total					\$(116,000- \$316,000)	\$0

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b><i>FIRE</i></b>					
1	That a long-term financing plan for equipment, vehicles and building within the Fire Department be developed to ensure that funds are available based on lifecycle costing. This should be integrated with an overall long-term plan across the Corporation and should include clearly articulated debt and reserve policies.	X			TBD	
2	That a review be undertaken to ensure that the user fees are recovering the full cost of service and that the review clearly define the City's user fee policy with respect to Fire services. User fees should be reviewed on an annual basis to reflect changes in the cost of service.	X			\$(0-\$5,000)	
3	That the City establish a performance management system and related forms based on job duties, goals/objectives, skills/competencies, and employee development.		X			
4	That the City continue to monitor the appropriateness/suitability of compensation of volunteer firefighters and identify the pros and cons as well as the estimated costs of alternative approaches.		X			
5	That the City implement a cost allocation methodology to accurately reflect the true costs of fire services, including an allocation of costs from the Police budget for joint dispatch services.		X			
6	That the administrative staff receive appropriate training to more effectively track statistics moving forward.		X			
7	That a technology plan for the Fire Department be developed to identify short and long-term technology needs including the use of computers, development of a customer friendly web page, maintenance of department personnel, training, response statistics and GIS.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
8	That the Fire Department develop a comprehensive employee training program.		X			
9	That the City prepare a full business plan on the costs/benefits of developing a training centre.		X			TBD
10	That the City undertake a Master Fire Plan to address a number of key issues including a fire station rationalization, the development of a training centre, the approach to compensating volunteers and fine-tuning tiered response protocol.		X			
	Summary				\$(0-\$5,000)	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>ENGINEERING/PUBLIC WORKS</b>					
1	That a Public Works Policy Manual be developed incorporating all Program Service Standards and Corporate Policies. These policies should be developed in the context of outcomes, provincial minimum standards, and the scope of service expected by the public. Departmental practices should be formalized within each program area.		X			
2	That Asset Reserve Funds for Fleet be based on sound economic principles. That the vehicle equipment rental rates be updated and include all related expenses including preventative maintenance and replacement of the asset based on its useful life.		X			
3	That the City establish 10 year rolling Capital Replacement Plans for Fleet.	X				
4	That a program of staff training that fosters pride in workmanship, improves morale, supports the strategic competition program, encourages innovation and an entrepreneurial spirit in staff, and reduces risk and liability be instituted.		X			
5	That the City investigate the costs and feasibility of introducing a single corporate wide work management system. A phased approach is recommended for reasons of affordability and to ease the update of the technology in the corporation.		X			\$30,000
6	That the reason for the high number of sewer back-ups and potential solutions be established as part of the detailed operational review of the water/sewer operations.	X				
7	That the detailed operation review investigate the reasons for by-passes at the Whitney Plant and identify potential solutions to rectify sewer by-passes at the Whitney Plant.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
8	That a water/sanitary rate study be conducted in Timmins to include the following steps: <ul style="list-style-type: none"> <li>◆ Identifying Rate Structure Objectives</li> <li>◆ Comparing Existing Costs in Timmins to Other Municipalities</li> <li>◆ Identifying Revenue Requirements For Each Service</li> <li>◆ Allocating Costs</li> <li>◆ Calculating Unit Costs</li> <li>◆ Designing Rate Structure Options</li> <li>◆ Assessing The Effectiveness Of Addressing Objectives</li> <li>◆ Assessing The Impact On Each Class</li> <li>◆ Making Recommendations for Future Consideration</li> </ul>		X			
9	That the City of Timmins develop performance measurement indicators as recommended by the American Water Works Association and report to Council the actual performance against the indicators at least annually.		X			
10	That Timmins review it's recycling programs with the objective of increasing the percentage of solid waste diverted for recycling.	X				
11	That the City of Timmins install weigh scales at its disposal site and institute tipping fees to offset the costs of disposal. This could increase revenue by up to \$1.3 million a year.		X		\$(1,300,000)	
12	That the City of Timmins review the number of containers.					
13	That performance measures be developed and ongoing benchmarking be established as part of a quality management and assurance approach to the delivery of roads services.		X			
14	That Timmins publish an annual Consolidated Winter Road Control Plan.		X			
15	That a Winter Reserve Fund be established.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS/ COSTS	EST. ONE TIME COSTS/ SAVINGS
16	That a route optimization program be carried out to maximize the efficient delivery of service through optimization of equipment and staff and provide a standardized level of service throughout the City.	X			\$(300,000— \$500,000)	
17	That a yard rationalization program to reduce duplication, support the route optimization and support cost reductions be conducted.	X				
18	That a staff complement rationalization to improve prioritization of staff utilization, reduce duplication and reduce labour costs be carried out.	X				
19	That a fleet rationalization study to support the staff rationalization, support the service delivery models and provide economies of scale be conducted.	X				
20	That operations manuals for the facilities function be updated which specify the policies, procedures, task lists and duties.		X			
21	That an energy management program be developed to identify energy use/cost by property.		X		TBD—savings	
22	That an appropriate preventative maintenance program be developed for each facility to ensure that facility management services are provided at a level sufficient to reduce equipment breakdown and service interruptions.		X			
23	That additional training for staff be provided to ensure that onsite staff can effectively perform routine maintenance and operations functions responsibly, efficiently and effectively.		X		\$10,000	
24	That the cost of delivering facilities management be allocated to program users.		X			
25	That a property specific reserve funding program be established for capital replacements.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
26	That a space/furniture standards program be established and implemented.		X			
27	That the purchase of furniture and equipment to save costs and ensure conformity to standards be coordinated.		X			
28	That additional computer training be provided to staff in Public Works to ensure that software is used efficiently and effectively.		X			
	Summary				\$(1,590,000- \$1,790,000)	\$30,000

