The Township of Huron-Kinloss

PARKS & RECREATION SERVICE DELIVERY AND MODERNIZATION OPPORTUNITIES REVIEW

Draft Report

November 12, 2020

DILLON
CONSULTING

EXECUTIVE SUMMARY

The Township Commissioned the Service Delivery Review to Identify Opportunities for Improvement and Modernization of Parks and Recreation

The Township of Huron-Kinloss (Township) provides a wide variety of services in parks and recreation to a wide variety of participants. The purpose of the Service Delivery and Modernization Opportunities Review (SDMOR) is to ensure the services offered remain relevant in light of changing circumstances and service demands. The review will help Council make informed decisions on reducing overall costs, maximizing efficiencies and fostering a culture or continuous improvement.

Dillon Consulting Limited was retained to conduct the SDMOR. This report provides a summary of findings, identification of issues, and discussion of solutions with an implementation plan.

The SDMOR Looked At Parks and Recreation Services

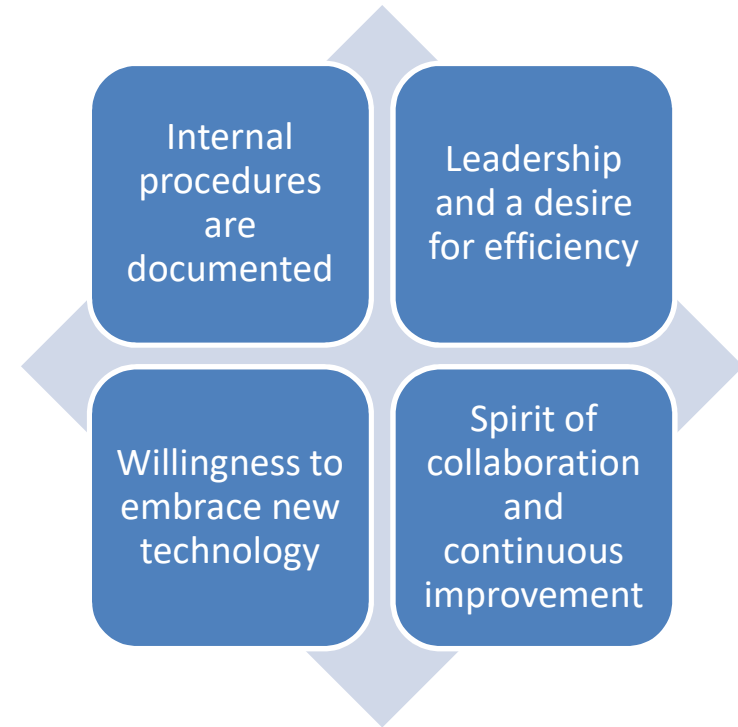| Provided by	• Community Services Department, Huron-Kinloss
Purchased from	• Municipality of Kincardine
Jointly provided with	• Ashfield-Colborne-Wawanosh through the Lucknow and District Joint Recreation Board

Findings

A Methodology Based on Evidence

The Service Delivery Review used an evidence-based methodology for the scope of the service review so that the recommendations are informed by the results of the consultation, research / peer review, and review of existing operations.

Areas of Strength

While the purpose of the Service Delivery Review was to find opportunities to improve municipal operations, the consulting team found that the Community Services department demonstrated several areas of existing strength.

Internal procedures are documented

Leadership and a desire for efficiency

Willingness to embrace new technology

Spirit of collaboration and continuous improvement

The Perception of Service Shapes How It Needs to Move Forward

Perception	The Parks & Recreation services are viewed (by external stakeholders) as having opportunities to increase levels of service by fostering a culture of continuous improvement within the organization.

Delivery	Huron-Kinloss can increase efficiency by coordinating service delivery with Lucknow Recreation.
	The areas for improvement are communication, internal coordination across activities, external coordination to consider "borderless" service delivery and improved technology for program registration.
	The **Recommendations** that follow reflect one or more of these areas for improvement.

Improve Operational Levels of Service

- **The separation of the admin/program coordinator role into two positions provides clarity, creates efficiency over time and improves operational levels of service.**

R1

Recommendation:
Separate the admin assistant/program coordinator position. The Program Coordinator will then have capacity to focus on recreational programming and coordinating with Lucknow Recreation. The new position for Admin Services will coordinate energy management, cemetery management and future support for asset management. There is also potential for the Program Coordinator to be a shared role with Lucknow given the 50/50 shared cost and the need for 'borderless service.'

Benefits

Clearly defining the roles as two separate positions will generate efficiencies over time as the level of service will immediately improve and future opportunities will be explored.

Applying a "borderless service" mindset to recreation programming, the Program Coordinator can reach out to Lucknow Recreation to coordinate program offerings, discuss future trends and share instructors (where practical) with a goal of increasing program delivery, maximizing class registrations and optimizing utilization of facilities.

Program Coordinator could be the lead user for the on-line registration software (see separate recommendation).

Shared Program Coordinator with Lucknow would add efficiencies between the two municipalities.

- **Service delivery can be enhanced by master planning for Recreation, Parks and Trails.**

R2

Recommendation:

a) Include a more comprehensive analysis of parks, and indoor / outdoor recreation facilities, programs and services in the next update of the Huron-Kinloss Parks and Trails Master Plan as well as improvements to the active transportation network (cycling, bike trails, paved shoulders, hiking trails); and,

b) Consider developing the Parks, Recreation and Trails Master Plan as a regional-serving plan in partnership with neighbouring municipalities (A-C-W).

Benefits

Increased level of service providing more parks and trails services to residents in a coordinated manner.

Reduced cost for Master Plan study through economies of scale (i.e. one master plan rather than three individual ones). Consider developing master plan with A-C-W for a more regional approach.

Modernization Opportunity to Remain Relevant

- **Service delivery can be enhanced through the use of an online hub for Parks and Recreation.**

R3

Recommendation:
Modernize registration process with an on-line hub for Parks and Recreation. Consider "borderless service" by buying the package with Lucknow Recreation.

Benefits

Increased level of service to customers when registering with an on-line system.

Also valuable to the municipality to improve tracking and data management

Potential savings when purchasing software with others (economies of scale). Definite advantage to share knowledge in operations with others in the group purchase.

