



Service Modernization at Kitchener Market

Final Report



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Executive Summary

This report is the documented output from a Lean process improvement review conducted by Leading Edge Group (LEG) for Kitchener Market (the Market) at the City of Kitchener (the City). During the review, expert consultants from LEG visited the Market, met with the management team, interviewed key stakeholders, assessed existing processes, and held workshops with participants. The analysis of these findings incorporated a digital maturity assessment, future state design, gap and root cause identification and recommendations for process, systems, work practices and oversight improvements.

The key sections of this report include the background to the project, the approach taken and the key phases and outputs:

- Current state review and analysis
- Future state design
- Recommendations
- Implementation plan
- Key factors for future success

The recommendations have been discussed in detail with the Market management team, while a number have been piloted as part of the project to deliver early benefits and to learn from the experience of making changes. This learning was then applied to the full implementation plan covering all recommendations to develop a realistic and achievable program for change.

Client Requirements

The City of Kitchener (the City) is seeking to maximize the use of its Market facility (the Market) by creating and realizing new and innovative opportunities that best meet the community's needs. Current vendor on-boarding, contracting and event management processes are not optimal resulting in redundant steps/waste for both staff and customers. Such inefficiencies result in lost opportunities for the City and mistrust with vendors and partners.

Streamlining and digitizing key processes will reduce administrative burdens and save time and money, achieving quicker turnaround times and faster customer service delivery for the public, vendors and partners. By improving and modernizing administrative processes, the aim is to increase staff members' capacity so that they can have more time to focus on delivering the key strategic goals and objectives for the Market.

To this end, the City contracted Leading Edge Group (LEG) to complete an end-to end review and analysis of current processes; design a more streamlined and efficient future state with improvement recommendations. Improvements were made with guidelines for future state processes using recommended tools and technologies and an implementation plan to support and enable improvements.

Current administrative processes at the Market are time consuming and rigid, reducing the capacity of staff to focus on the wider strategic initiatives necessary to meet marketing and customer delivery goals for the facility. This cannot be achieved through the engagement of a larger labor force, as there is not a budget for increased staffing for the foreseeable future, especially in the financial context of COVID-19 recovery.

To ensure that the vision of a community hub can be fully realized, processes need to be modernized and back-end services fully integrated to achieve efficiencies, a streamlined customer experience and to maintain a competitive edge in the community as a meeting, event and programming space.

The review applied the Lean process improvement methodology and focused on the following four (4) identified processes:

1. Saturday market vendor contracts and City-vendor transactions
2. In-house, staff-led programs (e.g., classes, festivals, etc.)
3. Third-party event and rental contracts
4. Management of community-driven and partnered programming/program stakeholder relationships on-site

Sources of Information

In addition to the scope of work and the initial steering team meeting, information gathering has been based on numerous sources. Initial one-to-one interviews were conducted with Market staff and face-to-face with Market food court vendors. Additionally, a voice of the customer questionnaire was delivered to and completed by the Farmers Market vendors. Finally, a series of interviews were conducted with stakeholders including representatives of public health, insurance and the City's digital lead.

Background and Context

The City of Kitchener Market (the Market) is one of the oldest operating markets in Canada. A proud tradition in Kitchener, the market has been a gathering place for over 153 years. The City of Kitchener and surrounding area is one of the fastest growing communities in Ontario and is expected to see further growth in the coming years. However, this population growth and associated community needs have not been mirrored in the development and expansion of the Market.



Figure 1: Kitchener Market history

In 2004, the Market moved to its current location in the centre of downtown Kitchener, where the community needs continue to diversify and grow. Statistics show greater than a 10% population increase since 2016.

The Market provides numerous services including a hub for special events including client-run community partnerships and market-driven events such as cooking classes, workshops, special events and more. Additionally, the Market has several daily food court vendors, and a weekly “Farmers Market” is held every Saturday. Additionally, annual festive activities and stalls are staged in December.

The transition of the City’s Market team in the last few years has exposed opportunities with a changing and evolving team skill set. Specifically, ~75% of the team have less than 18 months role experience with the existing processes and are eager to find opportunities to grow. The team currently consists of a Manager, Operations Supervisor overseeing all activities except events and a Marketing and Program Coordinator. Support is provided through an administrative support (Program Assistant) within the office.

Project Approach

This review and analysis focused on the key processes involved in completing the task/providing the service from initial customer enquiry through contract agreement to the staging of the event/market stall, etc. on to final payment of rent or other administration requirements:

- Scoping discussions and the preparation of quotes
- Creating, reviewing and approving programming, event and vendor contracts
- Contract execution, automatic payment, contract amendments and information sharing

All processes were reviewed in the context of improving staff-staff interactions, both within the Market team and across the City, and staff-customer interactions. As part of this review, the intention is to provide process improvement recommendations that are adaptable and scalable to ensure they not only meet the service needs today but also those of future customers as the Market evolves its offerings.

The following outlines the key elements of Leading Edge Group's approach:

- Review any relevant background materials including, but not limited to, existing process maps, templates and procedure manuals, as applicable
- Complete a thorough Lean current state mapping, review and analysis of all applicable processes
- Complete a needs assessment
- Complete a future state analysis that identifies and articulates all process improvement recommendations, the development of future state process maps and step-by-step procedure guides for relevant future state processes
- Identify the technology/tools/approaches that will be used to implement and realize the improvements
- Recommend ways to leverage the City's existing software platforms, where possible
- Complete cost savings and efficiencies analyses including, but not limited to, estimated time and cost savings

Stakeholder Engagement

A common approach while scoping Lean projects is to apply the SIPOC tool. SIPOC is an acronym for Suppliers, Inputs, Process, Outputs, Customers. The use of the tool captures the start and end point of a process while also identifying key suppliers and customers of each step. The SIPOC was completed through an initial site visit to ensure the team had an opportunity to engage key partners in the “voice of the customer” and future state design.

Voice of the customer (VOC) is an exercise to seek out, through structured interviews and other approaches, the views and insights of key stakeholders. These stakeholders can be defined as the person, organization or entity that is the direct receiver of services.

The LEG team used a variety of approaches to capture the voice of the customer including in-person interviews, telephone consults, email consults and surveys to gather feedback from the suppliers and customers of the processes under review. Current clients and vendors were contacted, and a variety of engagements were conducted with the following groups:

- Group A: 13 Saturday Market vendors
- Group B: Six (6) Market food vendors
- Group C: Four (4) special events clients/stakeholders
- Group D: Three (3) City of Kitchener internal and external stakeholders
- Group E: Four (4) Kitchener Market team members
- Group F: Three (3) project sponsors and steering group members

Market staff were also engaged in the documentation and verification of the current state maps and identification of inefficiencies and opportunities.

Current State Review and Analysis

The current state review focused on the following:

- A general “Gemba” review of the operation as seen and discussed with the Market team
- Reviewing the outputs from the voice of the customer interviews
- Mapping of current processes
- Conducting a digital maturity assessment

General “Gemba” Review of Current State

In the Lean methodology, “Gemba” is the term for “where the work happens”. Through an initial Gemba walk with the project lead(s), the LEG consultant was requested to observe the storage area in the basement parking garage. The Operations Supervisor noted that this is a major frustration since the disorganization is stress inducing and requires significant effort to reorganize each week or to retrieve equipment on an ongoing basis resulting in numerous hours of inefficiency and other issues.

The lack of organization in this storage area was reportedly causing three to four (3-4) hours of inefficiency through the repeated moving of items each week by unionized staff. However, while this union team member is off for annual leave, the Market staff management are pulled away to address these issues.

A team of Market staff, led by the LEG consultant, engaged in applying the Lean tool - 5S - to address the concern. 5S systematically focuses on the following key steps:

1. Sorts excess items and any broken equipment
2. Sets everything in order
3. Shines/cleans the environment
4. Standardizes storage and labeling locations
5. Sustains improvement

Together, the team removed clutter, organized the storage location, and created sustainable solutions for an improved workspace. An inventory management system, using appropriate minimum and maximum levels and visual management were implemented and ongoing sustainability has been reinforced to the Market staff.

The photographs below provide demonstrative results.



Figure 4: Storage area before 5S

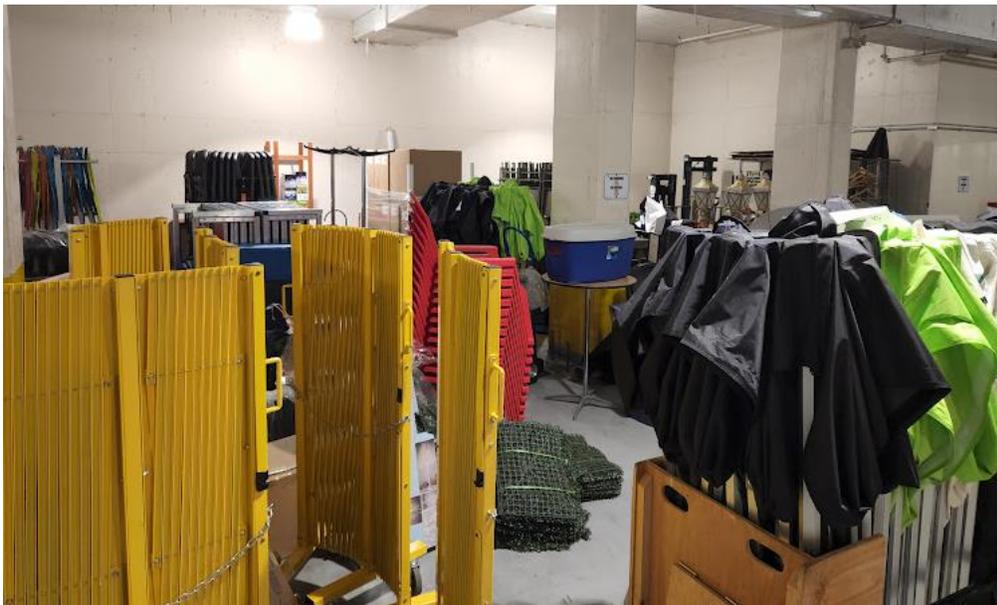


Figure 5: 5S in progress



Figure 6: Storage area after 5S

The City's primary contact has reported the impact of this improvement as "life changing", and other team members have stated that the area is "the best I have seen it in eight (8) years at the Market". As a result of the initiative, the turnaround time to prepare a special event is now a maximum of five (5) minutes, whereas this required 40 minutes per event previously. This 800% improvement in turnaround time has improved morale and allows staff members to use their skills and expertise in more suitable ways.

Voice of the Customer Interviews

Key outputs from the various groups are summarized below:

Group A: Saturday Market vendors

Saturday Market vendors were engaged through a paper survey. Summarizing the feedback, the interest in the Market was based on the following factors:

- The commitment to a year-round market
- A growing community
- Traffic volumes
- Staff/service
- Repeat customers
- Rules and regulations of the Market

Staying connected with the local community was also expressed.

Group B: Market food vendors

The Food Court vendors were engaged through an in-person interview based on three (3) set questions. The following summarizes the key responses to each question.

What would you want to change?

- Security presence during high flow/lunch periods during the school year. The impact of a high volume of unsupervised adolescents was not observed on the interview day but was subsequently observed during another site visit. Additionally, the market location also results in other issues that need to be dealt with.
- The hours of business. Suggestions from long-term contract holders included allowing access to the space after 4:00 PM to allow them to market the post workday flow. A vendor suggested they should be allowed to stagger hours based on their menu. For example, crepes and spicy Caribbean food may be of interest to different people/tastes at unique times for the day.
- The lack of marketing of the Market. The vendors expressed that they are prohibited from marketing themselves.
- Parking restrictions and traffic flow make it difficult for a customer to quickly access the area.

What should the Market team continue to do?

- The Market team is approachable and will help when requested.
- Small improvements have been made to the piazza area (outdoor courtyard). The decorations, chairs, landscaping should continue.
- Continue with the enhancement of the piazza area. Make this a destination for nearby businesspeople for a lunch “Oasis”.
- The occupancy rate is reasonable which, in turn, can be passed to the customers.

Are the business hours good for your customers and for yourself?

- The hours are not good for a restaurant (8AM-3PM Tuesday to Friday, 7AM-2PM Saturday).
- Fixed hours do not work. Allow for flexibility based on the clientele served.
- Crowd control/security presence is needed over the lunch period due to a large volume of high school students who use the area as a cafeteria. This vendor felt intimidated by the throng of students.

Group C: Special events clients/stakeholders

Feedback was generally positive such as “staff are very responsive; follow up quickly on questions and are extremely accommodating and flexible in scheduling a facility tour with the event volunteer planning committee”.

Generally, the vendors commented that previous experience was helpful since this reduced the learning curve on subsequent rentals.

The insurance navigation process is challenging and is not intuitive to many clients, resulting in a lot of back and forth. One client/vendor stated that “the forms, including insurance, can be intimidating. I do not have these concerns because of my experience. The City should provide an example of a completed submission online”. This client became a member of the future state design team and collaborated with the City team to represent the voice of the customer.

Group D: City of Kitchener internal and external stakeholders

- Jing Yi Li, Public Health Inspector, Health Protection and Investigation
Region of Waterloo Public Health and Emergency Services
- Rob Clark, Risk and Claims Analyst
Waterloo Region Municipalities Insurance Pool
- Mike Elliot, Digital Transformation Assistant
City of Kitchener

These stakeholders were engaged with through telephone interviews and email. Public Health shared the process requirements, which includes two (2) documents from the vendor and Market team at 30 and 45 days respectively, prior to the booking. It was noted the transparency of information and status is limited in this process step, often resulting in numerous calls between the vendor and Market team.

Group E: Kitchener Market team members

- Cameron Dale, Manager Kitchener Market
- Alena Kirkby, Operations Supervisor, Kitchener Market
- Jennifer Yung, Marketing and Program Coordinator
- Abigail Vellichor, Program Assistant (since left role)
- Kinsey Robertson, Program Assistant

The Market team informed the current state maps and addressed the current state challenges.

Group F: Project sponsors and steering group members

- Justin Readman, General Manager, Development Services
- Cory Bluhm, Executive Director, Economic Development
- Margaret Love, Manager, Service & Improvement

This group were members of the project steering group that advised the project team throughout and at each milestone review.

Current State Mapping

Current state mapping identifies the existing process flow and allows a team to analyze the related process steps and information flow to identify gaps in process and/or non-value-adding elements (waste) which negatively impacts service delivery.

Four (4) process maps were documented and verified with a subsequent gap analysis.