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>TRANSIT</b>					
1	That the City develop a comprehensive set of minimum service and financial policies for regular and special transit for the consideration of Council to ensure that the existing service levels have been rationalized.	X			\$(85,000- \$160,000)	
2	That the City introduce a formal performance system similar to that outlined above and that this system provide the analysis annually in the service plan document and outline the planned response to improve compliance with the selected performance targets.		X			
3	That the City undertake the installation of automatic passenger counters on 10% of the fleet to provide detailed information on passenger activity. The approximate cost of the installation is estimated to \$9,000 per vehicle. This will allow data to be collected on all routes during each board period.	X			\$18,000	
4	That the City undertake on a semi-annual basis a passenger survey to provide a basis for fare classification, trip origin destination analysis and passenger profile development.		X			
5	That a financing plan be developed for transit operations to transfer annually funds to the reserves to help finance years that have higher than average replacement needs.		X			
6	There is a need to develop a long-term plan for equipment, vehicles and facilities within the Transit operations to ensure that funds are available based on lifecycle costing. This should be integrated with an overall long-term plan across the Corporation. Once improvements are made in this regard, a review of the maintenance functions should be undertaken to identify any potential savings.		X			
	Summary				\$(67,000— \$142,000)	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>AIRPORT</b>					
1	That an equipment and vehicle rationalization exercise be undertaken to determine the ongoing needs of the Airport, to identify whether there are any opportunities to share equipment with Public Works and to determine whether it is more cost effective to rent equipment that is not frequently used.	X			\$(10,000- \$15,000)	
2	That as part of an overall strategic plan, a fee and revenue generating strategy be developed for the Timmins Airport.		X		TBD	
3	That the City undertake an Airport Master and Business Plan which would: <ul style="list-style-type: none"> <li>• Develop a land use plan and appropriate zoning controls for the airport which foster development opportunities while protecting the existing and future on-airport operations and surrounding land uses.</li> <li>• Optimize the potential use of the lands without affecting increases in core aviation related activities and promotes new tenants/users in order to enhance airport revenues.</li> <li>• Identify and assess potential new and innovative sources of revenue, enhancements to existing revenue sources and strategies to retain and expand the current tenant base.</li> <li>• Identify business development and marketing strategies that strengthen Timmins Airport relationships with its present and future customers.</li> </ul>		X			
4	That upon completion of the Airport Master and Business Plan, the City of Timmins review the governance structure of the airport.		X			
	Summary				\$(10,000- \$15,000)	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>GOLDEN MANOR</b>					
1	That the Administrator review the staff mix, the use of overtime and internal policies to rationalize the existing higher than average salaries/wages/benefit costs of operations.	X			\$(0-\$125,000)	
2	That Golden Manor review the potential for cost saving opportunities that can be achieved for food and other supplies through bulk purchases or contracting services.	X				
3	That the user fees for private accommodation be increased to the maximum allowable level under the legislation.		X		\$(0-\$258,000)	
4	That the current policies for preferred accommodation be reviewed and formally adopted by Council.		X			
5	That the City investigate the ability to increase provincial subsidy and/or create a fair and equitable cost sharing arrangement within the District to fund long term care.		X			
