



Township of Douro-Dummer Agenda for a Special Meeting of Council

Monday, August 24, 2020, 10:00 a.m.

Douro-Dummer YouTube Channel

https://www.youtube.com/channel/UCPpzm-uRBZRDjB89o2X6R_A

Please note, that Council may, by general consensus, change the order of the agenda, without prior notification, in order to expedite the efficiency of conducting business

Electronic Meetings

On August 4, 2020 Council amended the Township Procedure By-Law to permit meetings to be held electronically and to allow members participating electronically to be counted towards quorum.

Until further notice, regular meetings of Council are being held electronically. Meetings will be recorded and live-streamed on the Township YouTube channel.

Please contact the Clerk if you require an alternative method to virtually attend the meeting. crystal@dourodummer.on.ca or 705-652-8392 x205

Pages

1. Reason(s) for Special Meeting:

Presentation of the draft final report on the Township's Service Delivery and to review the Township's organizational structure and human resources as part of the Service Delivery and Organizational Review, Pursuant to the Ontario Municipal Act, S.O. 2001, c. 25, Section 239 (2)(b).

2. Disclosure of Pecuniary Interest:

3. Adoption of Agenda: Special August 24, 2020

4. Delegations, Petitions or Presentations:

4.1 Presentation – Draft Final Service Delivery Review

1

Tammy Carruthers, WSCS – Service Delivery Review Draft Final Report

5. Closed Session

***Note - This portion of the meeting and the remaining portion of the meeting will not be livestreamed on YouTube. The remaining portion of the meeting will be reflected in the official Minutes of the meeting.**

Personal matters about identifiable individuals, including municipal or local board employees (Personnel), pursuant to the Ontario Municipal Act, S.O. 2001, c. 25, Section 239 (2)(b)

6. Rise from Closed Session with or without a Report

7. Confirming By-law - 2020-46

102

To confirm the proceedings of the special electronic meeting held on August 24, 2020.

8. Adjournment



SERVICE DELIVERY REVIEW – DRAFT REPORT

NEW DIRECTION, SUSTAINABLE FUTURE

Presented by: Tammy Carruthers BA CPA CGA CFE CICA PMP CLSSB CCA
MCITP CISA CCP, WSCS Consulting Inc.

Presented to: Douro-Dummer Council

August 24, 2020

Agenda





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

Service Delivery Reviews – Keys to Success



FINDINGS

Key Successes...

Building Permits Online

Microsoft Dynamics GP

E-Scribe

Dedicated Staff

BookKing

MESH

Edwards Pit

Preauthorized Payments & EFT

Partnerships

New Website Planned



ORGANIZATION

- Many significant HR/HS and organizational challenges exist.
- Limited Access to Professional Resources. Partnerships exist but outreach to sector is limited.

- Ineffective Organizational structure
- Administrative roles overlap resulting in accountability issues.
- Underutilized Talent
- Substandard Training-No plan in place.

GOVERNANCE

- Limited long term planning.
- Policies are outdated and/or lack structure.
- Procedural Bylaw needs review.
- Council Training is not comprehensive.
- No long term Agenda planning.
- Additional information needed for effective Council preparation & decisions.

TECHNOLOGY & PROCESSES

- No IT Strategy - Lack of Integration
- Underutilized software applications
- Time consuming/Paper based processes prevalent.
- Excessive management administrative time.
- Limited Online Services/Payments.
- Reactive work planning.