It was observed that each process is linear, with one (1) person managing all elements which may not be the greatest optimization of skills and abilities. The processes have multiple rework circles and lack flow as many stakeholders work in silos of one another which impedes the timely completion of specific contracts.

This is very evident in the New Market Vendor process, where it is common for a vendor to take 2-3 months between first contact and finalization of the contract. This consumes significant effort and management and leads to revenue loss.

Market Vendor - New Applications

This process takes an average of two (2) to three (3) months. The following key issues were noted:

- The system used for contract is not intuitive for clients to use and complete the first time - rework leads to numerous hand-offs
- Lead time from market stall interest can result in potential lost revenue due to vendors leaving for other opportunities, in addition to the potential revenue lost while awaiting the approvals and contract review
- Contracts are generated and amended through an E-solution which seems to be at the maximum utilization for its intended purpose, but not an easy solution for contracts and financial tracking
- Lead time from market stall rental application to contract completion is labour intensive

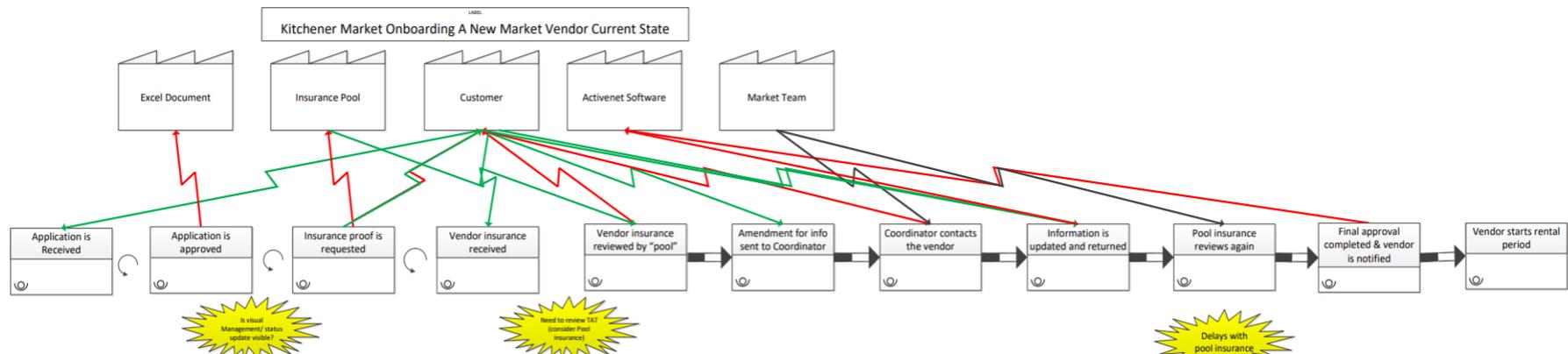


Figure 7: Current state process map – new vendor on-boarding

Market Vendor - Contract Renewal

Contract renewal lead time ranges between three (3) and four (4) months. The following issues were noted:

- Lead time from renewal request to contract completion is labour intensive
- A paper “map” is used to allocate space, with approvals and Market staff expertise required to place the right customer at the right place
- Contracts are generated and amended through an E-solution which seems to be at the maximum utilization for its intended purpose, but not an easy solution for contracts and financial tracking
- The MS Excel form used to track information such as payment cards does not provide visual cues for card expiry, resulting in rework and multiple calls
- Renewal contracts are “batched” for sign-off by manager
- A lack of standard work exists throughout

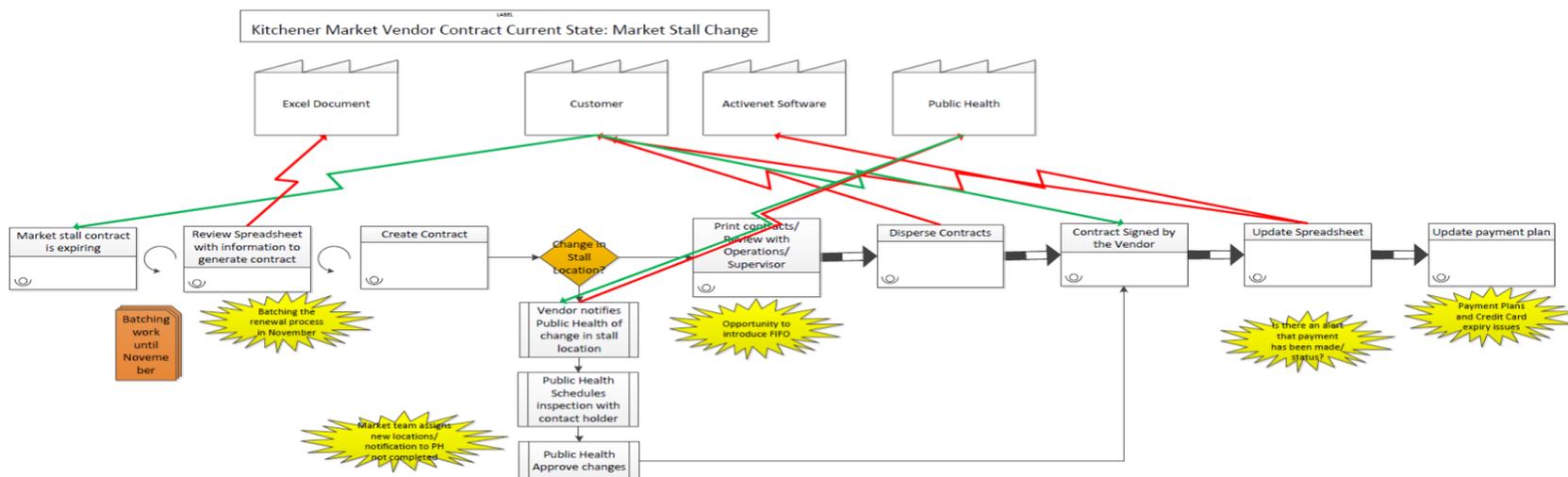


Figure 8: Current state process map – contract renewal

Programs/Special Events

Programs and special events present a key opportunity for growth within the Market revenue stream. However, the current processes lack coordination and transparency of the current approval progression. As an example, Public Health or Fire Department approval may be pending, but the system does not have a mechanism outside of the Marketing and Programs Coordinator to see the status. Other issues observed include:

- Disorganization of storage areas leading to lost productivity as staff “dig” for the required equipment/ supplies
- Delays and rework required to ensure Fire, Police and Public Health have granted approval
- Delays with approval for insurance riders for these special events
- A lack of standard work throughout which results in the Marketing and Programs Coordinator not being able to focus on new growth since they must manage the day-to-day of each of these programs (as for External Events)
- Lack of notification of payment - Market staff must continually check the system
- For new clients, the process to book requires multiple approvals and multiple decision points; the “Pool insurance” results in significant delays and multiple checks and corrections prior to actual approval

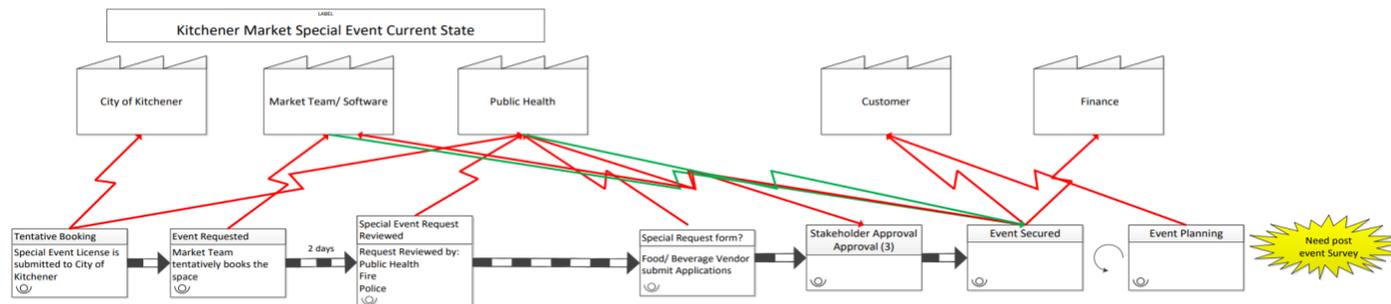


Figure 9: Current state process map – programs / special events

External Event

External events often require a 4–6-week lead time for Public Health approval. The client (vendor) feedback related to this process included difficulty knowing the correct naming and terms to use when completing insurance documentation. Public Health noted that the experience of the Marketing and Programs Coordinator was very helpful in ensuring the process was completed properly. However, this dependency is not the best utilization of the team member and prevents this person from engaging with potential new clients.

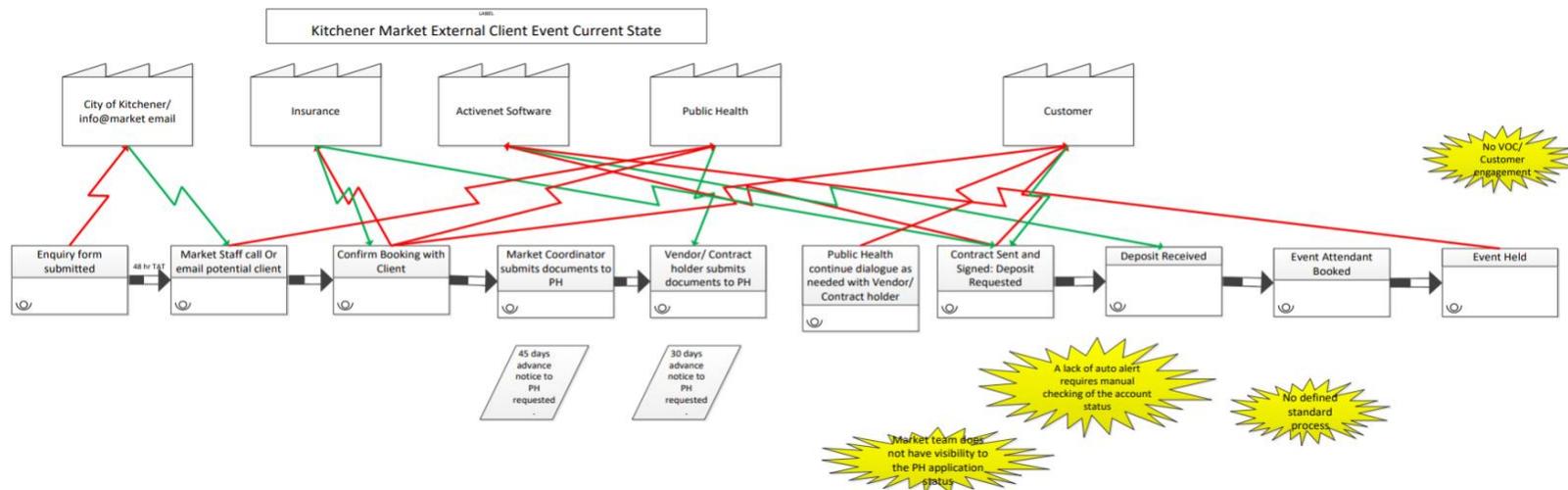


Figure 10: Current state process map – external event

Digital Maturity Assessment

Leading Edge Group's Digital Maturity Assessment establishes the level of digital maturity of an organization, department or process based on four (4) categories:

Governance and Leadership

The extent to which the leadership team recognizes the importance of digital technologies in delivering business outcomes; how much emphasis is given to digital technologies when reviewing and updating the organization's strategy and the role that social media plays in the overall strategy.

People and Culture

How do employees view digital in general? What is the general attitude towards change in the organization and how much cross-functional collaboration exists between departments when delivering digital initiatives.

Innovation

What emphasis is placed on digital when looking to innovate? Is digital used to deliver a better customer experience or to focus more on operational efficiency?

Technology

To what extent does technology enhance the delivery of products and services to the customer? What level of IT knowledge is there within the organization?

Each of the above categories is scored on a scale of one (1) to five (5), with one (1) being minimal and five (5) being fully transformed. The scores are represented in a spider diagram to provide a visual of the digital maturity of the organization along with commentary on the results based upon the findings.

Category	Level 1 – Minimal	Level 2 – Informal	Level 3 – Transitional	Level 4 – Customer-driven	Level 5 – Transformed
Governance and Leadership	Little buy-in from executive leadership for digital solutions	Case for digital beginning to be recognized	Digital acknowledged as playing a key part in strategy	Integrated digital strategy; digital used to transform customer experience	Embedded digital strategy; new products and services designed as digital-first
People and Culture	Little appetite for digital	Small teams engaged in digital initiatives; siloed activity	Digital embraced by staff and staff understand benefits	Strong customer-focused digital culture	All staff are digitally proficient; there is a proactive approach to digital initiatives
Innovation	No attempt made to consider digital solutions that benefit the organization	Processes that are easy to digitalize are prioritized	All processes being reviewed and considered for digitalization	Customer needs and expectations drive innovation process	The entire organization seeks ways to innovate using digital
Technology	Low commitment to IT and digital	Basic support in place for digital; focus on department needs rather than customer	Greater integration of systems to deliver more joined-up products/services	IT team input ensures digital services enhance the organization	IT team performance is aligned to organizational vision and strategy

Table 1: Digital maturity framework

Data for this assessment at the City was gathered through conducting 1:1 interviews with various staff members from different departments throughout the organization. The following outlines our findings.

Digital Maturity Interview Feedback

Category	Question	Feedback
Governance and Leadership	Does the organization have a digital strategy as far as you are aware?	<p>Aware it exists but not specific details.</p> <p>Not aware but it likely exists.</p> <p>Digital transformation strategy exists but as a vision rather than specific strands.</p> <p>Current procurement of enterprise system not linked to strategy - i.e., why are we purchasing this system?</p>
Governance and Leadership	What's senior management's view of technology? Receptive? Open? Resistant?	<p>Receptive generally but also a little fearful. Great plans but lacking in action.</p> <p>Immediate leadership very engaged; higher up there are roadblocks.</p> <p>Appetite at executive level is high. Difficulty is getting there with current resources and levels of expertise. Replacement of infrastructure that's 20 years old. In a state of activation, a lot of support - particularly relating to customer service initiatives. Many large projects in progress.</p> <p>Layers of approval where heavy cost benefit analysis is carried out before investing. Market management will support if benefits are clear and outlined.</p>

Governance and Leadership	Does the organization make use of social media platforms to promote its services?	<p>Yes. However, branding can cause confusion as no specific presence for the Market.</p> <p>All communications need to go through the central team and the time delay can be frustrating.</p> <p>All City employees must have official content vetted and delivered by the Communications department. Occurrences have been where this hasn't been followed and is pulled up. Can be limiting in terms of impact and engagement.</p>
People and Culture	Is training provided to improve your IT competencies?	<p>IT competencies hampered by a lack of empowerment and bureaucratic roadblocks.</p> <p>No. Employees are focused on getting their job done which peaks to lack of specificity for digital in strategy.</p> <p>Access to training resources through Capacity program.</p>
Innovation	Would you say technology is applied to improve the customer experience or is it more operationally focused?	Big focus on transforming customer service, tempered by realism in terms of complexity and size of projects.
People and Culture	Is there a general fear of change within the organization or is it seen as a positive thing?	<p>Pandemic effect. Small technology changes on the back of it which has led to some change fatigue.</p> <p>Positive. Staff want to be using the best technology possible.</p>
Technology	Do you have an internal IT team or is it outsourced?	In-house service desk to provide first line Office 365 support.