6	That the Campana system supplier be requested to determine if a better utilization of the system could create efficiencies, particularly in the area of staff scheduling which is the largest cost of operating Golden Manor.		X			
7	That training on Goldcare Financial system be provided to the required staff.	X				
8	That Excel and Word training be provided to the users of Golden Manor.	X				
9	That upon finalization of the resident survey, it be administered by the Family Council or other third party with the results reported directly to Council.		X			
10	That performance indicators be established for efficiency and effectiveness to measure actual performance data that can be reported to Council at least on an annual basis.		X			
	Summary				\$(0-\$313,000)	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
	<b>COMMUNITY DEVELOPMENT</b>					
	<b>Planning</b>					
1	That upon completion of the Official Plan review and development of a new zoning by-law, the staffing levels be reviewed.			X	\$(0-\$70,000)	
2	That the Planning Department review its user fee policies, particularly given the increase in operating costs and establish a philosophy upon which fees will be set. As a guide, it is recommended that the City establish a threshold upon which to recover the cost of services provided to avoid increasing the burden on the taxpayer.	X				
3	That the City increase its fee for Compliance Letters (Lawyer's Letters) to \$70	X			\$(8,000)	
4	That the City institute a "major re-zoning" and "minor re-zoning" distinction in its fee schedule, to incorporate the full cost of processing applications.	X			\$ (7,000)	
5	That the City introduce graduated Site Plan approval/agreements fees, based on the complexity of the project.	X				
6	That the City institute a Subdivision Draft Approval Application fee which is partially graduated to the number of lots being created, and recover some of its post-draft-approval staff-time costs via the subdivision agreement.	X			\$(5,000)	
7	That the Zoning By-law provisions be made as flexible and simple as possible within the context of Provincial policy and the Official plan.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
8	That wherever possible, general City-initiated amendments for greater simplification and flexibility should be introduced immediately, without waiting for the OP Review to be in effect.	X				
9	That the zoning by-law be comprehensively revised simultaneously with the comprehensive revision of the Official Plan now underway.		X			
10	That responsibility for the support and administration of the Committee of Adjustment be transferred from the Clerk's department to the Planning Section.	X				
11	That cost-recovery: increases in both the minor variance fee and the consent fee (for new lots) be implemented to achieve 100% cost recovery based on the activity of the previous 5 years and that these fees be updated on an annual basis.	X			\$(17,000)	
12	That the Community Development Department monitor and report annually on the average turn-around time for the most common types of applications.	X				
13	That the Department measure and report on cost-recovery for each fee.		X			
14	That the Planning Division proceed with its current plan to automate the processing of Planning applications.		X			
	<b>Building</b>					
15	That Council establish an objective that building permit fees be set at a level which will fully recover the costs of both the Building department as well as the staff costs in Planning, Fire, Engineering and legal that are consumed by the building permit review and building inspection costs.	X				
16	That staffing levels be rationalized prior to establishing new fees which will be required by July 2005 in accordance with the provisions of Bill 124 with an aim to reducing the existing staffing complement by one position, in conjunction with the elimination of the requirement for permits for minor projects such as siding, windows, decks and doors for residential properties.		X		\$(50,000)	

