



## **Report to Council**

To: Mayor and Council Members  
From: Alana Solman, Chief Administrative Officer  
Date: October 2, 2025  
Subject: Status Update re: NK Service Delivery Review Final February 2021

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### **Recommendation:**

That Council receive the report from the Chief Administrative Officer, Alana Solman regarding the status update on the progress of the NK Service Delivery Review Final February 2021 implementation.

### **Background:**

Strexer Harrop and Associates was hired by the Township to complete a Service Delivery Review.

At the regular meeting on February 16, 2021, Tonya Kraan, Project Manager and Denise Williams, Process Improvement (Municipal Specialist), attended Council. Ms. Kraan provided introductions and informed Council that there were no red flags in the public survey or in the consultations. She presented the draft Service Delivery Review Report. There was an opportunity for questions from members of Council and staff. This will be a living document and staff will use the processes into the future.

21 - 44

Moved by - Councillor McLellan

Seconded by - Councillor O'Shea

That Council receive and approve the draft Service Delivery Review Report as presented by Strexor-Harrop, with the additions as discussed; and further that the final report be circulated to Council and the public. Carried.

At the March 2, 2021 Council meeting the following motion was passed.

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Moved by - Councillor Miszuk

Seconded by - Deputy Mayor Whelan



## Township of North Kawartha

280 Burleigh Street, PO Box 550, Apsley, ON K0L 1A0  
Tel: 705-656-4445 | 1-800-755-6931 | Fax: 705-656-4446  
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That Council approve the Service Delivery Review Final Report dated February 2021 as provided by Strexer Harrop and Associates; and further that staff be directed to review each recommendation and bring forward a report to Council with their findings. Carried.

As previously brought forward, staff, with the direction of Council, aim to provide enhanced customer service, appropriate programs and services and to utilize tax dollars as efficiently and effectively as possible to sustain a united and healthy community. This third-party review will help guide the Township into the future.

It is important to remember that the Service Delivery Review is not the only guiding document that staff follow. There are several other Plans that influence the work as well as other projects where the need for review has already been identified. Progress on modernization and improved efficiency will not be limited to the 30 processes reviewed and reflected in the recommendations. The Township already has a culture of continuous improvement and that has continued.

For the Service Delivery Review (SDR), each department manager, with input from the CAO, will take ownership of the recommendations in the report and will review the recommendations and present their findings to Council. The SDR is meant to be a living document. These reviews may involve several departments, other agencies and partners and public and business consultation. While some recommendations require internal, operational changes to our processes, many others will require input from Council as Council sets the level of service.

The recommendations in this Service Delivery Review have a total five year savings of \$309,602 and additional revenue potential of \$302,144 **before expenses** (\$ 611,746). Several recommendations require further investigation for their savings/revenue opportunities. Some recommendations may not come to fruition for different reasons.

Productivity Savings \$249,702 Estimated **NET 5 Year Savings**

Revenue Opportunities \$296,584 Estimated **NET 5 Year Revenue Increase** = 546,286

Additional Savings & Revenue Opportunities savings and expenses to be determined.

The dollars in the Review and the status report are from 2021 and have not been updated to current dollar values. As this is a living document, further information will continue to be added to the Status Update spreadsheet.

Of note, many larger projects or investments, for example, the implementation of Citywide software were already on plan for the Township and were expensed through funding or capital / operational budgets. Therefore, the full expense of those projects is not directly related to the Service Delivery Review.



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### **Analysis:**

Explain your thought process, investigation, statistics, reasons why you are making the recommendation.

Attached is a spreadsheet that identifies all of the productivity savings, revenue opportunities and additional savings & revenue opportunities. Under the Recommendation column, each has a description of what progress has occurred with the dollar amounts extended, applicable to the timing of the implementation and the actual expenses. In some cases, the savings have proven more than anticipated.

Nine out of sixteen productivity savings were completed. One time investment of \$ 11,172, an annual investment of \$ 8,000 and a five year investment of \$ 50,072. Annual savings of \$ 26,576 and a five year savings of 127,426. Therefore, the net five year savings and revenue is \$ 79,495.

One out of six revenue opportunities was realized with an annual revenue of \$ 2,500 and a five year annual increase to be realized of \$ 12,500.

There were ten recommended service enhancements / Additional Savings & Revenue Opportunities. Progress has been made on seven of the enhancements.

Staff continue to work with the Service Delivery Review and will continue to work on these items for efficiencies and savings with consideration to work in tandem with the recent Organizational Review.

### **Financial Implications:**

It should be noted that the cost savings dollars identified in the SDR and the status update are based on the 2021 valuations. Updates are included in the attached spreadsheet.

### **Strategic and/or Other Plans:**

#### **Service Delivery Review**

- 3.1 Maintain policies that enable effective governance
- 3.2 Provide quality community programs and services
- 3.3 Provide for effective Township Communications

### **In Consultation with:**

NK Management Team; Kelly Picken, Deputy Clerk



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**Attachment:**

SDR Status Update Jul25 updated Oct. 3 2025