Table 2: Digital maturity interview summary

Digital Maturity Assessment Plot

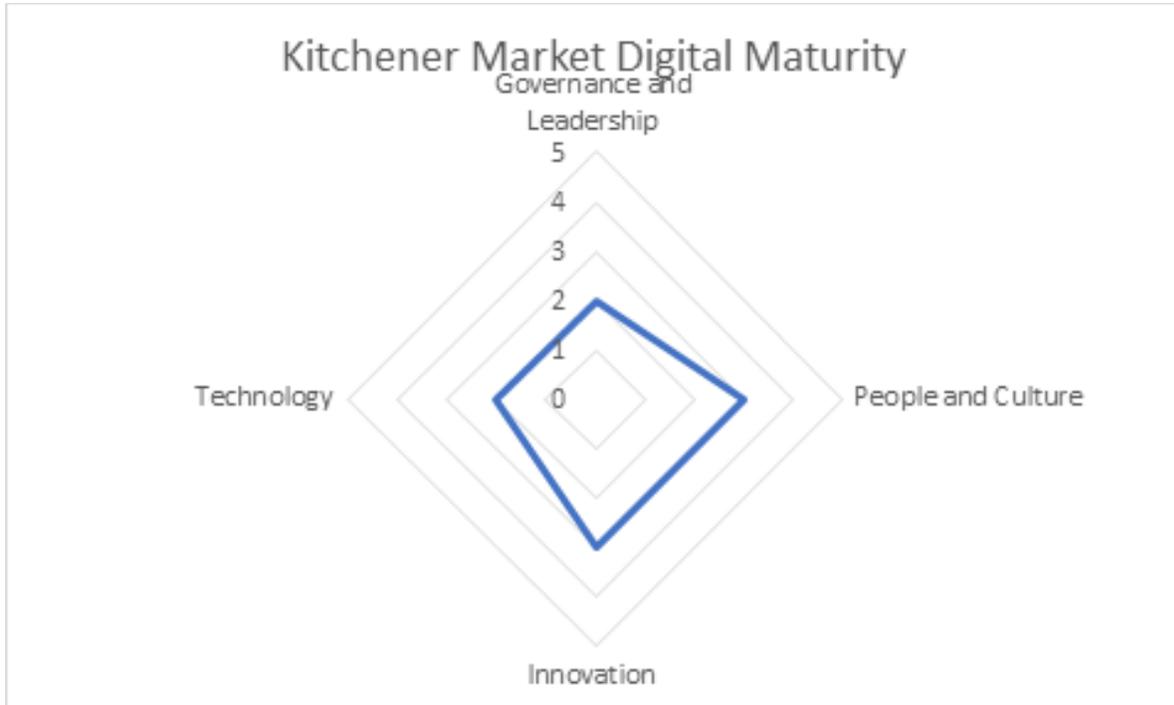


Figure 11: Digital maturity scoring plot: Leadership (2); Technology (2); People and Culture (3); Innovation (3)

Based on all the evidence above, the Digital Maturity Assessment of Kitchener Market is as follows:

Category	Score
Governance and Leadership	2: Informal
People and Culture	3: Transitional
Innovation	3: Transitional
Technology	2: Informal

Table 3: Digital maturity Kitchener Market scores

Digital Assessment Conclusion

Whilst it is clearly an aspiration of City leadership for digital technology to play a major part in delivering services, there is a disconnect between the executive and the employees who aren't aware of there being a digital strategy at all.

Further to this, the digital transformation strategy appears to be high-level and visionary rather than specific and detailed. Positive signs are there in terms of the increase in initiatives that improve customer experiences. However, enthusiasm may be tempered by the reality of an aging infrastructure and current resource levels and capabilities.

A key part of delivering on this is ensuring that employees have the right skill sets to support the changes being brought in under the strategy.

Another key pain point was found in the way social media is being used by the Market. The general feeling is that there should be a specific social media presence for the Market and content should be curated and published by the employees working for the Market, rather than by the central City communications team on the City pages.

With that said, the direction is positive overall and there is clearly an appetite amongst the employee base and executive to embrace new technology to help deliver better service(s). The key will be to drive the message from the top down, while enabling and empowering employees.

Root Cause and Gap analysis

A team of subject matter experts along with a current market vendor and events “performer” (Chef Nicole) reviewed current state findings; identified root causes for key issues and completed a gap analysis.

The complex communication process was captured through a modified spaghetti diagram. This “hand-off circle” demonstrated the inefficient process, and lack of transparency throughout the booking processes.

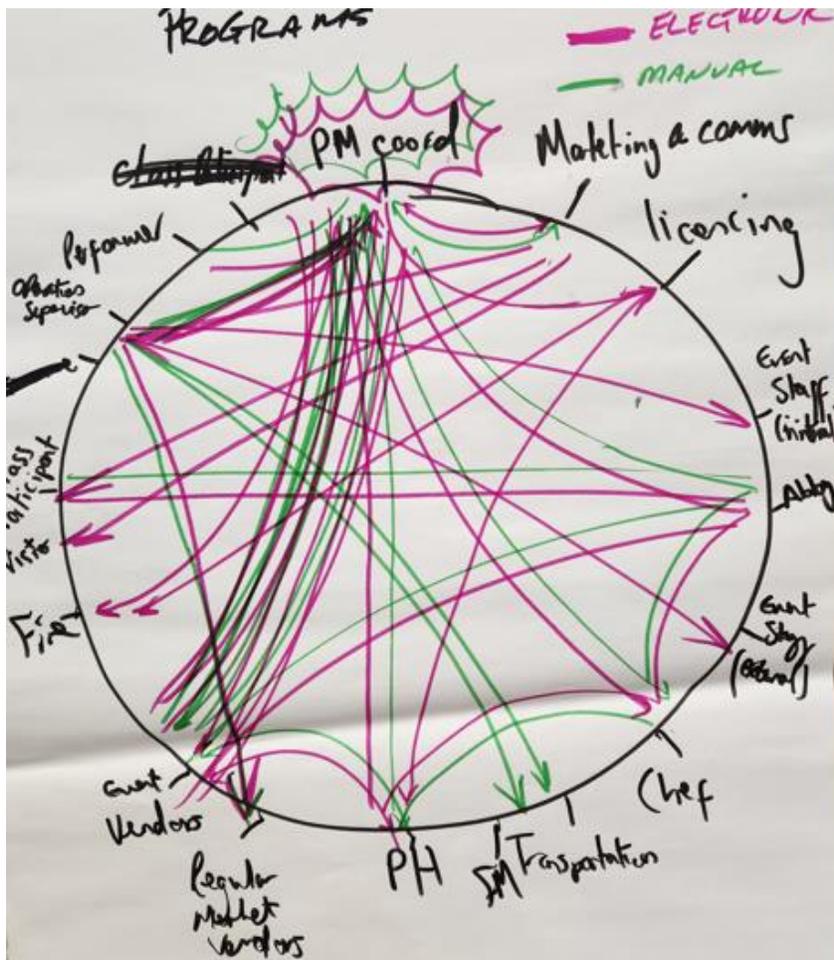


Figure 12: Communications plot between stakeholders (spaghetti diagram)

These hand-offs are problematic as the team identified that several days are consumed while the application or booking is in progress. Also noted was a lack of standards to respond to requests from Fire or Public Health. Finally, since the current state was identified as a very linear process and the status is only known by the Marketing and Program Coordinator, processes are further delayed through any absences from work.

Root Cause Analysis

Eight (8) root cause fishbone diagrams were completed based on feedback on the various processes.

The example presented below is for communications with others available in the Appendices section.

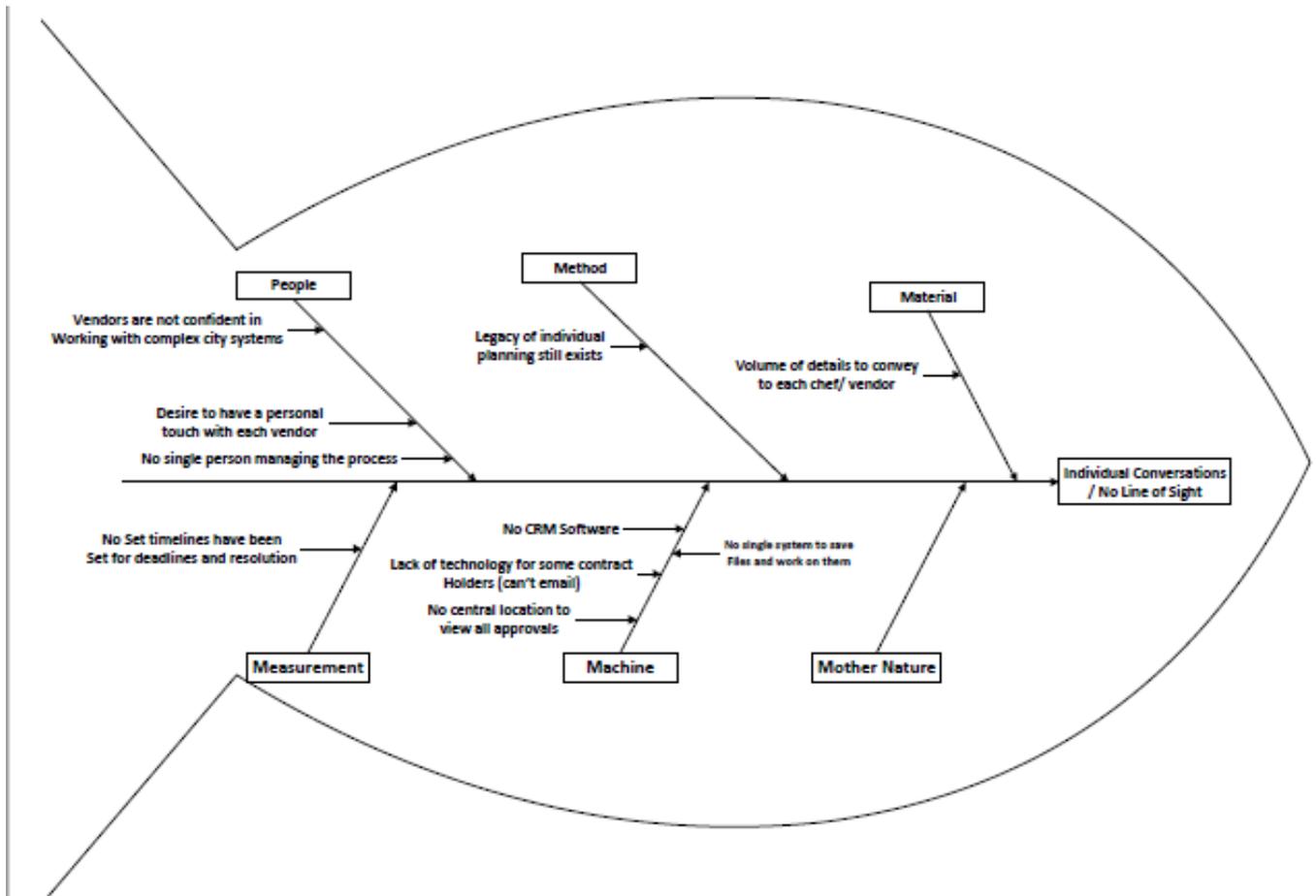


Figure 13: Root cause analysis (using fishbone diagram) for communications

Gap Analysis

Through root cause and gap analysis, the following key needs were identified by the team:

- Development of an integrated system providing clarity on the status of events and programs. This includes the integration of a SharePoint solution, providing a team member clear updates and triggers to milestones completed and outstanding or overdue tasks.
- A review of the digital platform used for contracts, including market stall rentals (ActiveNet). ActiveNet has been adopted as a platform for the City regarding recreational bookings. However, it lacks the versatility required for ongoing contracts and bookings.
- The lead time for the annual contract renewal for the market stall vendors is time consuming and results in a multi-page contract and payment schedule.
 - A process to improve the flow of information from a request for an amendment to a revised contract is needed. This could include rental calculations based on current contract requirements such as linear feet rented and hydro needs.
- The lack of standard work or documented flows restricts the Marketing and Programs coordinator from delegating work to others for event execution. This dependency results in a lost opportunity to seek new business while facilitating an existing contract.
- Documented process maps were non-existent and were expressed as a need along with supporting standard work.
- A post event follow-up process does not exist.

Future State Design

The future state design consists of opportunities for immediate solutions, while other ideas generated will require further engagement and collaboration. A common theme throughout is the integration of visual management, where any member of the team can immediately visualize the progress of an application or Market contract.

Additionally, the future state design also reduces the person-dependant processes which become stalled through vacancies, vacations and excessive burden.

One of the key enablers of the future state integrates an e-solution that matches the needs of the City and its vendors. The revisions to the Market stall contract renewal process, with accompanying simplified legal agreements will ensure the staff and team can improve the renewal process and significantly reduce the lead time for Market staff by three (3) months.

The integration and documentation of standard work procedures with checklists will ensure variation in processes is eliminated, while the “best known way” is documented as a platform to improve upon. The result of this will be an improved process where the customer experience is matched with staff expertise, resulting in a mutually beneficial partnership.

Finally, the development and deployment of the SharePoint platform for Market stall rentals is essential to efficiency gains. Paired with the immediate opportunity to use an existing, yet unknown, City SharePoint platform for events, significant hours of underutilized time is expected to reduce numerous delays and is estimated to save 35 minutes per vendor per booking. This is based on the current state process which reportedly takes 40 minutes per booking (and in future estimated to take only 5 minutes).