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
17	That in calculating its building permit fees, the City should use a 5year rolling average of building permit activity as a basis for construction activity. This will avoid any skewing factors caused by a particularly big project or a slow year.	X				
18	That the City establish a reserve within its building budget in order to use revenues in high-permit years to offset costs in low-permit years and that any surplus funds in 2004 be transferred to this reserve.	X				
19	That the City set aside sufficient funds and training time in the Building budget in 2005 to meet the staff licensing requirements of Bill 124.	X				\$10,000
20	That all inspectors should be trained and licensed, as soon as possible, to undertake commercial/industrial/institutional plans examination and inspection (Part 3 of the Code).		X			
21	That the Building staff be cross-trained to interpret the zoning by-law, at least in respect of simple buildings.		X			
22	That authority be delegated to every member of staff to approve permits for part 9 buildings upon the completion of appropriate training.		X			
23	That the City discontinue the need for permits and inspections for the replacement of siding, doors, decks or windows for residential properties.	X				
24	That the City use Provincial Offences Act Part 1 tickets more liberally as a deterrent to building without a permit or ignoring an order to comply.		X			
25	That the Building staff should begin as soon as possible issuing permits and calculating permit fees via computer.		X			

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
26	That the City institute an automated reminder system that a final inspection is required and charge an additional fee to do final inspections if more than a year after the previous inspection.		X			
27	That the City implement an occupancy permit which would require that no occupancy take place until a final inspection has been completed.		X			
28	That the Department continue and intensify its education efforts and information sharing with the building industry in the city.		X			
29	That the Department should establish formal turn-around policies for various types of construction and monitor and report to Council on the average turn-around time to issue building permits.		X			
30	That the City institute a means to obtain a qualitative measure of building customer satisfaction as well as constructive customer feedback.		X			
	<b><u>Economic Development</u></b>					
31	That the Strategic Plan that will be updated in 2005 include the following components; <ul style="list-style-type: none"> <li>◆ vision statement</li> <li>◆ identification of actions for the strategic priorities for growth</li> <li>◆ identification of strategic affiliates and partnerships</li> <li>◆ development of a marketing plan</li> <li>◆ incorporate the targets, performance measures, time frame and resources required for each initiative and the method by which performance and success will be monitored</li> </ul>		X			
32	That the City continue to support economic development initiatives through the Economic Development Corporation subject to a increased reporting requirements and performance measurements.	X				

RECOMMENDATIONS		ST	MT	LT	EST. ANNUAL SAVINGS// COSTS	EST. ONE TIME COSTS/ SAVINGS
33	That the staffing of the Economic Development Corporation be provided directly through the TEDC.		X			
34	That all service requirements of the TEDC such as Finance, IT, Human Resources etc. be provided by TEDC. The City could continue to provide these services on a fee for service basis.		X			
35	That the TEDC be required to provide regular and comprehensive reporting to Council on a <u>quarterly basis</u> , which would include information on expenditures by project, status updates on projects and action plans and the community outcomes which had been achieved.		X			
36	That the TEDC budget be stated in full-cost accounting terms, which includes the value of the services received from the City.	X				
37	That performance measures be adopted by the TEDC as part of the memorandum of understanding with the City, its main funding source, to show progress toward action plans, programs and initiatives and links to the activities/inputs of the department. This will allow Council and the community to clearly identify the progress made on each initiative and provide a mechanism to track performance.		X			
38	That the TEDC produce a detailed annual report on the progress made, including timeframes, results and update the economic overview and provide statistical information on the City and Ontario using the defined performance measurements as well as a future work plan to Council in December of each year.		X			
39	That the City direct the TEDC to present an annual "state of the Timmins economy" fact statement to Council and to the public.		X			
40	That the TEDC provide sufficient detail on a 3 year business plan to rationalize the funding required from the City.		X		TBD	
	Summary				\$(87,000- \$94,000)	\$10,000

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## **Financial Summary**

The following summarizes the estimated annual savings and one time costs associated with the recommendations contained in the Operational Review. A range has been provided in a number of cases to reflect decisions that are required based on the analysis undertaken regarding staffing and user fees. The recommendations contained in the report have not reduced the level of service provided to the community.

Department	Savings		One-Time Costs
	Low	High	
Treasury	\$ (12,000)	\$ (130,000)	\$ 25,000
Human Resources	\$ -	\$ 50,000	\$ 10,000
Information Services	\$ 90,000	\$ 90,000	
Clerks	\$ (116,000)	\$ (316,000)	
Fire	\$ -	\$ (5,000)	
Public Works	\$ (1,590,000)	\$ (1,790,000)	\$ 30,000
Transit	\$ (67,000)	\$ (142,000)	
Airport	\$ (10,000)	\$ (15,000)	
Golden Manor	\$ -	\$ (313,000)	
Community Development	\$ (87,000)	\$ (94,000)	
<b>Total Potential Savings</b>	<b>\$ (1,792,000)</b>	<b>\$ (2,665,000)</b>	<b>\$ 65,000</b>

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## **Summary of Recommended Changes in Organizational Design and Staffing**

The generally agreed upon research on organizational effectiveness is that the **strategy of an organization should drive the design of the organization**. As such, a review of the strategic priorities and direction was undertaken to ensure that the organization structure ultimately recommended for the City of Timmins is aligned to effectively meet the organization's strategies and objectives. If the structure is not adjusted to support new plans (goals and strategies), then the new plans will not be fully effective and inefficiency and waste increase.