Process Streamlining and Technology

- **Increase participation in programs and optimize utilization of facilities with a recreational marketing strategy.**

R4

Recommendation:
Develop a recreational marketing strategy to attract more people to programs.

Benefits

With the growing trends in health and wellness, promote programming to attract more participants. More participants in a program generate more revenue with no additional cost.

- **Modernize record keeping with a digital platform for facilities management.**

R5

Recommendation:
Explore moving to digital platform for data collection, logging and record keeping for efficiencies (tablets) on facilities management.

Benefits

With the number of facilities being managed by Community Services, moving away from paper to digital provides an opportunity for data and information to be more readily available, for trending to be observed and reports to be prepared more efficiently.

- **Tracking and measuring facility and program utilization allows for optimization of delivery level of service.**

R6

Recommendation:

Track and analyze utilization of facilities and compare to labour, material and capital expenses to measure KPIs and guide level of service planning and the investment of municipal resources.

Benefits

Optimize level of service and programming to actual observed resident demands through changes in programs offered, operating hours or facilities provided.

Optimize financial investment in labour, materials and capital to avoid spending on low demand or utilized services.

Potential near and long term savings.

Cost Efficiencies

- **Service delivery can be enhanced through knowledge sharing amongst Parks and Recreation staff at neighbouring communities.**

R7

Recommendation:

Begin community of practice with Lucknow Recreation staff (and other neighbours) to discuss wins/lessons learned, operational efficiencies, and move to a complementary vs. competitive offering for programming.

Benefits

The "borderless service" mindset creates efficiencies and improves levels of service in program delivery.

- **Engage a "borderless service" mindset in facilities management and recreational programming.**

R8

**Recommendation:
Explore expanded sharing agreement with Lucknow Recreation.**

Benefits

The "borderless service" mindset creates efficiencies and improves levels of service in program delivery. Explore options to expand the sharing agreement when efficiencies can be found or improvements to service can be made.

Roadmap for Implementation

Huron-Kinloss needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. The main report presents an implementation roadmap with summary of recommendations, benefits and next steps.

Conclusion: A Vision of Performance Improvement

Moving forward with the Recommendations has the potential to transform local government operations, will show performance improvement in service delivery and achieving more efficient operations.

November 12, 2020

Attention: Jodi MacArthur, Treasurer

RE: Parks & Recreation Service Delivery and Modernization Opportunities Review

Dear Jodi:

Dillon Consulting Limited, is pleased to submit our Draft Report for the **Parks & Recreation Service Delivery and Modernization Opportunities Review**.

We have enjoyed working with you on this important project and trust that you will find our report in order. Should you have any questions or need assistance with the implementation of our recommendations, please contact the undersigned at dcampbell@dillon.ca or 613-745-2213 x3432.

Yours truly,

Dillon Consulting Limited

Darla Campbell, P.Eng., CSR-P
Associate & Project Manager

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About This Report

Dillon Consulting Limited was retained by the Township of Huron-Kinloss to conduct a service delivery and modernization opportunities review of the Parks and Recreation services delivered by Community Services, jointly funded by the Lucknow and District Joint Recreation Board and purchased from Kincardine.

Acknowledgement

This project was conducted during the COVID-19 global pandemic.

The consulting team would like to express our appreciation to the staff for their cooperation and input to this review. We acknowledge their commitment and flexibility to contribute to this project despite the challenges brought into daily operations as a result of the global pandemic.

PROJECT BACKGROUND AND OVERVIEW

The Township Commissioned the Service Delivery Review to Identify Opportunities for Improvement and Modernization of Parks and Recreation

The Township of Huron-Kinloss (Township) provides a wide variety of services in parks and recreation to a wide variety of participants. The purpose of the Service Delivery and Modernization Opportunities Review (SDMOR) is to ensure the services offered remain relevant in light of changing circumstances and service demands. The review will help Council make informed decisions on reducing overall costs, maximizing efficiencies and fostering a culture of continuous improvement.

Dillon Consulting Limited was retained to conduct the SDMOR. This report provides a summary of findings, identification of issues, and discussion of solutions with an implementation plan. Reporting on the As-Is Current State can be found in Appendix A.

How the Service Delivery Review was Scoped

Collect and analyze key baseline information and data as it relates to current ("as is") operations.

Consultation with internal and external stakeholders.

Assess current service delivery and administrative processes ("as is") and compare with peer municipalities.

Stress test "as should be" scenarios and develop recommendations.

Provide recommendations on service improvements that identify: (a) actions for improvement; (b) benefits of the actions; and (c) timeframe for implementation.
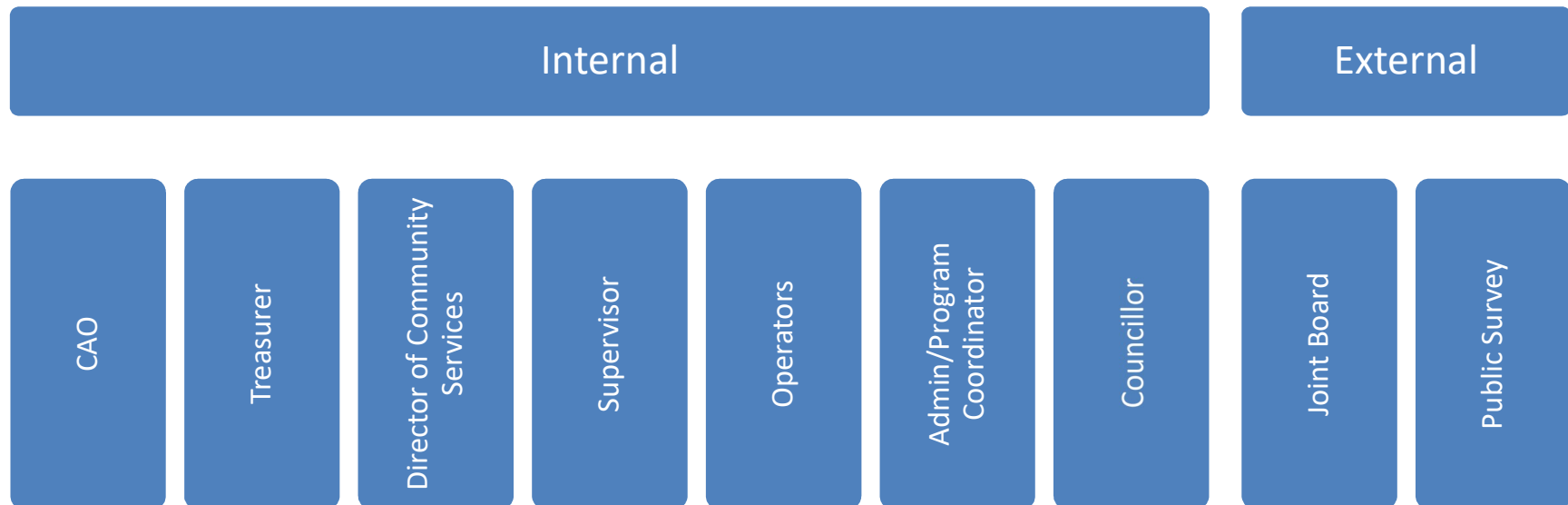
A Methodology Based on Evidence