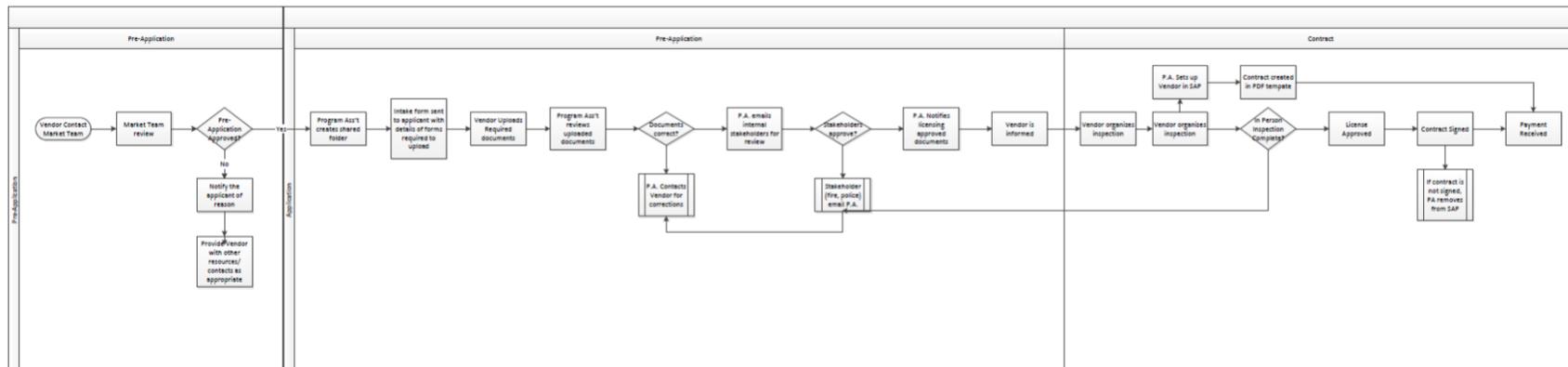
Four (4) future state maps were created incorporating visioning and the enablers required for implementation.

Future State Process Maps

Market Vendor - New Applications

The future state process integrates pull processes and visual management as all key stakeholders can see the status of an application. In the future state, a clear trigger for action is required due to a customer need (pull) and subsequent triggers are driven through the completion of a task. When a task takes longer than the agreed upon service level agreement, both the process supplier and customer can see the delay that is caused. This timeline status will focus corrective action and drive future improvement through this simple visual management tool.

These improvements require the development of systems such as SharePoint, agreement of service levels with relevant stakeholders, increased understanding and collaboration with relevant parties.



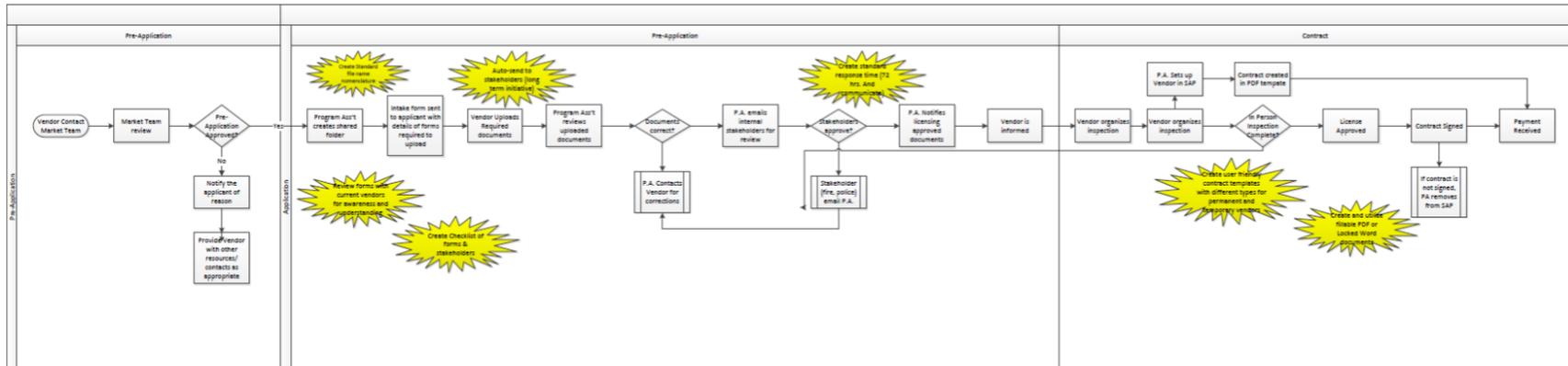
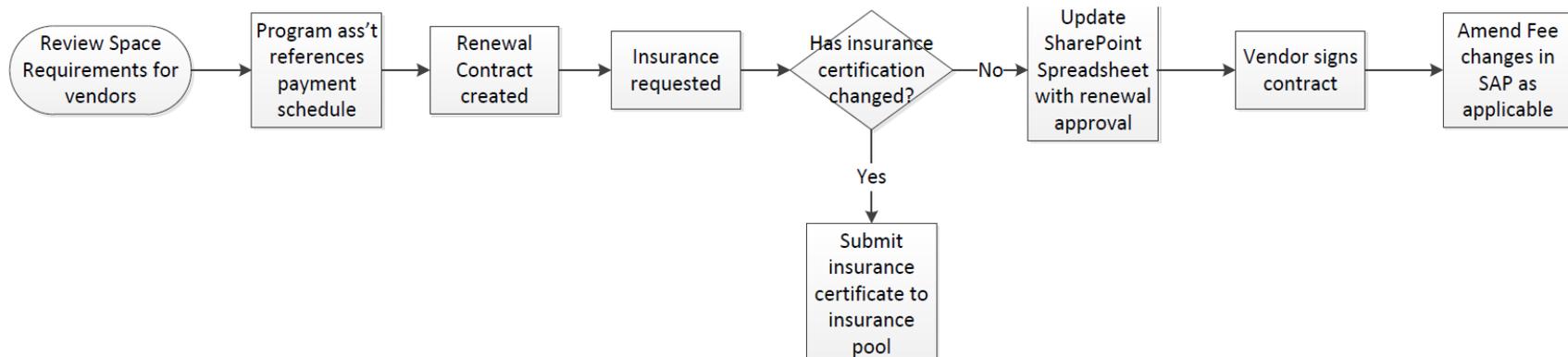


Figure 14: Market vendor new application future state map

Market Vendor - Contract Renewals

The future state for this process envisages a simplified contract renewal requirements (many vendors have been renewing each year, some for decades!), streamlined insurance approval for repeat examples, system tool support such as SharePoint and digital mapping of the Market locations (for stall changes, etc.) and better payment systems (e.g., handling credit card expiry dates). Examples of the digital maps of the Market locations are available in the Appendices section. Achieving all these improvements is estimated to have the potential to reduce lead time by 6-8 weeks.



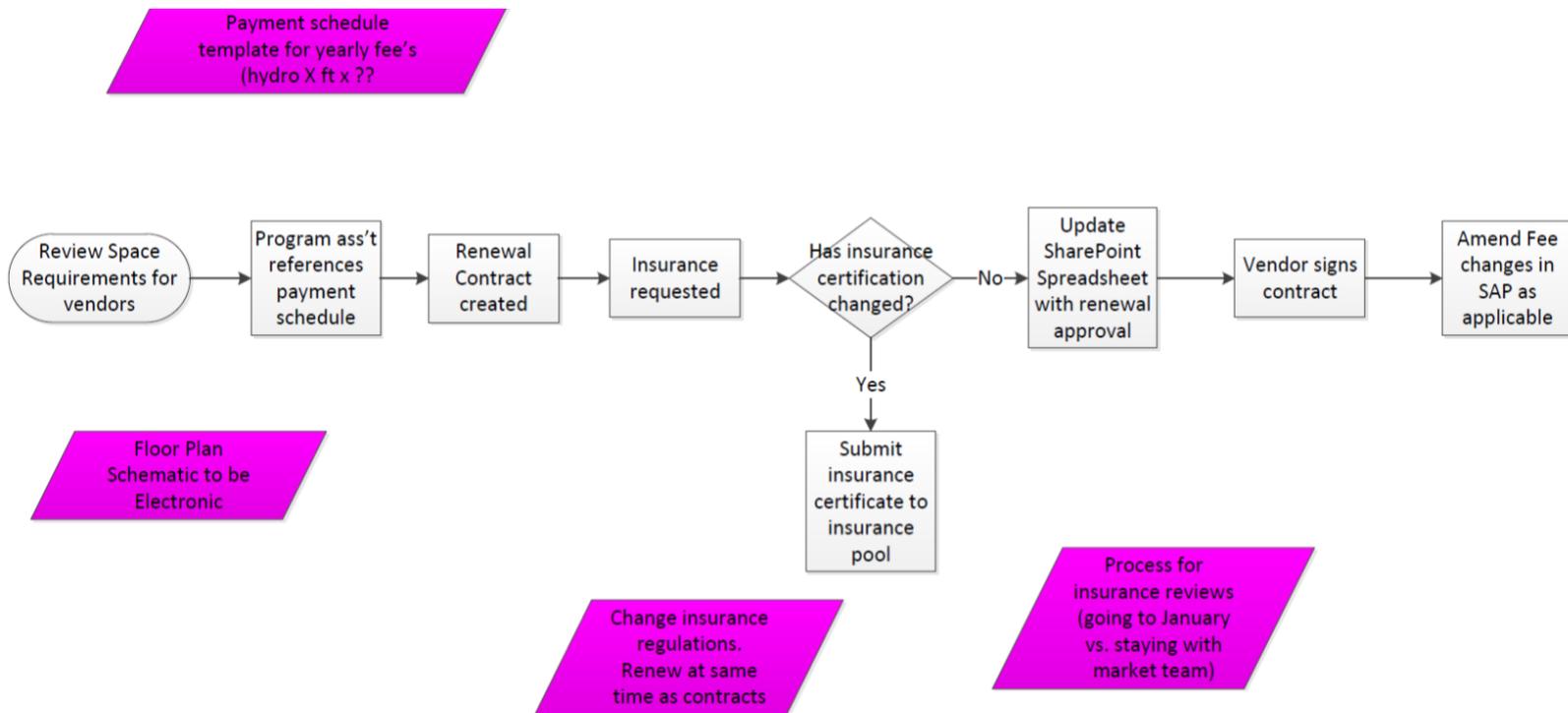
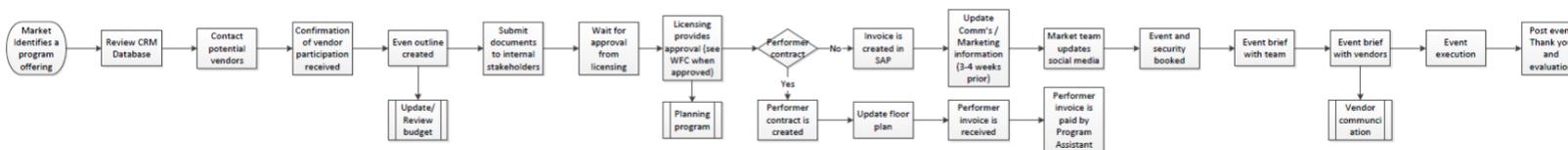


Figure 15: Market vendor contract renewal future state map

Programs/Special Events

Programs and Special Events processes will be improved through the integration of standard work and clear accountabilities. The introduction of standard work checklists will also allow the Marketing and Program Coordinator to provide a clear transfer to Operations for the deployment of the actual event which, in turn, allows the Marketing and Program Coordinator the opportunity to attract and advance new business. Other improvements include:

- Educational tutorials using various formats such as You Tube and completed templates for new vendors to reference. This will reduce the amount of incorrect or partially submitted applications.
- Utilization of a SharePoint platform to visually demonstrate the current status and outstanding tasks for event execution.
- Standard work templates triggering tasks at key milestones (Initiation, 4-6 weeks in advance, 2 weeks, day of event and post event).
- A post event operations debrief.
- A post event survey incorporating information into the CRMS platform.



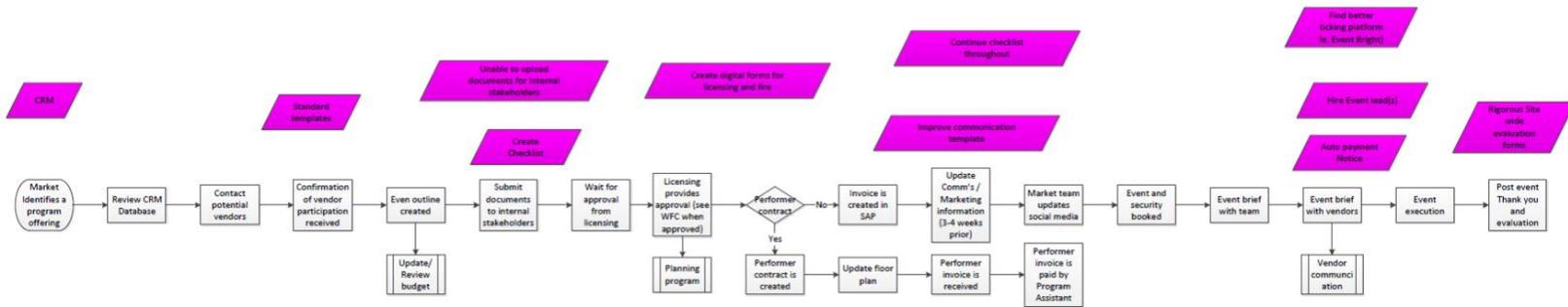


Figure 16: Programs / Special Events future state map

External Events

External events provide a great opportunity for efficiency gains and improved utilization of staff to the full scope of their capability. In the current state, the Marketing and Programs Coordinator may be prohibited from advancing a new contract or lead since they remain focused on a current contract and its delivery. The future state process for external events integrates several improvements, including standard processes, standard work including checklists to ensure the operations team or vendor has all the information needed for completion. The standard checklists will therefore allow the Coordinator to pursue new contracts while Market operations staff have clarity on customer requirements. An evaluation form post event will provide feedback for continuous improvement and this information can also be integrated into a CRMS platform for reference on subsequent contracts.