Principles of organizational design were employed to develop an appropriate organization structure including consideration of the following:

### Division of Labour

- Departmentalization
- Specialization

### Unity of Command

- Line of command
- One superior

### Authority and Responsibility

- Line and staff authority
- Authority and power

### Spans of Control

- Levels of control
- Centralization and decentralization

### Contingency Factors

- Environment and technology
- Knowledge technology: task variability & problem analyzability

Organizational structure is the framework that defines reporting relationships between different positions within the organization. However, the structure, once developed, is not permanent. It needs to be altered depending upon the environmental factors or a change in the corporate strategy of the organization. In designing the appropriate organization structure, an evaluation was undertaken to ensure that the structure recommended met the following criteria:

- Alignment to strategic priorities and objectives
- Continues to meet customer and stakeholder expectations—no reduction in the level of service
- Sustainable over time
- Flexible and responsive – must be able to respond to what is happening on a timely basis
- Consistent with organizational mission
- Decision-making, roles and responsibilities are clear and effective
- Sufficient resources are available to meet the mandate of the department

The next section of the executive summary provides a **brief description** of some of the main organizational changes recommended through the completion of the operational review.

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### ***Establish a Parks & Recreation Department***

During the strategic planning sessions, a common theme that was discussed was the need for additional focus on parks and recreation to support a healthy community. To achieve objectives contained in the **Statement of Priorities and Direction**, Council discussed the need to review the current organizational structure with respect to the provision of recreation programs and services. Given the importance of maintaining the City's attractiveness to youth and retired residents and importance of healthy lifestyles, the operational review focused on addressing the perceived problems associated with the current provision of recreation services.

The City's current organization structure is very unique within the municipal sector. In comparison to other municipalities of similar size and scope, the City of Timmins is unique in that there is currently no separate department for parks and recreation; these services are provided through the Clerks Department.

The vast majority of municipalities recognize the need to have a department that is focused specifically on the delivery of parks and recreation services and has adequate specialized and expert resources to design and implement appropriate programs and services. Further, the majority of municipalities where tourism is a key element of their economic development strategy ensure that tourism has a high profile in the municipal structure and is not buried in an administrative department as is the case in the City of Timmins.

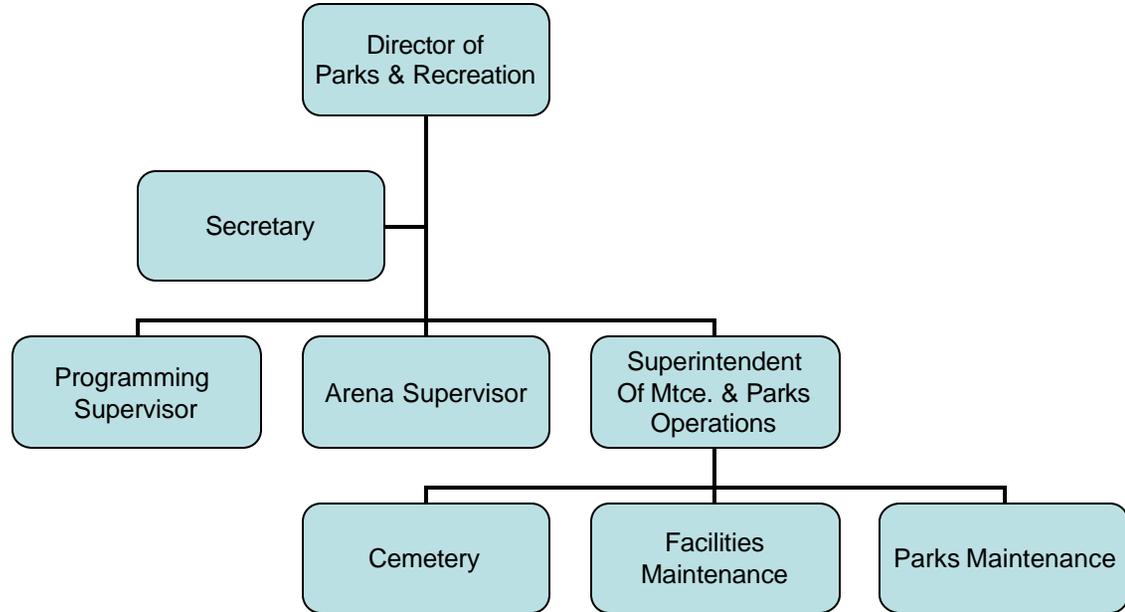
The current organization structure is not aligned with Council's strategic priorities and directions. There is a need to increase the profile and the focus of culture, parks, recreation and tourism. There are limited specialized/expert parks and recreation resources currently being utilized. Further, there are problems associated with the separation of duties between programming and maintenance that impact the ultimate delivery of services and programs to the public.