The SDMOR used an evidence-based methodology for the scope of the service review so that the recommendations are informed by the results of the consultation, research / peer review, and review of existing operations.

Internal Consultation

External Consultation

Evidence

Research / Peer Review

Operations Review

Recommendations

The SDMOR Engaged a Group of Key Stakeholders

The consulting team engaged with municipal staff to gather an understanding of how the department currently operates and these interviews included a member of Council. The consulting team also engaged with the Lucknow and District Joint Recreation Board and received feedback from the public through an on-line survey. Attempts were made to engage with community and sports groups however the participation levels were low. The following range of stakeholders was consulted for the SDMOR:

Internal	External

CAO	Treasurer	Director of Community Services	Supervisor	Operators	Admin/Program Coordinator	Councillor	Joint Board	Public Survey

Survey Findings
TO BE COMPLETED.

For the full summary of survey responses please refer to Appendix B.

Peer Municipalities Were Selected Based on Similar Characteristics
The selection of peer municipalities was guided by those of similar size, being predominantly rural, and having similar jurisdictional characteristics (e.g., lower-tier in a two-tier government). Research was conducted through an interview with representatives or secondary research of publically available documents. Relevant observations from the peer discussions and research are incorporated into the Recommendations of this report.

Municipalities (sorted by population)	Population (2016 Census)	Population Density (Persons/km²)	Size (km²)	Residential Private Dwellings	Growth from 2011 to 2016	Residential Private Dwelling Growth (2011-2016)	Full-Time Staff (FIR)
* Ashfield-Colborne-Wawanosh, Township of	5,422	9.2	587	2,107	-2.9%	1.8%	22
Whitewater Region, Township of	7,009	13.0	539	2,775	1.3%	1.3%	38
Huron-Kinloss, Township of	**7,069**	**16.0**	**440**	**2,777**	**4.1%**	**6.4%**	**29**
Renfrew, Town of	8,223	634.4	13	3,875	0.1%	2.5%	51
Arnprior, Town of	8,795	672.7	13	3,912	8.4%	7.5%	51
Kincardine, Municipality of	11,389	21.2	538	4,855	1.9%	3.1%	87

NOTE: * Full-time includes the employees of Joint Local Recreation Board.

Huron-Kinloss faces similar challenges of area, population, and responding to growth as other similar sized Ontario municipalities, and through this project hopes to find innovative solutions to these challenges.
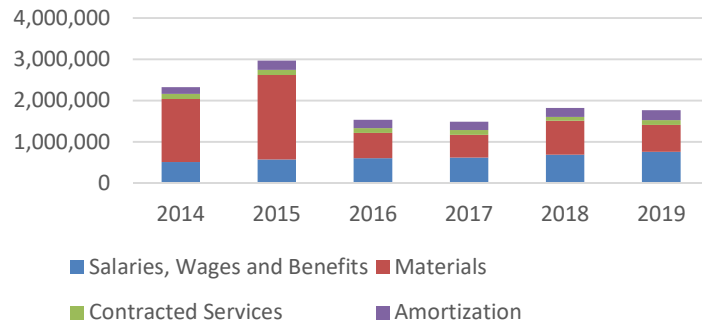
Comparison of Staffing and Operating Budgets

The staff levels for each of the peer municipalities for full-time, part-time and seasonal as well as operation expenses are (2018 and 2019 Financial Information Return (FIR)):

Municipality	Parks and Recreation Staff			2019 Parks and Recreation Operations			
	Full-Time	Part-Time	Seasonal	Salaries, Wages and Benefits	Materials	Contracted Services	Total Expenses
Lucknow and District Joint Recreation Board	4.0	30.0	-				263,982
Ashfield-Colborne-Wawanosh, Township of	-	-	-	134,194	310,965	30,401	549,385
Whitewater Region, Township of	4.0	15.0	5.0	495,027	483,424	-	1,076,189
Renfrew, Town of	9.0	7.0	15.0	989,959	443,055	63,374	1,671,359
Huron-Kinloss, Township of	**5.0**	**-**	**15.0**	**758,088**	**654,358**	**118,106**	**1,766,352**
Arnprior, Town of	13.5	28.0	15.0	1,634,784	872,052	167,033	2,947,805
Kincardine, Municipality of	14.0	45.0	59.0	2,347,011	1,331,333	302,002	4,814,747

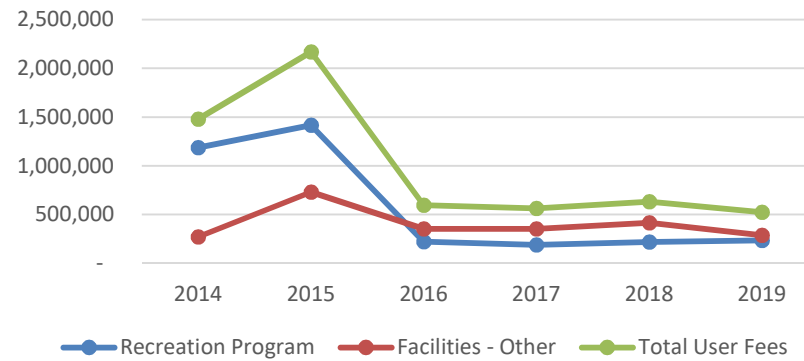The operation expenses and user fees for Huron-Kinloss from 2014 to 2019 are presented in the following figures (as reported on FIR). The contribution to the Lucknow and District Joint Recreation Board and revenue share is presented in a separate figure. Revenue from user fees has been consistent for the past four years, as has the operation budgets from 2016 through 2019 with a slight increase in the most recent years.