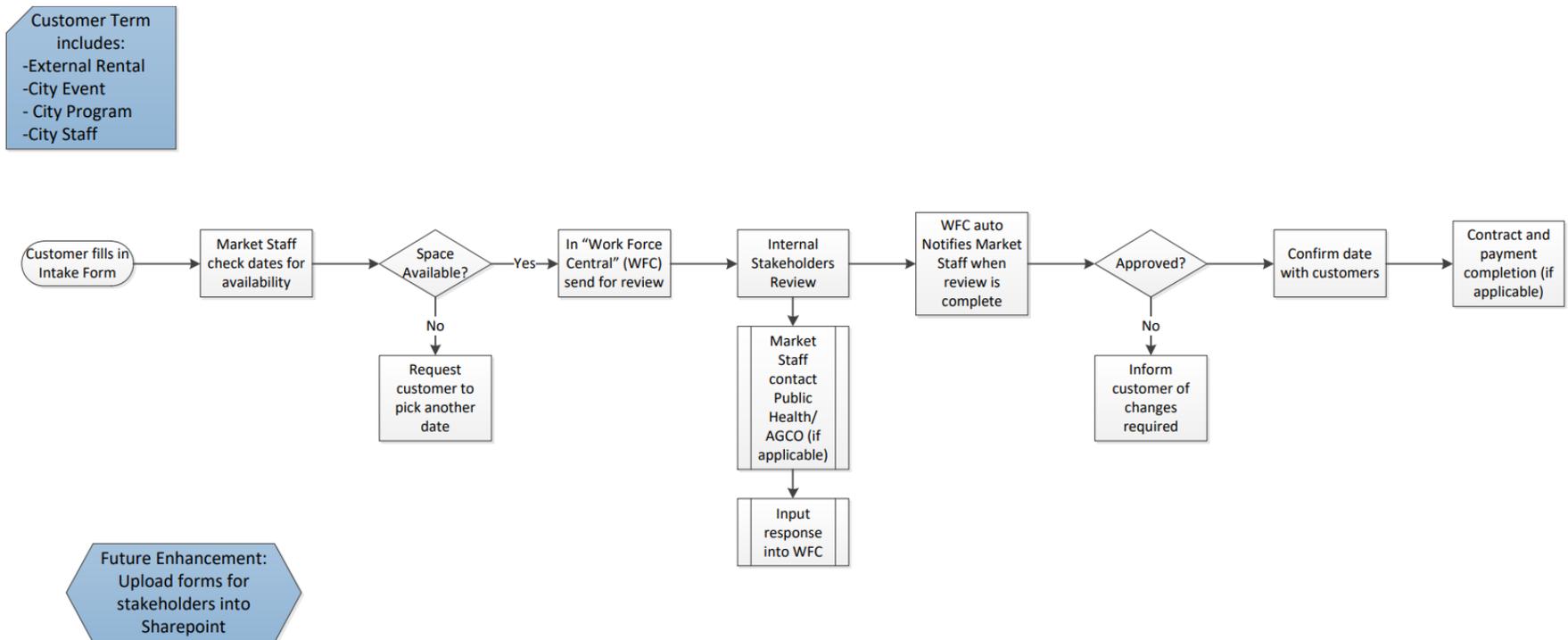


Figure 17: External Events future state map

Future State Digital Opportunities

Arising from the digital maturity assessment and team interviews, several key opportunities have been identified. These are summarized in the table below.

Process	Timeframe	Opportunities	Benefits
All	Long term	Replace ActiveNet with a specialist solution.	Simplify and improve contract and invoicing processes which are confusing and complicated at present. Inherent benefit of utilizing specialist software rather than having to compromise by tweaking existing software to suit the Market business.
All	Short term	Provide a general enquiry form on the Kitchener Market website.	Unify enquiry formats across all stakeholder groups; simplify process and cut down on unstructured email enquiries.
All	Short term	Create a centralized document repository for all enquiries.	Make enquiries easier to retrieve; remove need for local storage of documents.
All	Short term	Create a social media presence for Kitchener Market that's distinct from the City.	Remove confusion over branding; provide greater autonomy for Market staff to promote the Market.
All	Short term	Create a standard insurance template for vendors to fill in.	A lot of time is currently spent on back-and-forth exchanges with vendors to explain insurance requirements. Providing a template would limit/minimize these exchanges.
All	Short term	Create a workflow system to track onboarding/renewal progress.	Provide vendors with an electronic solution for uploading insurance policy details, thereby preventing storage of manual copies of the same.
All	Short term	Create boilerplate contracts for faster onboarding.	Faster onboarding of new vendors.
All	Long term	Possibility of using SAP system for managing payments and contracts management	May alleviate a lot of current pain points without having to replace the ActiveNet system altogether.
Market Vendor	Long term	Use existing GIS software to produce electronic floor plans for the Market.	No electronic versions of floor plans exist. Electronic versions enable more accurate and precise space planning.

Table 4: Future state digital opportunities

Recommendations

Based on the ideal future state, the following recommendations have been developed and categorized based on:

- **Process:** Changes that simplify and standardize the four (4) key processes
- **System/Digital:** Recommendations that leverage and develop systems to support the processes
- **Work Practices:** Recommendations that make work more efficient and collaborative
- **Oversight:** Management actions that can help embed and sustain the required future state changes

Process

Recommendation	Issue Addressed	Benefits
1. Adopt new processes as defined in future state process mapping	A lack of documented standard processes. Clarity for the vendor/renter to better understand the requirements of specific documents.	Assists vendors in their submissions and provides clear standard process guidance for the Market team. This will also increase efficiency since best practice process will be followed and subsequent rework is reduced.
2. Create standard work or simple checklists	A lack of standard work results in a dependency for the Marketing and Programs coordinator to continue involvement in the day-to-day delivery of events. Thus reducing time to advance new event bookings	The checklists allow the Marketing and Programs Coordinator to focus on growing business while the operations team delivers on current contracts. The process ensures there is a trigger for a post-mortem review after each event, including a contractor satisfaction tool.
3. One-page rental renewal and insurance cycle	The annual Market stall renewal process currently begins in the Fall, and it is estimated to take three (3) months to be completed.	Reduces the human effort by 200-300 hours .

Recommendation	Issue being addressed	Benefits
4. Standardize and simplify the insurance template	Vendors/contract holders need to resubmit documents numerous times.	Reduces lead time from booking enquiry to contract confirmation. Reduces number of incorrect document submissions.
5. Pre-approvals from Public Health, Insurance, etc.	Delays in contact completion due to repeat requirements for submissions	An efficiency gain in reduced lead time and resources from the Market team, as well as for the key partners in Public Health, Insurance, etc.

Table 5: Process recommendations

System and Digital

Recommendation	Issue being addressed	Benefits
6. Utilize the SharePoint portal for special events	There is an inability to see the progress status of special events / programs (and External Events) and outstanding tasks.	This will allow all involved to see the status of event bookings and allow the team to see space/rental availability immediately. This recommendation creates transparency and removes the dependency on person-specific knowledge.
7. Develop SharePoint site for Market Vendor communications/ onboarding/document storage	There is an inability to see the status of Market vendor outstanding tasks required to finalize a contract. A lack of a definitive source of information results in numerous emails/calls to verify the application status. The current process results in excessive resources managing the contract progression in addition to lost revenue for the market.	Provides transparency and alerts for the internal partners. This will also reduce the lead time from vendor applications to the customer start. Once implemented, it is estimated that the improved process requires five (5) minutes of Market staff time and will save approximately 40 minutes per vendor based on the current process.
8. Create digital footprint of market space and services	Excessive effort is required to respond to pricing enquiries and Vendor stall movements twice annually. Additionally, the current map is a manually produced paper-based sketch and is not accessible to all staff with up to date information	A digital version would be easier to change and be available to the wider team. It would result in fewer disruptions and calls to other City staff as well as enhancing professional appearance compared to the paper document. Reduces lead time from a reported sixty (60) minutes per vendor move to five (5) minutes (1,200% gain in efficiency or approximately 238 hours annually).

9. Kitchener Market website updates and social media communications	Lack of a social media presence and insufficient marketing autonomy on website was a consistent concern from both Market teams and vendors.	The Market team would be provided clear criteria and expectations to work within. With this reduction in authorization delay, the team would be able to reduce 2-3 weeks from marketing request to change fulfillment.
10. Replace ActiveNet with SAP for payments	ActiveNet is not designed for or capable of managing Market type contracts, updating credit card details on expiry being one example where manual time-consuming solutions are currently needed	More efficient, better suited and automated products exist (SAP or otherwise), but likely require significant investment.

Table 6: System recommendations

Work Practices

Recommendation	Issue Addressed	Benefits
11. Team empowerment	Many of the current work practices are reliant on a specific individual. So, projects are delayed when this individual is away. Likewise, the individual won't have enough time for seeking new business when still involved in event management/delivery.	Through flexibility and empowerment of less experienced team members, supported by standard work procedures, it is anticipated that this work can be undertaken by a wider number of team members, thus allowing the experienced team member(s) to concentrate on marketing/sales work to generate new business for the Market.
12. Team supported by efficient tools and systems	Market team are not utilizing the existing tools available and in particular the SharePoint platform that was developed for booking events at other City run facilities.	The Market team has improved process efficiency at low cost by using an existing SharePoint framework. Continuing such scans will ensure the Market is availing of the best tools and systems available.
13. Enhanced collaboration across City departments and with internal and external partners	Delays experienced in the turnaround for Legal, Insurance and marketing requests.	Reduction in lead times possible through enhanced collaboration and service support.
14. More self-aids for market vendors and event clients	Delays and difficulty with insurance and other such submissions experienced by new vendors.	An increase in success rate of first time applications would improve the efficiency of the booking process with fewer resubmissions required. <i>A potential eight (8) weeks in lead time can be reduced.</i>

Table 7: Work practice recommendations

Oversight

Recommendation	Issue Addressed	Benefits
15. Review policies and standard work procedures for annual contract requirements	Lengthy lead time to complete renewals.	Reinforces the new process and sustainability of the future map improvements. Further simplifies requirements where possible.
16. Automate and align prompts for renewals	The current renewal process is based on the original contract date and results in significant inefficiency when done at different times	A standard renewal date for contracts and renewals will allow this task to be scheduled at a time where there is capacity and will be a more efficient use of staff time.
17. Implement measurements and reporting	Internal performance measurement and reporting on sustaining service standards is patchy or missing.	Service performance measurement will ensure the improvements are sustained over time and that standard processes are followed.
18. Engagement of external stakeholders to agree suitable service levels Measurement of service performance to include a customer evaluation process.	<p>There is a lack of agreed upon response times from the various contributors to the process. These factors contribute to delays and customer dissatisfaction.</p> <p>There is a lack of post event customer feedback to help improve services and which may also provide the opportune time for future repeat contract discussions.</p>	<p>Without a target, there isn't a service expectation. A common target and measurement will ensure accountability and encourage continuous improvement.</p> <p>Customer feedback will allow the team to debrief and understand challenges as well as engaging the vendor in further rental discussions. The use of a CRMS platform also builds a network of contacts and opportunities.</p>

Table 8: Oversight recommendations

Implementation Plan

Pilot Improvements

An important part of Leading Edge Group's (LEG) approach is to demonstrate early wins through piloting recommendations to inform the wider implementation plan. Three (3) early changes were identified for piloting.

Standard Work Checklists

In collaboration with the Programs and Marketing and Programs Coordinator, the LEG consultant facilitated the creation of standard checklists encompassing tasks to be undertaken at the following key milestones:

- Time of booking
- 2-6 weeks prior to event
- Day of event
- Post event

These checklists will free up the Coordinator from the "hands-on" execution each day and will allow them more time to seek additional business while an assistant can now to deliver consistent services. Examples of checklists are available in the Appendices section.

Next Steps: Reinforce through regular quality checks. Ensure the checklists are posted and available for general use (available to all staff in the process). Ensure document control is implemented.

Immediate use of existing SharePoint booking tool

This recommendation suggested the use of an existing City of Kitchener template which is housed on SharePoint. The City had created this repository for other facility and program bookings. The Market team was not aware of the available tool, and a process was proposed where the Marketing and Programs Coordinator can now utilize the platform. As a result, booking progress transparency has increased within the Market team. Collaboration with the internal stakeholders has also improved as team members are now triggered automatically when a task is required, versus the previous process of numerous emails and calls. Finally, accountability is also increased as internal partners such as Fire and Police have a target response time.

Next Steps: Innovation/IT Lead to make improvements to the fields. Once these adjustments have been applied, it should be ready for retrieval.

One Page Rental Renewal Contract

This suggestion was discussed with Legal and was agreed to be carried out in the pilot stage. The Legal team representative took this away as an action to draft the suitable short form renewal contract for trialling with vendors.

Next Steps: Once Legal has created the one-page renewal contract, this can be trialled with long-term vendors for 2023 renewals.

Prioritizing the Recommendations

Prior to developing the overall implementation plan, an exercise was carried out to prioritize the full list of recommendations by estimating the benefit of the recommendation (High/Low); the difficulty of implementation (Easy/Hard) and developing a PICK list – Possible, Implement, Challenge and Kybosh (or Kill):

Possible – Low Benefit, Low Difficulty

Opportunities that are comparatively quick to implement but with a lower estimated benefit than others. We consider implementing these opportunities if time and budget permits and when opportunities with a higher ranking have already been implemented.

Implement – High Benefit, Low Difficulty

Opportunities that could be classed as “quick wins” and should be implemented first.

Challenge – High Benefit, High Difficulty

Opportunities with high benefit that are going to be more difficult to implement, so need to be planned and managed carefully.

Kybosh (or Kill) – Low Benefit, High Difficulty

Opportunities with a perceived low benefit that would be difficult to implement and, as such, shouldn't be pursued.

A further analysis was undertaken to identify recommendations that have sole dependency on the Market team (Internal) to agree, plan and implement. These are easier to manage as they are within the remit of the team to design and adopt, albeit time for making the changes may need careful resource planning.

The other recommendations have a need for wider stakeholder input (External) to support, agree to, engage with and follow. As a result, they can only progress when these stakeholders are fully committed.

The table below outlines the outcome of the above work.