Leisure services function is not a natural fit in the City Clerk's Department. At one time possibly, the number of experienced and articulate managers at the City, capable of innovation and effective project management, may have been limited. Individuals in senior positions who did have such capabilities were relied upon to take on additional portfolios, regardless of whether there was a natural fit or skills to support such activities. The City Clerk is one individual whose commitment and innovation have been enormous and who did whatever was needed. However, it appears that Timmins has been quite successful in recruiting and/or developing effective managers.

Less centralization of different functions in the Clerk's office is needed now than at points in the past to meet the strategic goals and objectives of the Corporation. The City Clerk position, both statutorily and logically, incorporates critical responsibilities for public information, communication and meetings. However, these are **internally oriented** corporate functions, often subject to statutory parameters, rather than externally oriented marketing. Also, the current organization structure which separates parks and recreation programming (Clerks) from facilities and park maintenance (Public Works) has posed significant challenges in terms of operations and accountabilities. Given that the vast majority of the facilities are associated with parks and recreation and considering the very large portfolio within Public Works, it is recommended that the facility and park maintenance functions be merged with programming for these assets. In its strategic planning session, Council placed a great deal of emphasis on the provision of recreation programs and services. To meet the strategic directives of the corporation and in recognition of budgetary constraints, there is a need to establish a separate department (Parks & Recreation) with a clear focus that will be responsible for recreation programming, leisure services, cemeteries and facilities and parks maintenance.

The organization structure to the right reflects the proposed Parks and Recreation Department. This consolidates leisure services and building and parks maintenance in one department.

There is a need to review and rationalize staff based on the impact of consolidating these areas in terms of workloads and potential efficiencies. This may require changes to the existing positions within the organization and staff complement.



### ***Create a Manager of Human Resources Position***

Human Resources plays a key role in the overall operations of the City. This includes playing a leadership role in establishing policies impacting staff performance, appraisals, and compensation systems, labour relations and career planning. The Department is operating effectively in providing the majority of the HR administrative and operational necessities to the organization. The review of Human Resources identified a number of areas that would improve the overall effectiveness of the organization, improve accountability and reduce risk. To do so will require a realignment of some of the existing positions and the addition of a dedicated Manager of Human Resources.

## Summary of the Organizational Structure, Staffing Implications and Governance Changes Recommended

Department/Division	Staffing Changes	Governance/ Service Delivery Changes	Comments
<b>Treasury</b>			
Finance	- 1 FTE	None	As a result of combining payroll and benefits, moving to one bill for water/sewer and taxes, outsourcing the tax registration and sales, there is an opportunity to streamline operations and reduce the full-time complement at the clerical level
Cafeteria	Possible Reduction of 1 FTE	None	Potential to contract the cafeteria operations or look at other options such as closing the cafeteria and moving to vending machines
<b>Human Resources</b>	1 FTE	None	Hire a manager of human resources which should largely be offset by reductions in consulting costs associated with HR. Savings also realized by improved HR effectiveness
<b>Information Technology</b>	Additions To be decided (TBD)	None	Need IT strategy first but likely need additional resources either on a full time or contractual basis
<b>Clerks</b>			
Animal Control	TBD	Review option	Business case analysis needed for animal control to identify the most appropriate way to provide the service. Further analysis is needed to review private/Humane Society opportunities
Cemeteries	Reductions TBD	Parks, Recreation Dept.	Cost of operations appear high and should be evaluated to determine if the existing staffing levels are appropriate. Opportunities for streamlining with better co-ordination with other parks maintenance operations
Leisure Services	Reorg.	Parks, Recreation Dept.	Create a new separate department, however, it is recommended that one manager position be eliminated and a new director position be established and remaining staff requirement be rationalized.
Tourism	TBD	Review options in 2008	Review and rationalize the staff complement resulting from the separation of leisure services and tourism. Stronger role of tourism advisory committee and better accountability to Council
<b>Airport</b>		Review options	Upon completion of an Airport Master Plan, review governance options
<b>Economic Development</b>		Change reporting	Transfer Ec. Dev. Staff to TEDC
<b>Public Works</b>	Red. TBD		Roads—rationalize yards, routes, staffing
Building	-1FTE		Eliminate 1 building inspector by eliminating unnecessary building permits
Mtce & Parks			Move to Parks and Recreation Department
<b>Planning</b>	TBD		Rationalize staffing on completion of the OP