MANAGEMENT & PERFORMANCE

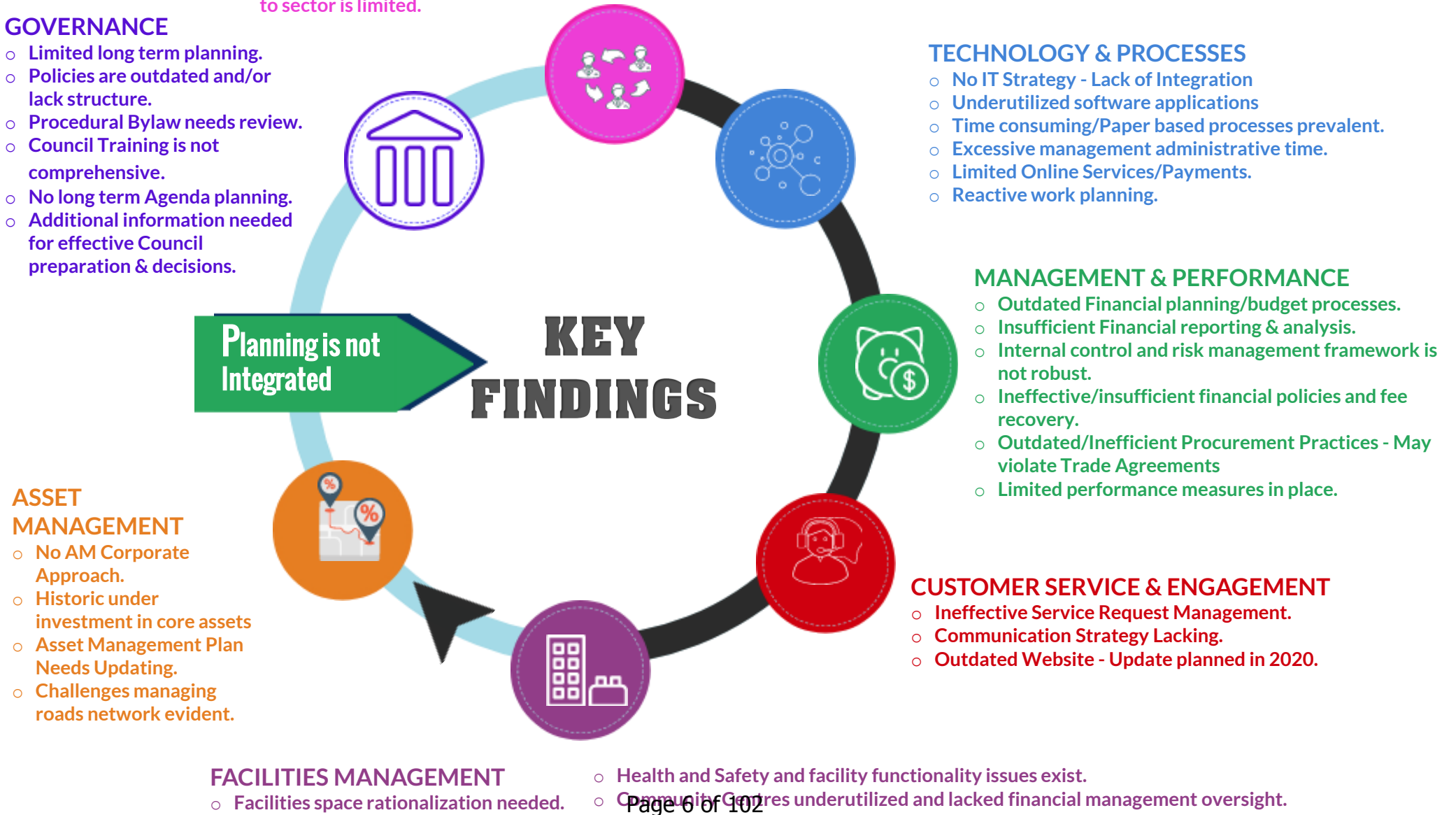
- Outdated Financial planning/budget processes.
- Insufficient Financial reporting & analysis.
- Internal control and risk management framework is not robust.
- Ineffective/insufficient financial policies and fee recovery.
- Outdated/Inefficient Procurement Practices - May violate Trade Agreements
- Limited performance measures in place.