Parks and Recreation Operating Budget (FIR)

Legend: Salaries, Wages and Benefits ▪ Materials ▪ Contracted Services ▪ Amortization

User Fees for Parks and Recreation (FIR)

Legend: Recreation Program ▪ Facilities - Other ▪ Total User Fees

Contribution to Lucknow and District Joint Board

Legend: Contribution ▪ Revenue Share
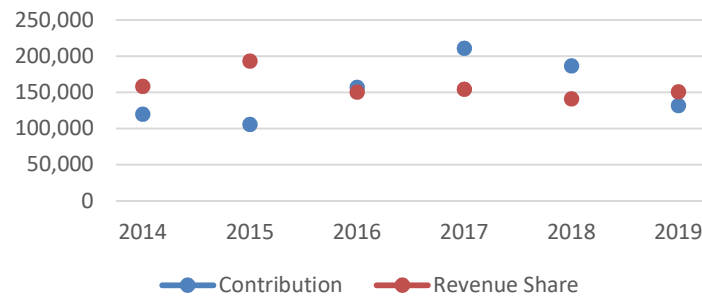
Parks and Recreation Operation Budgets 2019

Legend: Salaries, Wages and Benefits ▪ Materials ▪ Contracted Services ▪ Amortization
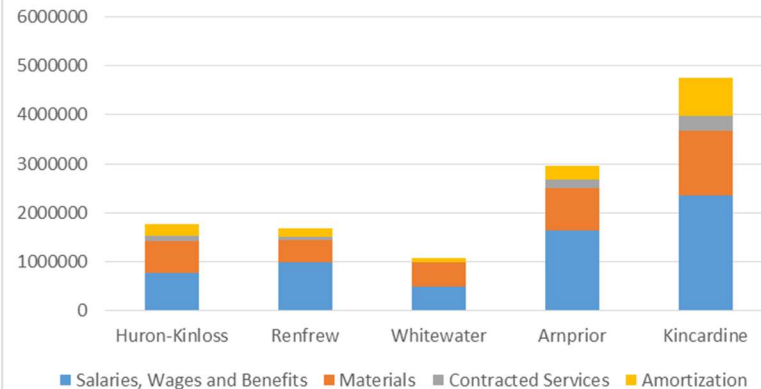
AREAS OF STRENGTH

While the purpose of the SDMOR was to find opportunities to improve municipal operations, the consulting team found that the Community Services department demonstrated several areas of existing strength that include:

1. Internal procedures are documented and current;
2. Leadership and a desire for efficiency;
3. Willingness to embrace new technology; and
4. Spirit of collaboration and continuous improvement.

Internal procedures are documented

Leadership and a desire for efficiency

Willingness to embrace new technology

Spirit of collaboration and continuous improvement
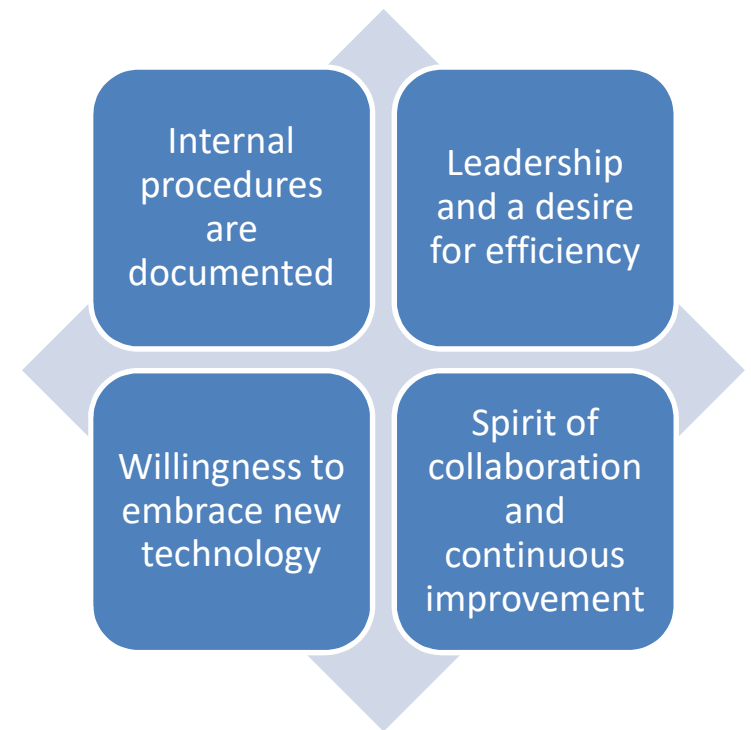
OPPORTUNITIES FOR IMPROVEMENT

Approach to Continuous Improvement: Efficiency Lenses

Through background research and discussions with stakeholders, the consulting team has been able to focus its subsequent analysis on core process, accountability, resourcing, and financial concerns and properly diagnose root causes – with the aim of moving towards implementable solutions through this operational review. We have organized our observations, key questions, and go-forward solutions based on the following performance lenses that are consistent with Huron-Kinloss' mandate for this operational review:

Cost efficiencies (lower cost, mitigate cost increase)

Improve operational levels of services (align to need)

Modernization opportunities to remain relevant

Process streamlining and technology

The Perception of Service Shapes How It Needs to Move Forward

Perception

The Parks & Recreation services are viewed (by external stakeholders) as having opportunities to increase levels of service by fostering a culture of continuous improvement within the organization.

Delivery

Huron-Kinloss can increase efficiency by coordinating service delivery with Lucknow Recreation.