Recommendation	Benefit	Difficulty	PICK	Dependency	Timing	Comments
1. Adopt new processes as defined in future state process mapping	High	Easy	Implement	Internal	Complete	
2. Create standard work or simple checklists	High	Easy	Implement	Internal	In place, Reinforce	
3. One-page rental renewal and insurance cycle	High	Hard	Challenge	External	Quarter 1 January 2023	Awaiting response from Legal.
4. Standardize and simplify the insurance template	High	Hard	Challenge	External	Quarter 1 February 2023	Needs further engagement.
5. Pre-approvals from Public Health, Insurance, etc.	High	Hard	Challenge	External	Quarter 3 2023	Needs further engagement; requires external stakeholder buy-in and collaboration.
6. Utilize the SharePoint portal for special events	High	Easy	Implement	Internal	Tried and in use	Started using, will develop and enhance further.
7. Develop SharePoint site for Market Vendor communications/	High	Easy	Implement	External	Quarter 1 2023	Developments needed from IT team for Market team to adopt for special events.

onboarding/document storage						
8. Create digital footprint of market space and services	High	Easy	Implement	Internal	Trialed and under development	Develop through quarter 1 2023.
9. Kitchener Market website updates and social media communications	High	Hard	Challenge	External	Quarter 4 2023	Reassess response needs with external stakeholders considering the potential for growth in existing and development of new revenue streams
10. Replace ActiveNet with SAP for payments	Low	Hard	Kill	External	Killed (for time being)	Review over the long term and explore potential value of alternative CRM systems being used/trialed within the City – for example, Salesforce.
11. Team empowerment	High	Easy	Implement	Internal	Underway	Need to create a body of knowledge for team sharing as well as standard work procedures for all tasks which will enable a smaller learning curve and reduce variation between employees undertaking the same work.

12. Team supported by efficient tools and systems	High	Hard	Challenge	External	Quarter 2 2023	<p>Future support requirements to be continuously reviewed against available systems/tools.</p> <p>The need is for all personnel to identify potential value through the eyes of the customer (through removal of internal and external silos)</p>
13. Enhanced collaboration across City departments and with internal and external partners	High	Hard	Challenge	Both	Quarter 1 2023	<p>Currently, stakeholder responses vary across teams and individuals. The aim is to install the best collaborative approach from all stakeholders</p>
14. More self-help aids for market vendors and event clients	High	Hard	Challenge	External	Quarter 1 – Quarter 3 2023	<p>Worked examples; YouTube tutorials and guidance notes to be provided.</p>
15. Review polices and standard work procedures around annual contract requirements	High	Hard	Challenge	Both	Quarter 2 2023	
16. Automate and align prompts for renewals	High	Hard	Challenge	Internal	Quarter 3 2023	<p>Following policy decision, (Recommendation #15), renewals are aligned and/or automatically prompted for action.</p>

17. Implement measurements and reporting	Low	Easy	Possible	Internal	Early 2023	Ongoing through 2023 with full scorecard developed at year-end. Initial steps are being undertaken in quarters 1 and 2. However one (1) year of data collection and voice of customer information is required to foster analytics
18. Engagement of stakeholders to agree service levels	High	Hard	Challenge	External	Quarter 1 2023	Agreement on service levels in quarter 1 2023. Connect with the future state process maps to ensure processes work effectively through the year.

Table 9: Prioritizing the recommendations by PICK listing

Recommendations ready to implement

Some recommendations are already in place – New processes have been adopted (#1 and 2) and SharePoint is being used for Events (#6) – and more are ready to implement. These are detailed below with the suggested responsible lead and timelines for completion.

Recommendation	Status	Next Steps	Responsible	Timing
1. Adopt new processes as defined in future state process mapping and 2. Create standard work or simple checklists	Complete	Validate maps. Adjust as required. Complete checklists/manuals.	<ul style="list-style-type: none"> Market team 	Underway
3. One-page rental renewal and insurance cycle	In progress	Awaiting proposed simplified renewal contract draft from Legal for trialing	<ul style="list-style-type: none"> Legal 	Expected January 2023
5. Pre-approvals from Public Health, Insurance, etc.	Pending	Determine specific examples for pre-approvals (repeated events) and develop “we too” agreements with stakeholders.	<ul style="list-style-type: none"> Manager, Market Public Health Fire 	Quarter 3 2023
6. Utilize the SharePoint portal for special events	Complete		<ul style="list-style-type: none"> Market team 	Underway
7. Develop SharePoint for market Vendor comms	In progress		<ul style="list-style-type: none"> Operations Supervisor Digital Transformation Assistant 	Quarter 1 2023

8. Create digital footprint of market space and services	In progress	Finalize map.	<ul style="list-style-type: none"> • Market team • Digital Transformation Assistant 	Quarter 1 2023
11. Team empowerment	In progress	Utilize new processes, standard work and validate	<ul style="list-style-type: none"> • Operations Supervisor 	Underway
12. Team supported by efficient tools and systems	In progress/trial	Cameron and Chris to work with Marketing Coordinator to test solutions for PDCA 2 and trial	<ul style="list-style-type: none"> • Manager, Market 	Quarter 2 2023
14. More self-help available to market vendors and clients	Pending	Develop You Tube videos/ tutorials (using existing clients) and utilize “My Kitchener” Portal	<ul style="list-style-type: none"> • Operations Supervisor • Manager, Market 	Quarter 3 2023
16. Automate and align prompts for renewals	Pending	Integrate visual management and “rules” from SharePoint	<ul style="list-style-type: none"> • Operations Supervisor • Digital Transformation Assistant 	Quarter 3 2023
17. Implement measurements and reporting	Pending		<ul style="list-style-type: none"> • Manager, Market 	Early 2023

Table 10: Recommendations implemented or ready to implement

Recommendations Requiring Further Investigation

These recommendations are more complex or need further engagement with stakeholders to reach fully agreed and conclusive plans to implement.

Recommendation	Complexity Concerns	Stakeholders	Next Steps
4. Standardize & simplify insurance template	Apparent hesitation to review ways to simplify means to meet insurance requirements.	<ul style="list-style-type: none"> Insurance 	Engage with Insurance team at senior level to ensure any roadblocks are removed.
9. Kitchener Market website updates and social media communications	Corporate policy for approving website changes is not allowing the Market to communicate effectively.	<ul style="list-style-type: none"> Marketing IT Corporate 	Engage at a senior level explaining the revenue potential.
13. Enhanced collaboration across City departments and with internal and external partners	A change in approach that requires considerable engagement, including at senior levels, for the Market to be understood and supported as well as it could be by other City departments.	<ul style="list-style-type: none"> Senior management of all departments and their teams 	Sponsors of this report to discuss its findings and help explain how the Market can thrive and develop with the widespread support of all stakeholders.
15. Review policies and standard work procedures around annual contract requirements	Policy change would have to be consistent with City policies.	<ul style="list-style-type: none"> Legal 	Engage to investigate opportunities.

18. Engagement of City stakeholders to agree service levels	Considerable negotiation required to reach agreements with multiple departments.	<ul style="list-style-type: none"> • Fire • Public • Health • Insurance 	Engage and explain needs and agree suitable service level agreements.
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Table 11: Recommendations requiring further investigation

Recommendation to be kept on hold

The recommendation below was found to be very complex and not a realistic prospect at the current time. However, in future, this may change if there are other software developments that could be considered or if a larger program of work is being considered that could require SAP.

Recommendation	Complexity Concerns	Stakeholders	Next Steps
10. Replace ActiveNet with SAP	Technical capability assessment of fit for purpose systems, cost of investment, City IT policies, implementation cost etc.	<ul style="list-style-type: none"> • IT 	Maintain a review with IT on what systems are available.

Table 12: Recommendation to be kept on hold

Key Factors for Future Success

The Market team is small. Therefore, the loss of a team member through an unforeseen absence or other cause can immediately cause a bottleneck. The recommendations related to team flexibility, standard process maps and standard work procedures and checklists will help address this issue. However, we would further encourage leadership to work with the team in supporting the documentation of tasks. These additional documented checklists and processes will ensure business continuity and will foster a more collaborative team approach.

The current management structure of the Market team is made up of a Manager and Operations Supervisor. The Operations Supervisor has the bulk of the team reporting to them, yet the Marketing and Programs Coordinator does not and, instead, reports directly to the Manager. It is understood that this was a legacy structure prior to the current leadership's tenure. It is possible that reporting (direct or dotted line) to Operations would ensure the clarity needed on hand-offs in the processes and increased transparency, awareness and collaboration.

A specific hand-off point is when the event or program has been sold and the client is committed. At that moment it is realistic to expect the Operations Team to take on the contracting, detail all the requirements, provide final organisation, complete billing and other details required to execute the hire/service. Clarity on this hand-over and capability for Operations to deliver from here is vital to free-up time for the Marketing Coordinator to focus on business development.

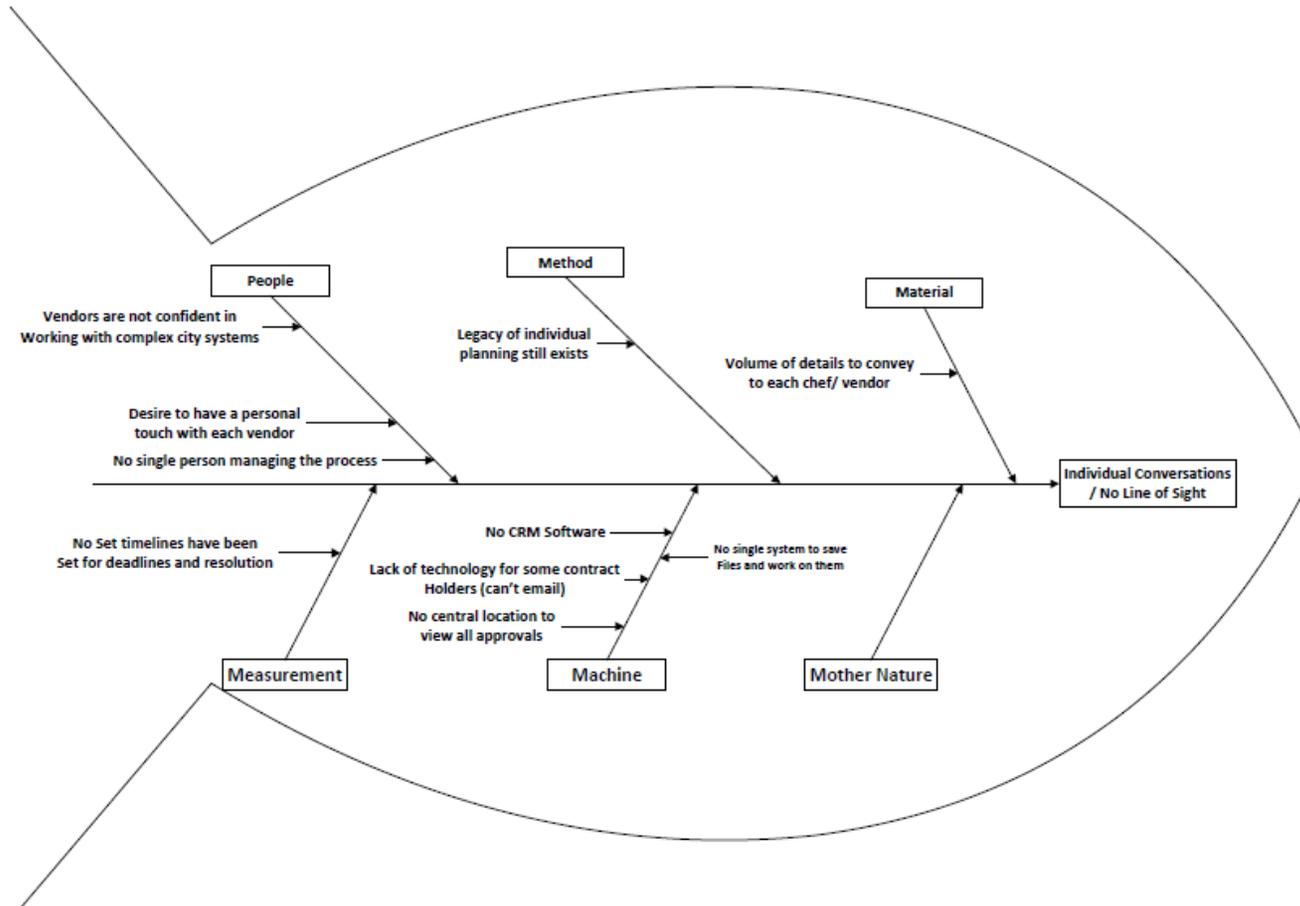
This report is based around recommendations and potential for improvement. However, the City should also consider the opportunity cost of remaining with the status quo. As an example, ignoring the Market food court vendors concerns regarding dedicated marketing and social media presence that represents the changing demographic of the downtown core increases the risk that contract holders could leave for other locations where they may achieve increased revenue.

The Market team is well poised for success. However, the transition from recommendations, through adoption of practices and, finally, ongoing team engagement and improvement is reliant on a dedication to continuous improvement. LEG recommends a percentage of time is dedicated weekly to reviewing standard work procedures and processes with the team. This should encourage the team to expose any problems, analyze for root cause and develop countermeasures. Using this dedicated time, further voice of the customer engagements, huddles with staff, etc. will foster a culture where collaboration and ongoing improvement is the norm.