CUSTOMER SERVICE & ENGAGEMENT

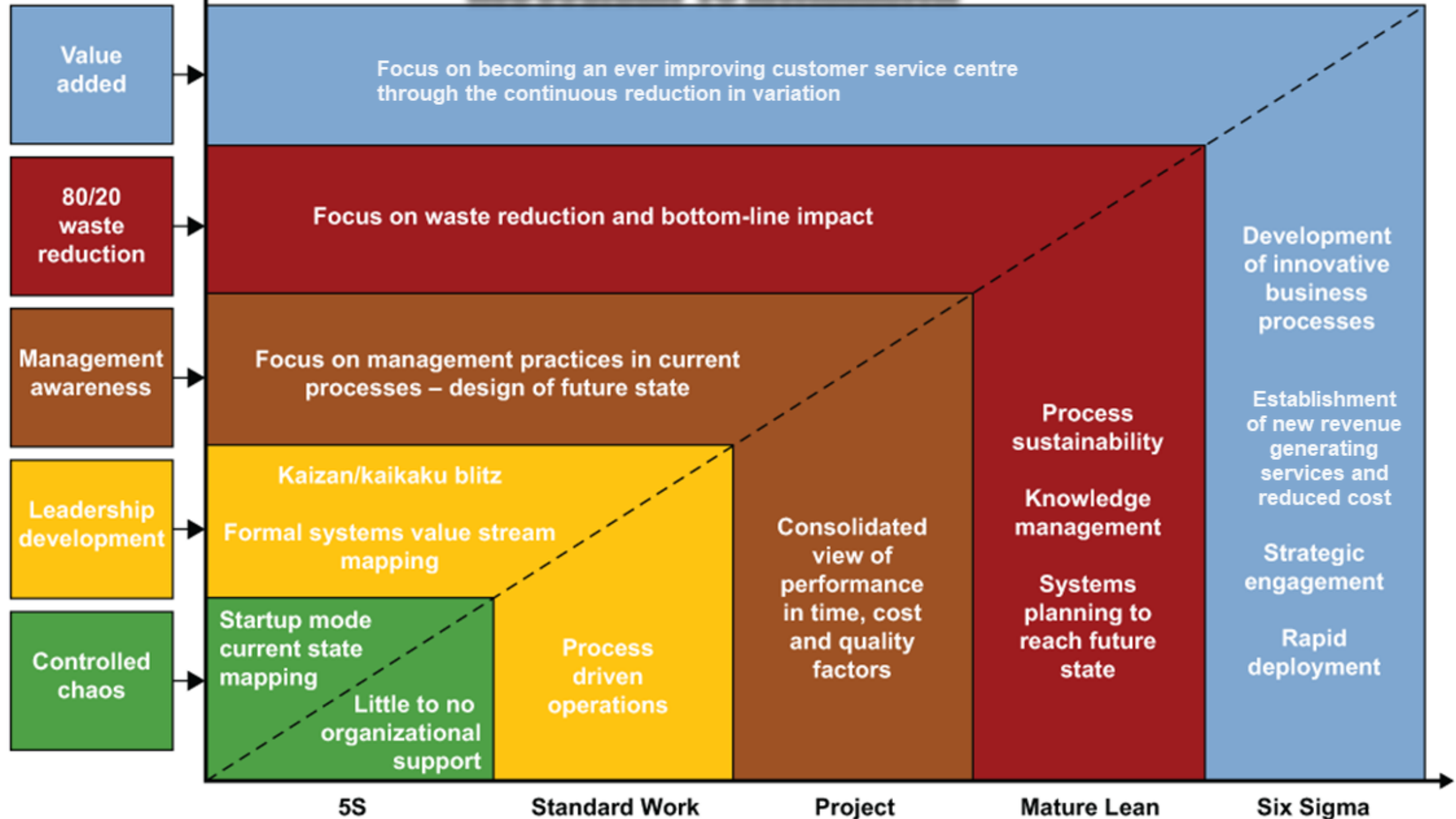
- Ineffective Service Request Management.
- Communication Strategy Lacking.
- Outdated Website - Update planned in 2020.

FACILITIES MANAGEMENT

- Facilities space rationalization needed.
- Health and Safety and facility functionality issues exist.
- Community Centres underutilized and lacked financial management oversight.



LSS JOURNEY TO EXCELLENCE



Service Delivery Review - Recommendations

7. Asset Management

- 7.1 Assign/Recruit Corporate AM/IT Project Manager and Departmental Champions
- 7.2 Update AM Plan
- 7.3 Develop Processes and Deliver Training
- 7.4 Roads and Pit Rationalization

6. Facilities Management

- 6.1 Align Space in Township Hall
- 6.2 Undertake Facility Condition Assessments
- 6.3 Revitalize PW/Fire Facility Review
- 6.4 Expand or repurpose Community Centre
- 6.5 Review Recreation Programming

5. Customer Service & Engagement

- 5.1 Procure/Implement New Service Request Module - Online
- 5.2 Develop a Community Engagement Strategy
- 5.3 Update Website & Public Information

1. Governance

- 1.1 Develop Strategic Plan
- 1.2 Update Policies - Delegate Procedures
- 1.3 Revisit Procedural Bylaw
- 1.4 Expand Council Training
- 1.5 Initiate Long Term Agenda Management Plan
- 1.6 Improve Council Access to Information
- 1.7 Create Shared Service Task Force

2. Organization

- 2.1 Create HR Committee
- 2.2 Outsource Professional Services
- 2.3 Implement New Organization Structure/Roles
- 2.4 Revamp Job Descriptions/Review Pay Equity
- 2.5 Undertake Skills Inventory, Training Assessment
- 2.6 Develop Change Management Strategy