The areas for improvement are communication, internal coordination across business units, external coordination to consider "borderless" service delivery and improved technology for program registration.

The **Recommendations** that follow reflect one or more of these areas for improvement.

The SDMOR has Identified Recommended Changes that will have a Strong Positive Impact on Municipal Operations

The sections below describe each opportunity for improvement and the go-forward solution(s). The sections are structured as follows:

1. An opportunity for improvement is identified;
2. Discussion is provided on the context and the evidence that led to the identification of the opportunities for improvement and the subsequent solutions. Evidence is drawn from multiple sources including stakeholder consultation, peer municipality benchmarking and past experience. In other cases information was considered most reliable when provided by multiple sources; and,
3. The solution(s) is identified and the benefits that will flow from the change are explained.

Improve Operational Levels of Service

- **The separation of the admin/program coordinator role into two positions provides clarity, creates efficiency over time and improves operational levels of service.**

Discussion

The combined role for admin assistant/program coordinator is a challenge because the required skills for program coordination is separate and distinct from administrative assistant skills. It would be unusual to find both sets of skills in the same candidate. We recommend separating the roles as shown in the organizational chart.

Further, we recommend that the administrative role be redefined as Admin Services which would include energy management, cemetery management and admin support to the department. This role could expand over time to support asset management of facilities and public works.
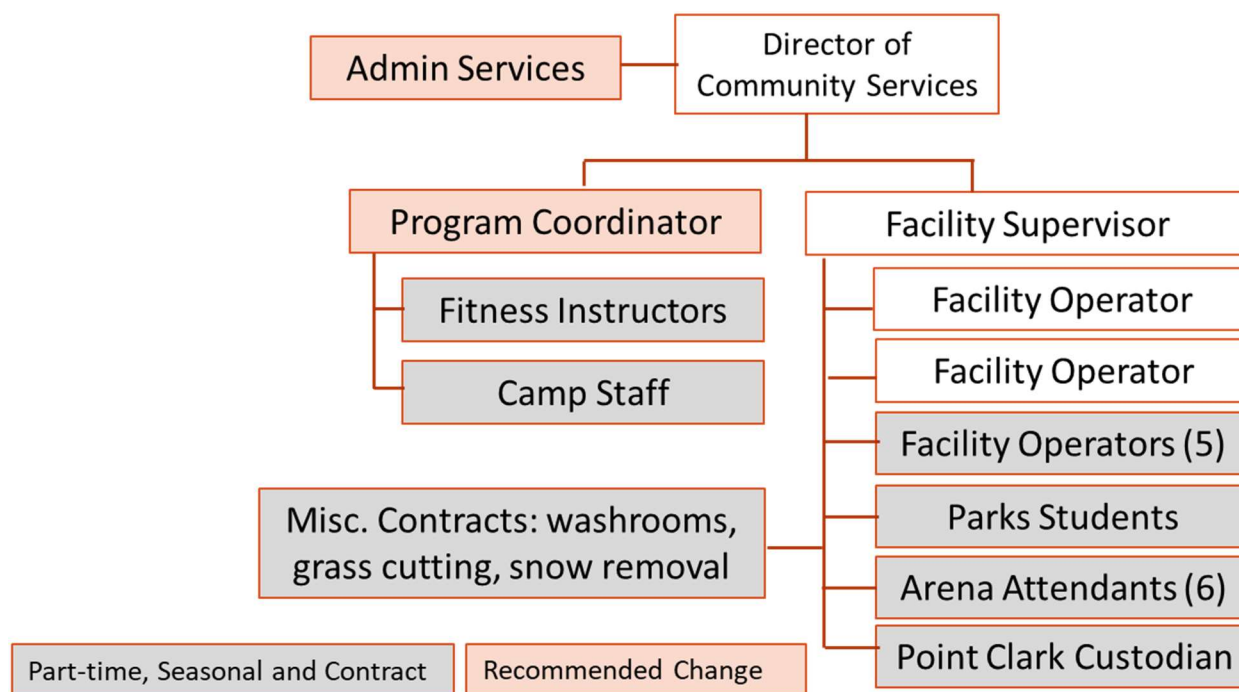
Moving these tasks from the Program Coordinator will allow the coordinator to fully step into the role of managing day-to-day activities, as well as identifying new programming to meet the needs of the community. The Program Coordinator would become the lead user of the new online booking program (see separate recommendation), and administer an annual survey on meeting expectations in program delivery, quality and selection of activities offered and condition of facilities. Reaching out to the Lucknow Recreation team and coordinating program delivery across the two organizations will enhance the customer experience. The more ways that the municipality can think and take action in terms of "borderless service delivery", the better the level of service for the community.

R1

Recommendation:

Separate the admin assistant/program coordinator position. The Program Coordinator will then have capacity to focus on recreational programming and coordinating with Lucknow Recreation. The new position for Admin Services will coordinate energy management, cemetery management and future support for asset management. There is also potential for the Program Coordinator to be a shared role with Lucknow given the 50/50 shared cost and the need for 'borderless service.'

Benefits

Clearly defining the roles as two separate positions will generate efficiencies over time as the level of service will immediately improve and future opportunities will be explored.

Applying a "borderless service" mindset to recreation programming, the Program Coordinator can reach out to Lucknow Recreation to coordinate program offerings, discuss future trends and share instructors (where practical) with a goal of increasing program delivery, maximizing class registrations and optimizing utilization of facilities.

Program Coordinator could be the lead user for the on-line registration software (see separate recommendation).

Shared Program Coordinator with Lucknow would add efficiencies between the two municipalities.

- **Service delivery can be enhanced by master planning for Recreation, Parks and Trails.**

<u>Discussion</u>

The Township currently has a Parks and Trails Master Plan (2010), however the implementation forecast only ranged until 2020. It mostly focused on the development of the trails network. Parks as well as trails should be planned for and receive regular improvements. Often planning for recreation, parks and trails is done separately, in isolation of one another. A coordinated effort when planning for strategic acquisitions for parks and trails as well as for future asset development and upgrades to facilities for visitorship and programs will help create a more coordinated and collaborative system of parks and recreation across the municipality(s).