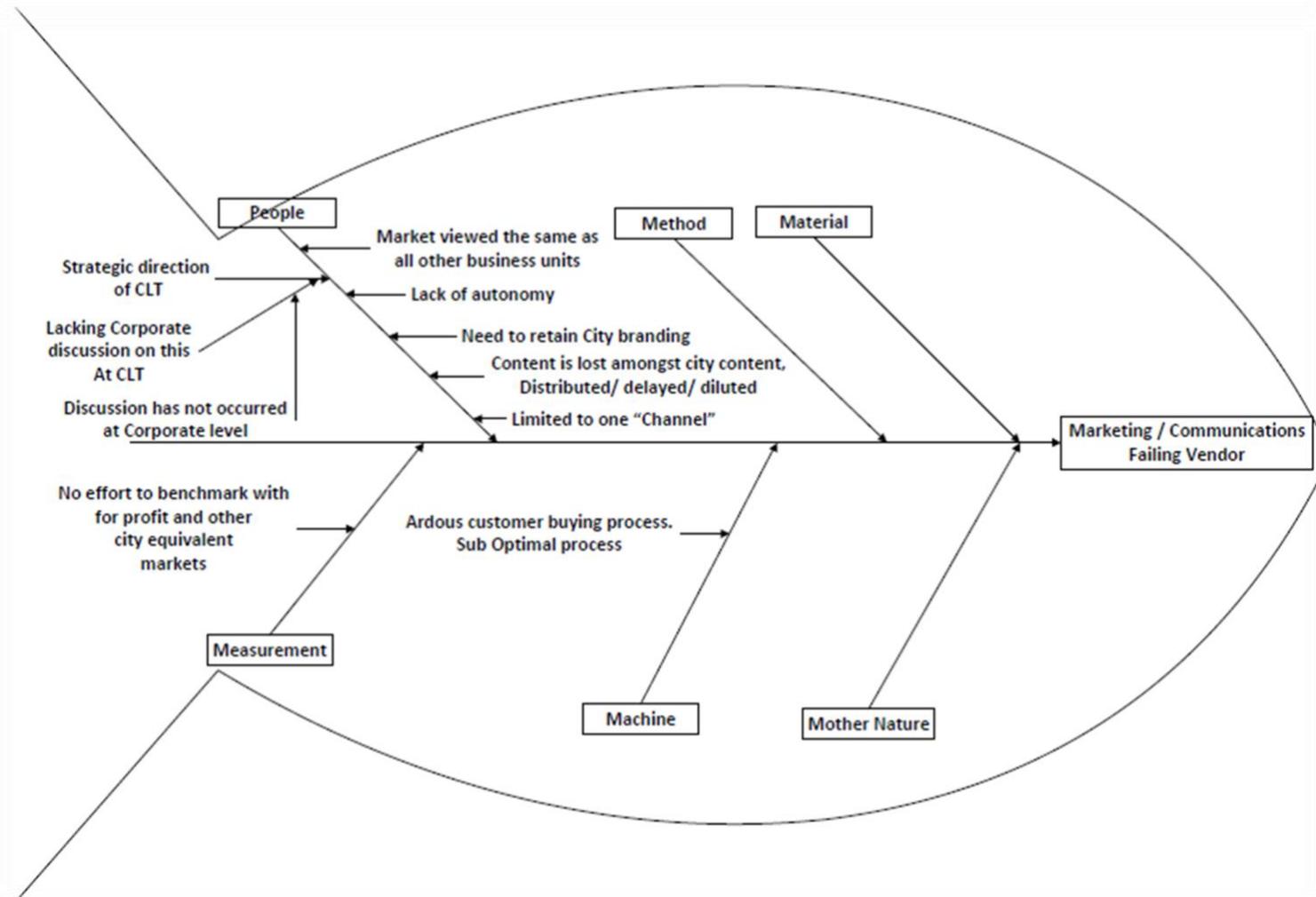
Appendices

Root Cause Analyses

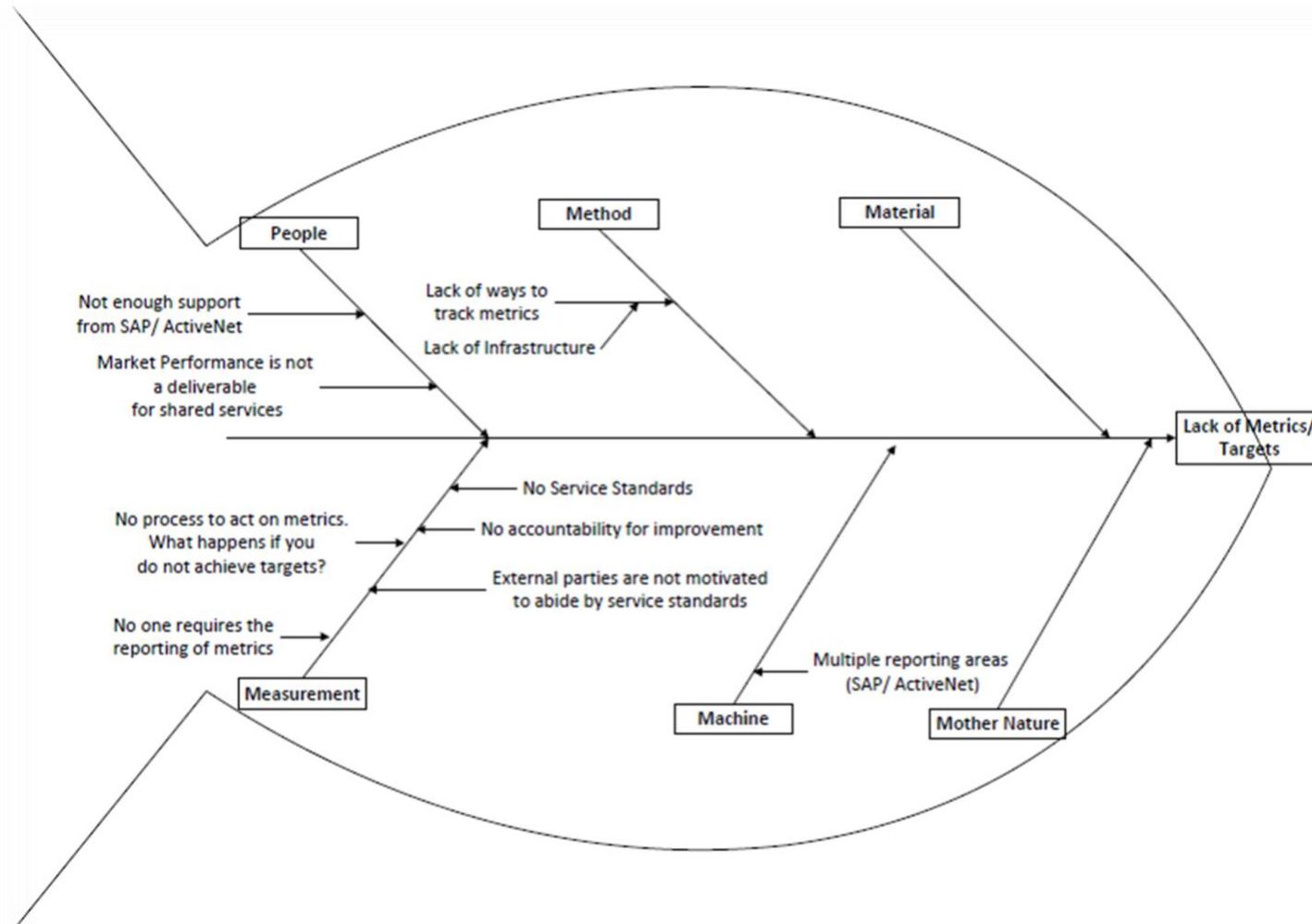
Poor Line of Sight to Programs/Events



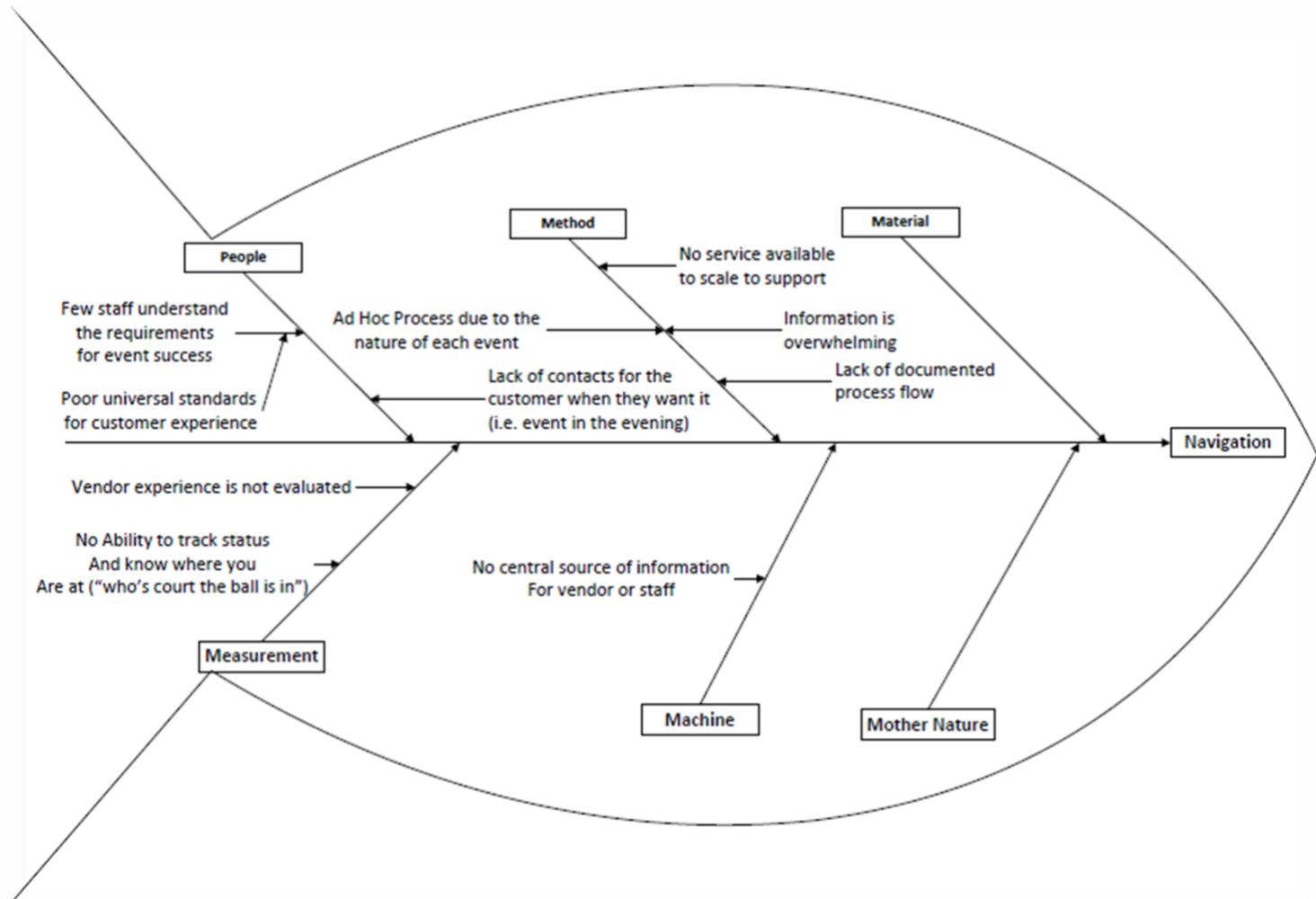
Marketing Deficiencies



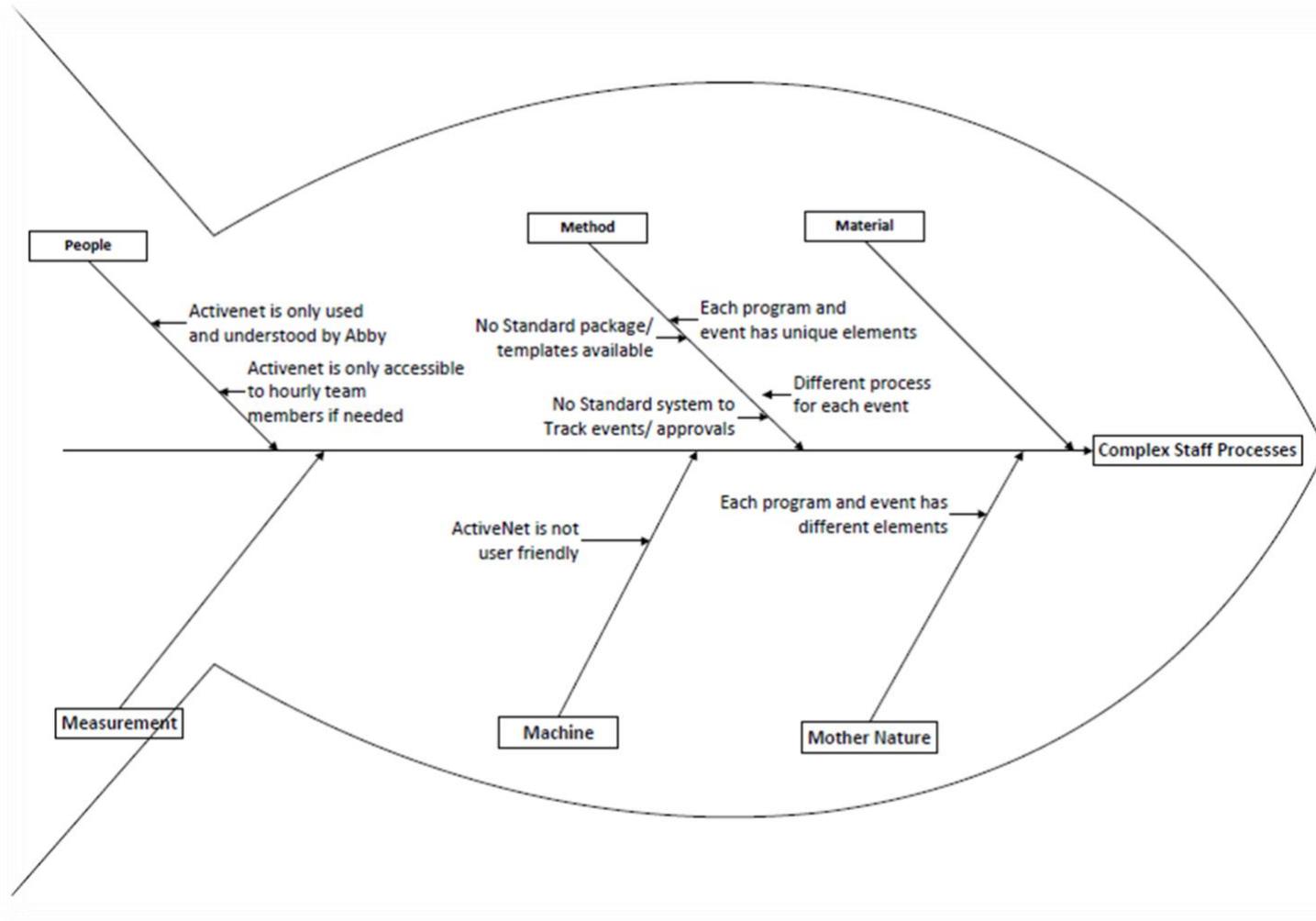
Lack of Service Standards



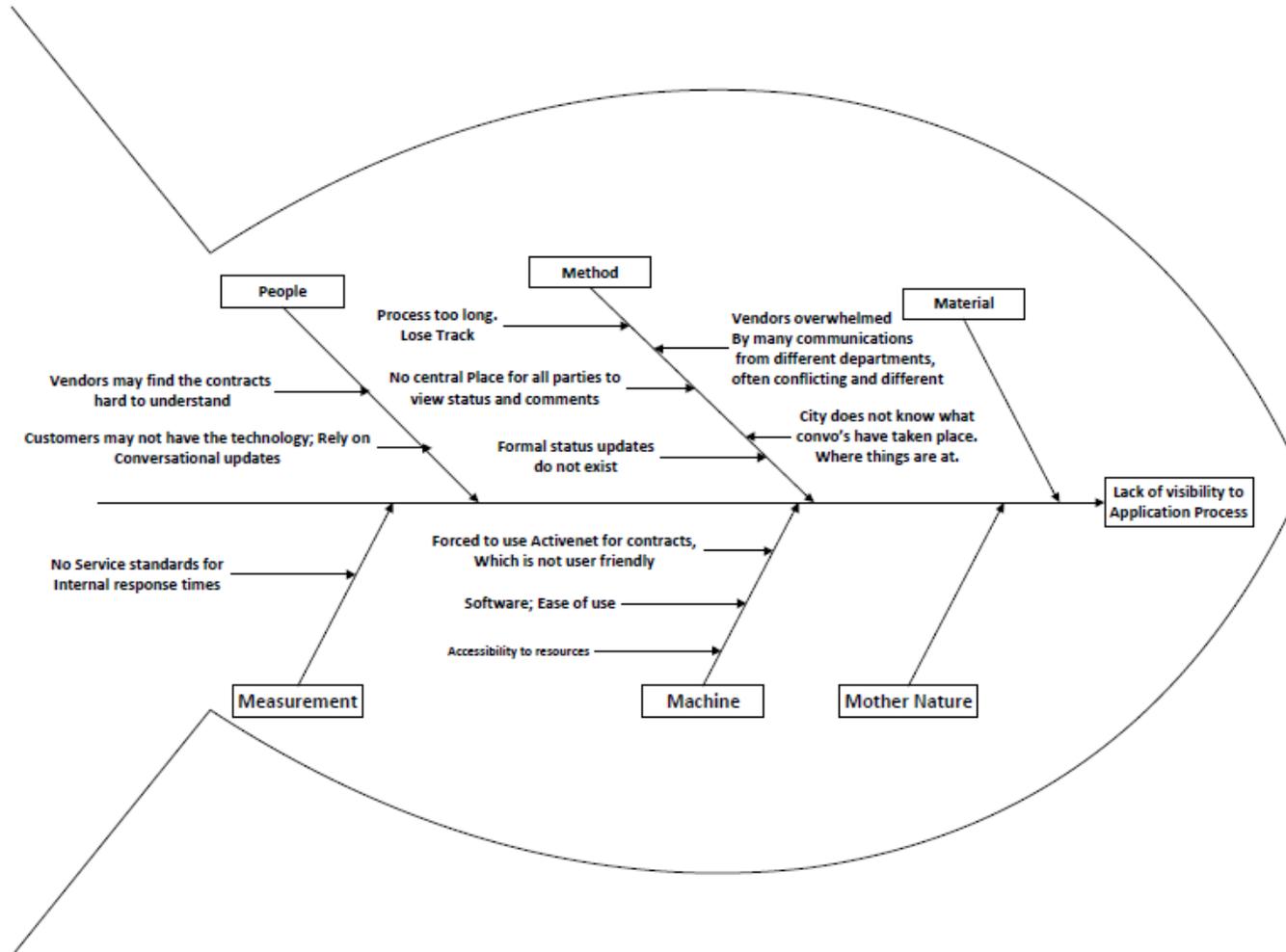
Vendor Booking Delays



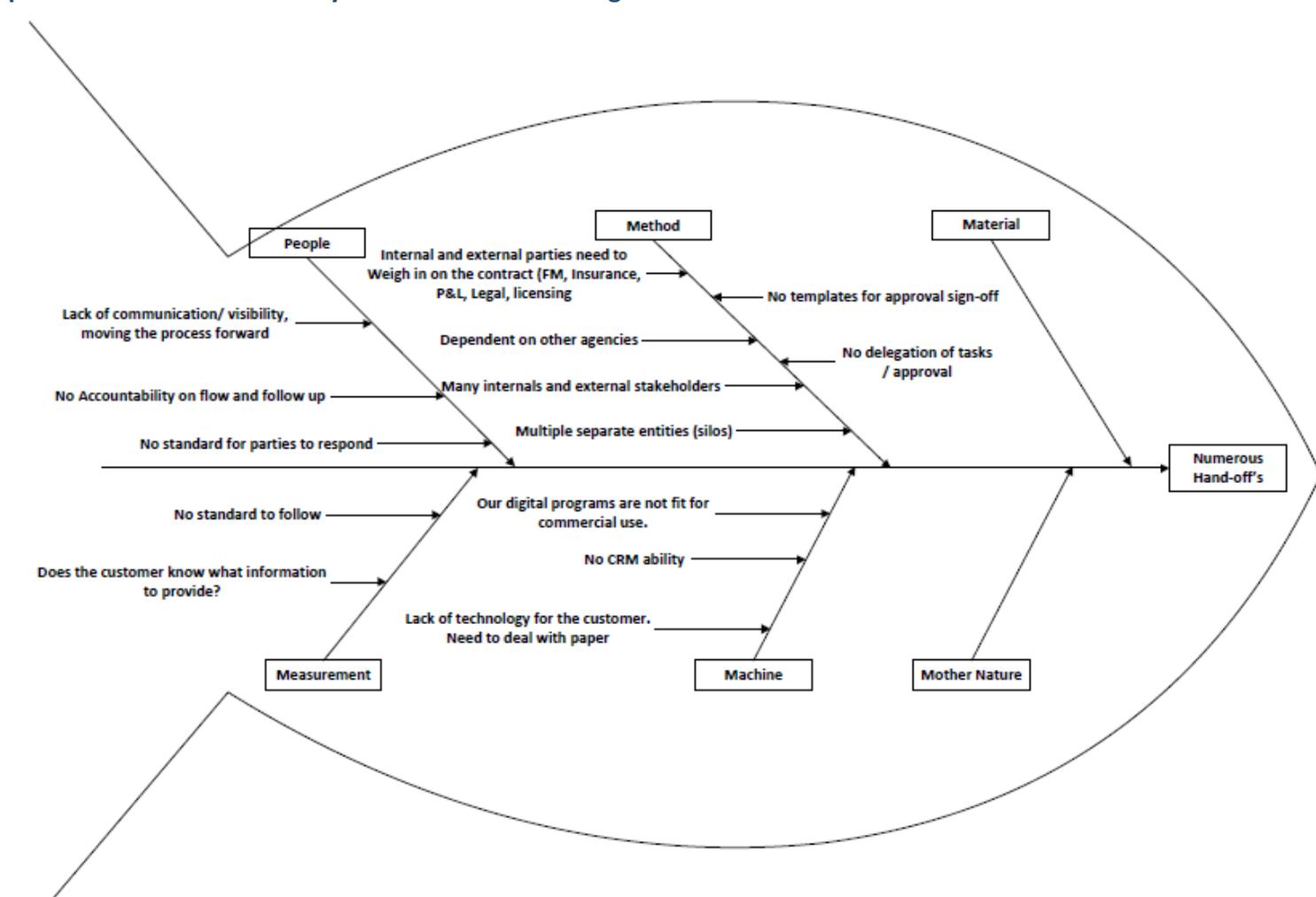
Difficulties with Current Digital Platform



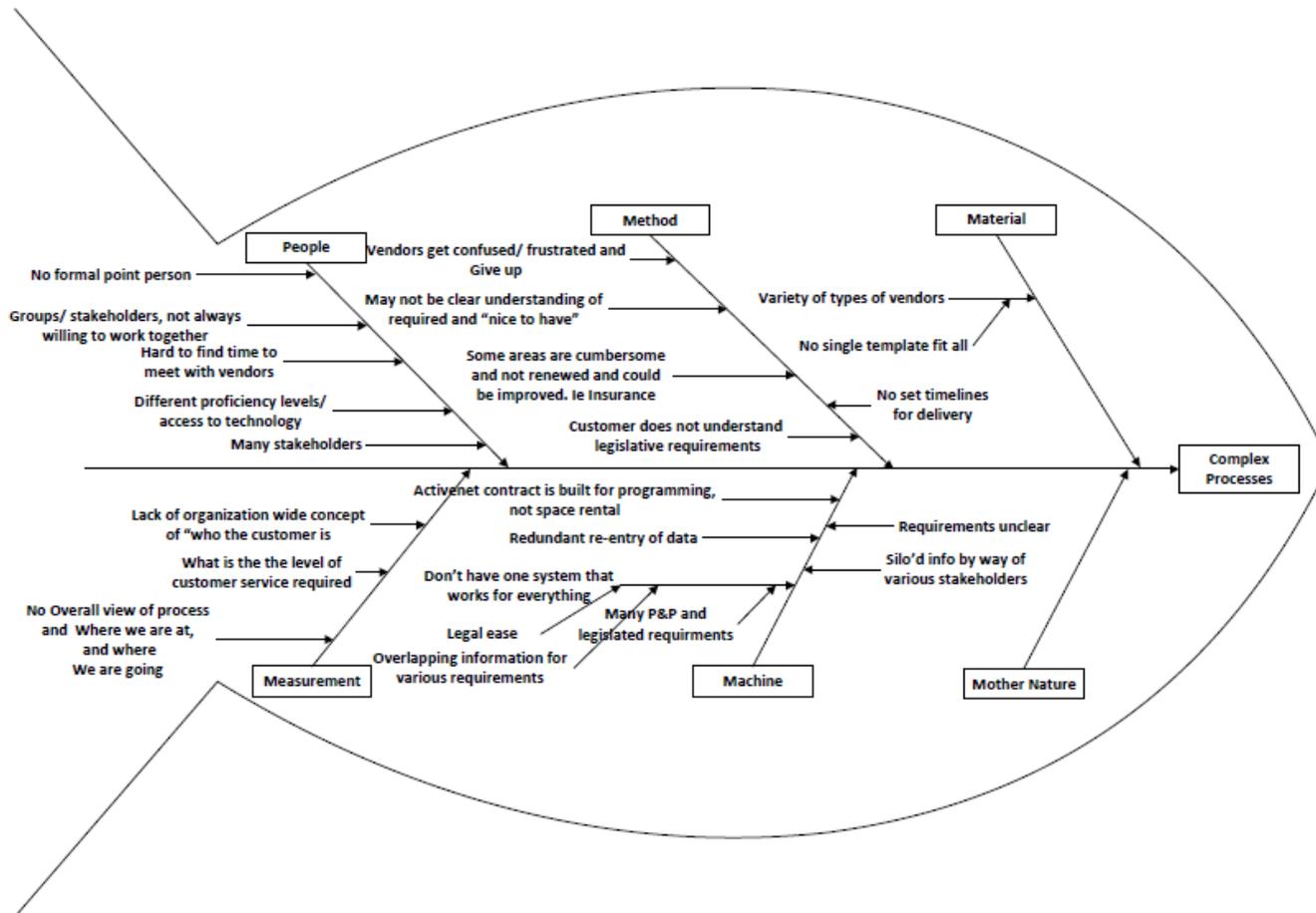
Lack of Transparency with Market Stall Rental



Complex Processes and Delays with Event Bookings



Complexity of Market Stall Vendor Rentals



Standard Work Checklists

Program Planning

	<div style="text-align: right;">  </div> <h1 style="text-align: center;">Program Planning Checklist</h1>
	<p>Time of Booking</p> <ul style="list-style-type: none"> <input type="checkbox"/> Confirm date availability in October <input type="checkbox"/> Put together a preliminary budget <input type="checkbox"/> Reach out to program partners to confirm participation <input type="checkbox"/> Create draft of floor plan and rough event schedule <input type="checkbox"/> Submit stakeholder forms including: <ul style="list-style-type: none"> - Licensing - Fire - Public Health - AGCO <hr/> <p>Two – Six Weeks Before Event</p> <ul style="list-style-type: none"> <input type="checkbox"/> Create description for program to put on communications documents – 6 weeks prior <input type="checkbox"/> Describe all marketing assets required from communications and send to communications team – 6 weeks prior <input type="checkbox"/> Receive all promotional materials for advertising (signs, decals, social media graphics) – 4 weeks prior <input type="checkbox"/> Submit and process any vendor invoices – 4 weeks prior <input type="checkbox"/> Put staffing requirements in the staffing calendar – 3 weeks prior <hr/> <p>The Day Of</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold briefing meeting with event staff <input type="checkbox"/> Make sure all setup requirements are completed as per floor plan and event plan <input type="checkbox"/> Complete post-event checklist on app <hr/> <p>Post Event</p> <ul style="list-style-type: none"> <input type="checkbox"/> Send thank you email to all vendors and partners for participating <input type="checkbox"/> Update budget to reflect final numbers