3. Technology & Processes

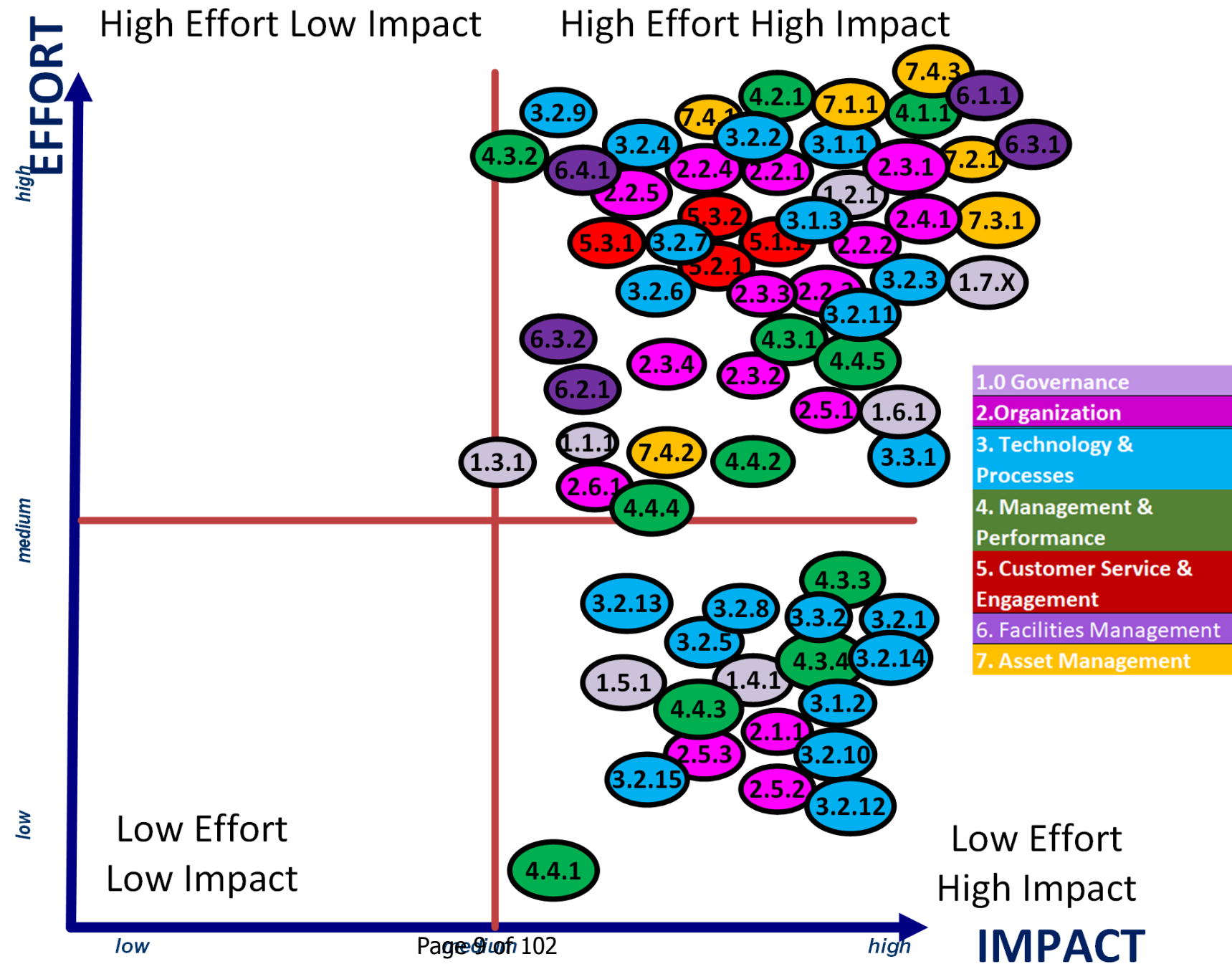
- 3.1 Develop IT Strategy including Integration Plan
- 3.2 Digitize, Improve and Document Processes- LEAN Six Sigma
- 3.3 Train on Processes and Software implementation

4. Management & Performance

- 4.1 Modernize Budget Processes - Procure Budget/Reporting Software
- 4.2 Improved Financial and Performance Reporting and Analysis
- 4.3 Develop an Internal Control and Risk Management Framework - Improve oversight & controls including insurance and procurement
- 4.4 Undertake fee study and expand revenue/ shared service opportunities