There is an opportunity to, as a group, develop a new, regional Recreation, Parks and Trails Master Plan which would help identify the regional drawing recreation hubs, larger parks, and connections into regional trails. Since there is an existing relationship between the Township and A-C-W, and two municipalities draw residents for parks and recreation across municipal boundaries, having a plan which looks at parks, trails and recreation facilities across the three municipalities would help future asset planning as well as provide a clearer picture of what is being provided.

Additional recommendations for Parks and Trails include:

- Identify underutilized park space and take steps to revitalize as required to improve visitation;
- Look to implement community gardens;
- Enter into agreements with local clubs (ATV, snowmobile) to help identify local trail opportunities (e.g. off-road trails, multi-season trails);
- Engage community groups, school boards for partnerships (community watch, spring clean) etc.;
- Collaborate with Bruce County to identify active transportation routes and plan for hard shoulders;

- Look to expand the park network through strategic acquisition for better connectivity;
- Look to create better / new connections into the regional trail system from municipal lands. This will, as a result, create improved connections between municipalities along the regional trail right of way; and,
- Develop coordinated online interactive mapping and marketing for trails.

R2

Recommendation:

a) Include a more comprehensive analysis of parks, and indoor / outdoor recreation facilities, programs and services in the next update of the Huron-Kinloss Parks and Trails Master Plan as well as improvements to the active transportation netw(cycling, bike trails, paved shoulders, hiking trails); and,

b) Consider developing the Parks, Recreation and Trails Master Plan as a regional-serving plan in partnership with neighbouring municipalities (A-C-W).

Benefits

Increased level of service providing more parks and trails services to residents in a coordinated manner.

Reduced cost for Master Plan study through economies of scale (i.e. one master plan rather than three individual ones). Consider developing master plan with A-C-W for a more regional approach.

Modernization Opportunity to Remain Relevant

- **Service delivery can be enhanced through the use of an online hub for Parks and Recreation.**

Discussion

The Township has already begin exploring software options. BookKing software is a popular choice with smaller municipalities but we note that there can be issues when integrating with financial software.

There is an opportunity to evaluate booking software and to develop a group share agreement where all interested municipalities utilize the same software. There are also opportunities to develop a new platform to post events for cross marketing purposes.

R3	**Recommendation:** **Modernize registration process with an on-line hub for Parks and Recreation. Consider "borderless service" by buying the package with Lucknow Recreation.**	Benefits	Increased level of service to customers when registering with an on-line system. Also valuable to the municipality to improve tracking and data management Potential savings when purchasing software with others (economies of scale). Definite advantage to share knowledge in operations with others in the group purchase.

Process Streamlining and Technology

- **Increase participation in programs and optimize utilization of facilities with a recreational marketing strategy.**

<u>Discussion</u>

It was noted during the review that the Township provides a number of recreational and other programs to residents, however utilization numbers are not at expected levels. The development of a marketing strategy will help the Township identify various contextually appropriate approaches to increased participation in recreational programs such as: free drop-in day, social media blasts etc.

R4

Recommendation:
Develop a recreational marketing strategy to attract more people to programs.

Benefits

With the growing trends in health and wellness, promote programming to attract more participants. More participants in a program generate more revenue with no additional cost.

- **Modernize record keeping with a digital platform for facilities management.**

Discussion

Staff noted that records (logs, inspections) are done manually (on-paper). This analog method of reporting requires the intial recording, and then further inputting when staff return to the office for digitizing. Paper also is vulnerable to damage or misplacement. Having a digital method in place to develop real time records can save an extra step in the reporting process. Also, records can also be uploaded instantly versus needing to return to the office to scan or transcribe reports into the Township's system.

R5

Recommendation:
Explore moving to digital platform for data collection, logging and record keeping for efficiencies (tablets) on facilities management.

Benefits

With the number of facilities being managed by Community Services, moving away from paper to digital provides an opportunity for data and information to be more readily available, for trending to be observed and reports to be prepared more efficiently.

- **Tracking and measuring facility and program utilization allows for optimization of delivery level of service.**

Discussion

Measuring and monitoring facility utilization provides insightful information on the relationship between current supply and actual demand for services within the community. While Township staff have an estimate of facility utilization there is not currently a process for producing annual reports on utilization of facilities. During consultation with staff mixed opinions of Ripley Huron

Community Centre utilization were noted. Reviewing total labour hours for 2019 indicated that 67% of Community Services staff time was attributed to the operation of this facility. With the operation of a single facility demanding a majority of staff time the measurement and analysis of facility utilization is of great importance. Annual reporting of utilization provides an opportunity to regularly review the performance of facilities and programs offered by the municipality. Combining this data with regular resident feedback and financial information will provide the Township with a more robust process for continuously improving service delivery and forecasting labour and financial investments required through completing an activity based costed budget. Utilization data allows municipalities to avoid the long-term maintenance or offering of low demand facilities and services, providing opportunities to better invest resources.

Some KPIs that may be used in the measurement of utilization and performance are identified for specific asset types below.

Arenas:

- Percent of evening and weekend (prime time) hours rented vs. available
- Percent of daytime weekday (non-prime time) hours rented vs. available
- Total percentage of hours rented vs. available
- Labour hours per hour rented
- Cost recovery ratio and cost recovery rental rate

Halls, meeting rooms, social rooms, etc.:

- Total percent hours rented vs. available
- Labour hours per hour rented
- Cost recovery ratio and cost recovery rental rate

Parks:

- Observations by staff of utilization during maintenance activities or inspections.

R6

Recommendation:
Track and analyze utilization of facilities and compare to labour, material and capital expenses to measure KPIs and guide level of service planning and the investment of municipal resources.

Benefits

Optimize level of service and programming to actual observed resident demands through changes in programs offered, operating hours or facilities provided.

Optimize financial investment in labour, materials and capital to avoid spending on low demand or utilized services.

Potential near and long term savings.

Cost Efficiencies

- **Service delivery can be enhanced through knowledge sharing amongst Parks and Recreation staff at neighbouring communities.**

Discussion

The relationship between the Township and Lucknow Recreation Department has room for improvement and transparency. Both are conducting similar tasks and may have valuable insights to share with one another related to operational efficiencies, lessons learned and other wins related to service delivery of parks and recreation.