Rental Bookings

	<div style="text-align: right;"> <p>KITCHENER MARKET — SINCE 1869 —</p> </div> <h1>Rental Bookings Checklist</h1>
	<hr/> <p>Time of Booking</p> <ul style="list-style-type: none"> <input type="checkbox"/> Respond to client with date availability and confirm if they would like a quote – within 24 hours <input type="checkbox"/> Prepare quote for client <input type="checkbox"/> Send quote to client with relevant information (using <u>templated</u> email) – within 24 hours <input type="checkbox"/> If client has not responded, follow up with client – within 72 hours <input type="checkbox"/> After receiving decision from client, update <u>Sharepoint</u> with status – within 24 hours <input type="checkbox"/> If client has approved quote, create invoice in <u>Activenet</u> and send to client (using <u>templated</u> email) – within 48 hours <input type="checkbox"/> Take deposit to confirm booking – within 48 hours <hr/> <p>Two – Four Weeks Before Event</p> <ul style="list-style-type: none"> <input type="checkbox"/> Send email to client to confirm (using <u>templated</u> email): outstanding balance is due in 2 weeks; setup requirements; bar and food selections; AV requirements – 4 weeks prior <input type="checkbox"/> Put staffing requirements in staffing calendar – 3 weeks prior <input type="checkbox"/> Create floor plan and event plan and print for event binder – 2 weeks prior <hr/> <p>The Day Of</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hold briefing meeting with event staff <input type="checkbox"/> Make sure all setup requirements are completed as per floor plan and event plan <input type="checkbox"/> Complete post-event checklist on app <hr/> <p>Post Event</p> <ul style="list-style-type: none"> <input type="checkbox"/> Check that there is no outstanding balance. If there is, send final invoice to client – within 24 hours <input type="checkbox"/> Email client to thank them for using the Kitchener Market (using <u>templated</u> email) – within 24 hours

Digital Map of Market Stalls – Illustrations

Current State Manual Map



Interim State Digital Map



Future State Vision Digital Map