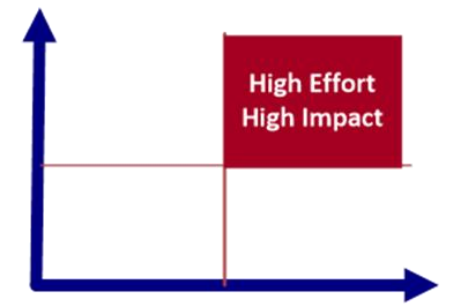
Ranking the 74 Opportunities





GOVERNANCE RECOMMENDATIONS

1.1 Develop Strategic Plan



1.1.1 Undertake an update to the Township Strategic Plan

Develop a Township Strategic Plan. Prepare prior to next term of Council by undertaking Community Engagement New CAO to lead process. In conjunction with the next Strategic Planning exercise, develop key performance indicators with accountabilities, business plans and accountabilities. Ensure Plans are supported with SMART objectives and accountabilities.

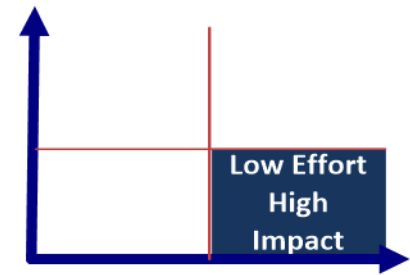
| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 28,800 | \$ 28,800 | CAO and Corporate Project Officer to undertake. Estimated 30 days work. |

A 2x2 matrix diagram with 'Effort' on the vertical axis and 'Impact' on the horizontal axis. The top-right quadrant is highlighted in red and labeled 'High Effort High Impact'.

Develop a practice of governance oversight through the routine review of "key" policies (at a minimum once per council term) in order to instill Council's oversight role. Remove procedures from corporate policies. Develop a Policy Review Process. Transition existing policies to set guiding principles, accountabilities and direction as opposed to procedures.

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1.3 Update Procedural Bylaw



| | |
|---|--|
| 1.3.1 Undertake a review of the Procedural By-law including all advisory committees. | <p>Undertake a review of the Procedural By-law to prioritize and allocate time for critical discussion in areas of policy development - potentially consider a "Committee of the Whole" option within the framework of the Council meeting. As part of this review, all advisory committees, boards and agencies should be reviewed with a view to ensure they are aligned with the (future) Strategic Plan. Establish clear mandates with full terms of reference and ensuring appropriate resources are allocated to support the work. See Appendix for recommended changes.</p> |
|---|--|

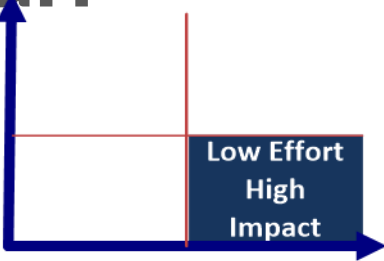
| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ 1,050 | \$ 1,050 | Clerk to develop (21 hours) and present to Council. |

A 2x2 matrix diagram with a vertical red line and a horizontal red line. The bottom-right quadrant is shaded dark blue and contains the text "Low Effort" and "High Impact".

Municipal issues are demanding a greater amount of Council attention and understanding of evolving issues. Council should allocate both time and financial resources to ensure ongoing Council training. This could be a joint project with other municipalities.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-----------------------------|--------------------------------|--|-------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Annual cost of \$10,000 |
| | | | | | | | | | | | | | Page 14 of 102 \$ 30,000 | \$ - | \$ 30,000 | |

1.5 Initiate Long Term Agenda Management Plan



1.5.1 Develop an annual agenda management plan.

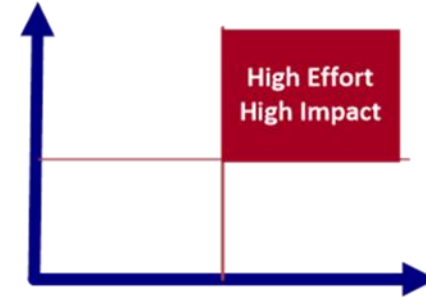
Clerk should support the CAO through E-Scribe's workflow tracking with enhanced agenda management process- This shift will require a team effort by the senior management team. Look to joint project with County to post all agendas on one platform.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | -\$ 3,250 | -\$ 3,250 | Clerk to develop (35 hours) requires consultation with management and present to Council. |

1.6 Improve Council Access to Information

1.6.1 Provide Access to Resolution Database in Escribe.

Provide Access to Resolution Database in Escribe. Move to "business case" approach to Council meetings and provide expanded information through dashboards. Escribe software has additional modules that may assist the Township with expanding community engagement and delegation management. Following the implementation of a new budget process and customer service requests, provide real time dashboard data to Council.