R7

Recommendation:
Begin community of practice with Lucknow Recreation staff (and other neighbours) to discuss wins/lessons learned, operational efficiencies, and move to a complementary vs. competitive offering for programming.

Benefits

The "borderless service" mindset creates efficiencies and improves levels of service in program delivery.

- **Engage a "borderless service" mindset in facilities management and recreational programming.**

Discussion

Recognizing that the 50/50 ownership and operational support of Lucknow Recreation, through the Lucknow and District Joint Recreation Board is an unusual approach, and that there is political sensitivity in maintaining the status quo, it would be remiss for report be silent on the duplication of effort and the opportunities for efficiencies to be gained.

The contributions of Huron-Kinloss to the operations of the Joint Board (as reported on FIR) is shown below. The average over the past six years is $152,252 contribution with revenue share of $158,262. As Community Services has no direct input to programming, nor involvement in operations and maintenance of the facilities, the question is how does Huron-Kinloss know they are receiving value for the investment? What are the metrics that demonstrate value? As the cost of contributions increase over time as the both the jointly owned indoor and outdoor facilities age is there an opportunity for Huron-Kinloss to collaborate on service delivery?

Huron-Kinloss Contribution to Joint Board (as reported in FIR)		
Year	Contribution	Revenue Share
2019	$131,991	$151,072
2018	$186,832	$141,243
2017	$211,232	$154,493
2016	$157,424	$150,785
2015	$106,017	$193,615
2014	$120,015	$158,366
average	$152,252	$158,262
max	$211,232	$193,615
min	$106,017	$141,243

The cost efficiencies gained with an organized and coordinated delivery of services is difficult to determine as the consultant was not provided access to review the operations of Lucknow Recreation, with the exception of an interview with the director and a presentation to the Board. A more coordinated effort may become a longer term recommendation, when there is political will for change.

The recommendation is therefore focused on encouraging both parties to work together to explore sharing opportunities with a "borderless service" mindset. Overtime, we believe cost efficiencies can be achieved while improving service delivery of programs.

R8	**Recommendation: Explore expanded sharing agreement with Lucknow Recreation.**	Benefits	The "borderless service" mindset creates efficiencies and improves levels of service in program delivery. Explore options to expand the sharing agreement when efficiencies can be found or improvements to service can be made.

Other Recommendations

1. Maintain existing use agreement with the Municipality of Kincardine. There is existing and future value to provide access to Township residents and the access is well received.

2. Consider developing and circulating a recreation programming survey every five years in order to better understand the changing needs and desires of community. This can also be done in association with the preparation of the regional Parks, Recreation and Trails Master Plan.

3. Based on outcomes of recreational programming survey, expand the variety of programming to provide appropriate levels of service and access to seniors, youths, fitness etc.

4. Compare and evaluate program costs rates against neighbouring and similar municipalities. There have been complaints that the costs for programs is too high.

5. Consider amalgamation of the multiple soccer associations (Lucknow & Ripley Minor Soccer) and multiple baseball associations (Lucknow & Ripley Minor Baseball). There is quite a bit of overlap between programs offered within Huron-Kinloss relating to soccer and baseball. We understand that hockey has already amalgamated to form the Huron-Bruce Minor Hockey Association. There are efficiencies to be gained by amalgamating the soccer and baseball associations in the same fashion as hockey.

6. Explore opportunities for cost sharing/ volunteerism, partnerships to bring in new programming to increase use of facilities.

7. Explore feasibility of offloading certain initiatives to other departments (energy conservation etc. to public works?)

8. Develop more formal parks and facilities operations and maintenance policies pertaining to scheduled tasks required. .

9. Establish key performance indicators (KPIs) and continue to gather data and evaluate potentially feasible options for maximizing return on investment beyond the scope of these recommendations based on the evidence provided in the data.

Conclusion: A Vision of Performance Improvement

Moving forward with the Recommendations has the potential to transform local government operations.

Focusing on tracking specific activity costs, levels of service and maintenance costs will allow the Township to better understand the opportunities available for continued improvement. Through doing this, the Township can align its desired level of service with the operational costs to make evidence-based choices. The Township should focus on gathering operational data and exploring a variety of service options with willing partners in a "borderless service delivery" model to increase level of service while maintaining or even reducing cost of operations. Going forward, integrating the principles of asset management into facilities management will deliver long-term savings and avoided costs (and surprises) by proactively managing the facilities.

IMPLEMENTATION & CONCLUSION

Roadmap for Implementation

Huron-Kinloss needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. Below we present an implementation roadmap with summary of recommendations, benefits and next steps.

No.	Summary of Recommendations and Benefits	Do Now	Do Later
	IMPLEMENTATION ROADMAP		
	Improve Operational Levels of Service		
R1	**Description:** The separation of the admin/program coordinator role into two positions provides clarity, creates efficiency over time and improves operational levels of service	A.	B.
	Recommendation: Separate the admin assistant/program coordinator position. The Program Coordinator will then have capacity to focus on recreational programming and coordinating with Lucknow Recreation. The new position for Admin Services will coordinate energy management, cemetery management and future support for asset management. There is also potential for the Program Coordinator to be a shared role with Lucknow given the 50/50 shared cost and the need for 'borderless service.'		

IMPLEMENTATION ROADMAP			
No.	**Summary of Recommendations and Benefits**	**Do Now**	**Do Later**
	Benefits: Clearly defining the roles as two separate positions will generate efficiencies over time as the level of service will immediately improve and future opportunities will be explored. Applying a "borderless service" mindset to recreation programming, the Program Coordinator can reach out to Lucknow Recreation to coordinate program offerings, discuss future trends and share instructors (where practical) with a goal of increasing program delivery, maximizing class registrations and optimizing utilization of facilities. Program Coordinator could be the lead user for the on-line registration software (see separate recommendation).		
R2	**Description:** Service delivery can be enhanced by master planning for Recreation, Parks and Trails		

No.	Summary of Recommendations and Benefits	Do Now	Do Later
	IMPLEMENTATION ROADMAP		
	Recommendation: a) Include a more comprehensive analysis of parks, and indoor / outdoor recreation facilities, programs and services in the next update of the Huron-Kinloss Parks and Trails Master Plan as well as improvements to the active transportation netw(cycling, bike trails, paved shoulders, hiking trails); and, b) Consider developing the Parks, Recreation and Trails Master Plan as a regional-serving plan in partnership with neighbouring municipalities (A-C-W).		
	Benefits: Increased level of service providing more parks and trails services to residents in a coordinated manner.Reduced cost for Master Plan study through economies of scale (i.e. one master plan rather than three individual ones). Consider developing master plan with A-C-W for a more regional approach.		
	Modernization Opportunity to Remain Relevant		
R3	**Description:** Service delivery can be enhanced through the use of an online hub for Parks and Recreation.		

	IMPLEMENTATION ROADMAP		
No.	**Summary of Recommendations and Benefits**	**Do Now**	**Do Later**
	Recommendation: Modernize registration process with an on-line hub for Parks and Recreation. Consider "borderless service" by buying the package with Lucknow Recreation.		
	Benefits: Increased level of service to customers when registering with an on-line system.Also valuable to the municipality to improve tracking and data managementPotential savings when purchasing software with others (economies of scale). Definite advantage to share knowledge in operations with others in the group purchase.		
	Process Streamlining and Technology		
R4	**Description:** Increase participation in programs and optimize utilization of facilities with a recreational marketing strategy.		
	Recommendation: Develop a recreational marketing strategy to attract more people to programs.		
	Benefits: With the growing trends in health and wellness, promote programming to attract more participants. More participants in a program generate more revenue with no additional cost.		

IMPLEMENTATION ROADMAP			
No.	**Summary of Recommendations and Benefits**	**Do Now**	**Do Later**
R5	**Description:** Modernize record keeping with a digital platform for facilities management.		
	Recommendation: Explore moving to digital platform for data collection, logging and record keeping for efficiencies (tablets) on facilities management.		
	Benefits: With the number of facilities being managed by Community Services, moving away from paper to digital provides an opportunity for data and information to be more readily available, for trending to be observed and reports to be prepared more efficiently.		
R6	**Description:** Tracking and measuring facility and program utilization allows for optimization of delivery level of service.		
	Recommendation: Track and analyze utilization of facilities and compare to labour, material and capital expenses to measure KPIs and guide level of service planning and the investment of municipal resources.		

IMPLEMENTATION ROADMAP			
No.	**Summary of Recommendations and Benefits**	**Do Now**	**Do Later**
	Benefits: Optimize level of service and programming to actual observed resident demands through changes in programs offered, operating hours or facilities provided. Optimize financial investment in labour, materials and capital to avoid spending on low demand for utilized services. Potential near and long term savings		
Cost Efficiencies			
R7	**Description:** Service delivery can be enhanced through knowledge sharing amongst Parks and Recreation staff at neighbouring communities.		
	Recommendation: Begin community of practice with Lucknow Recreation staff (and other neighbours) to discuss wins/lessons learned, operational efficiencies, and move to a complementary vs. competitive offering for programming.		
	Benefits: The "borderless service" mindset creates efficiencies and improves levels of service in program delivery.		
R8	**Description:** Engage a "borderless service" mindset in facilities management and recreational programming.		
	Recommendation: Explore expanded sharing agreement with Lucknow Recreation.		

IMPLEMENTATION ROADMAP			
No.	**Summary of Recommendations and Benefits**	**Do Now**	**Do Later**
	Benefits: The "borderless service" mindset creates efficiencies and improves levels of service in program delivery. Explore options to expand the sharing agreement when efficiencies can be found or improvements to service can be made.		

APPENDIX A: AS-IS CURRENT STATE

"As Is" for Recreation Programming

Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
Provides Direct Programming Fund programming from Lucknow Recreation (A-C-W) at 50% Purchase programming from **Kincardine**	Provides Direct Programming + Provide programming to **Huron-Kinloss** and **A-C-W**	Provides Direct Programming + Provide programming to **McNab/Braeside**	Provides Direct Programming + Provide programming to **Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside**	No Direct Programming Provided by 3rd parties/ groups

"As Is" for Facilities

Township of Huron-Kinloss*	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
1 major facility / sports complex: • 1 arena • Banquet hall • Social room **Community Centre** • Banquet hall **Library / Theatre** • Auditorium • 2 meeting rooms **Splash pad** **Skateboard park** **7 baseball diamonds** **6 soccer fields** Facility management of: **Ripley Firehall, Medical Centre/ Daycare, Municipal Office, Point Clark Lighthouse, Whitechurch Hall**	**1 major facility / sports complex:** • 1 arena • Banquet hall • Social room • Fitness centre **Splash pad** **Skate park** **Outdoor pool** **2 Baseball diamonds** **3 Soccer fields**	**1 major facility / sports complex:** • 2 arenas • Indoor pool • Community room **Outdoor rink** **3 Baseball diamonds** **Basketball court** **Municipal marina**	**1 major facility / sports complex:** • 1 arena • Community hall **Community Centre** • Fitness centre • Gymnasium • 2 meeting rooms **3 Baseball diamonds** **Football field** **400m track** **Soccer field** **4 tennis courts** **Outdoor rink**	**3 major facilities:** • 3 arenas **2 Community Halls** • 2 community halls • Social room **2 Outdoor rinks** • 1 permanent • 1 temporary

"As Is" for Parks, Trails, Cemeteries

Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
• 19 municipally managed parks • 23 km of shoreline with 40 beach accesses		• 13 municipally managed parks • 1 non-municipally managed park • 1 beach	15 municipally managed parks	10 municipally managed parks 1 non-municipally managed parks 2 beaches
• 18 km municipally managed trails		• 2 municipally managed trails • 2 group managed trails • Algonquin Trail (County)	1 municipally managed trail Millenium Trail	No municipal trails Algonquin Trail (County)
1 cemetery		2 cemeteries		

"As Is" for Other

Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
Beach and shoreline management Tree preservation (Algonquin bluff) Monitoring invasive species Algae harvesting program Energy management (climate change)				

APPENDIX B: SURVEY RESULTS

TO BE INCLUDED IN FINAL REPORT