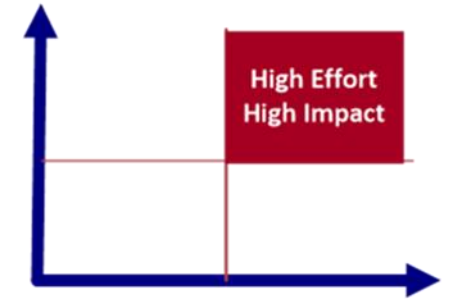


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
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| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Included in IT training and strategy. |

1.7 Create a Shared Service Task Force

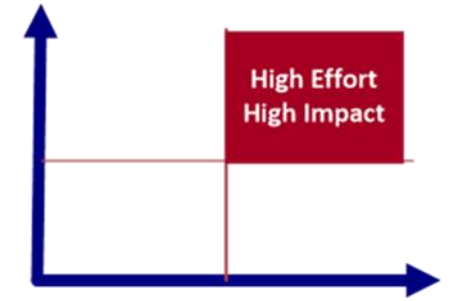
1.7.1 Develop a Shared Service Task Force

As part of a long term strategy, undertake a joint service review with the County and neighbouring municipalities for shared services. Look at Recreation, Waste Management, Winter Control, Corporate Services and Fire.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|--|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 100,000 | -\$ 100,000 | \$ - | Managers and Council- Estimated 420 hours. Savings will offset costs in 3 years. |

1.7 Create a Shared Service Task Force

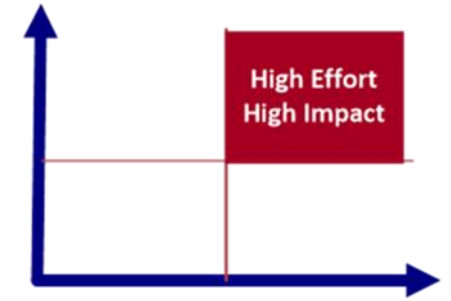


1.7.2 Undertake a joint Recreation Master Plan with neighbouring municipalities

Undertake a joint Recreation Master Plan with HBM, Asphodel Norwood and North Kawartha to share services, and improve utilization of all facilities, determine right mix of programs for delivery. Joint implementation of BookKing where all facilities can be booked online. Many municipalities have undertaken similar joint projects and are seeing mutual benefits.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
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| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 30,000 | | | External Consultant and Recreation Manager time - 30 hours. Long term Savings and increased utilization will cover costs. |

1.7 Create a Shared Service Task Force

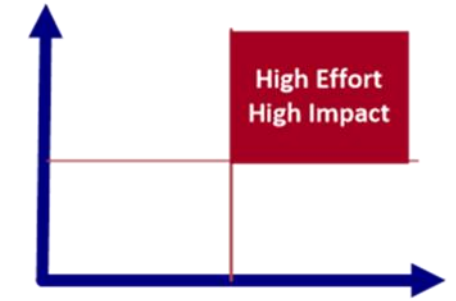


1.7.3 Explore upload of Waste Management to County.

Peterborough County provides waste reduction services to all residents. Each Township provides garbage collection and manages transfer stations. Each Township provides varying levels of waste management services to its residents and is responsible for its own transfer stations and/or landfill sites and any bag tag/limits/user pay system or policy enforcement. Economies of scale, reduced overhead and administration can be realized through one provider as well as improved customer service.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
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| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 25,000 | | | PW Manager time -30 hours. Long term Savings and increased utilization will cover costs |

1.7 Create a Shared Service Task Force

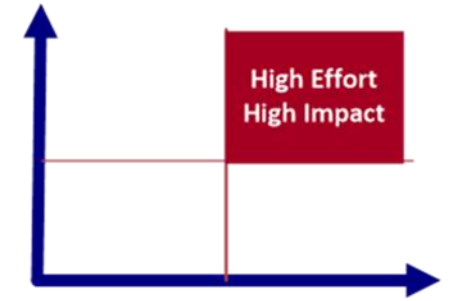


1.7.4 Undertake a joint Winter Control plan.

Undertake a joint Winter Control plan and update intermunicipal agreements to eliminate duplication and overlap between the County, neighbouring municipalities and DD services.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | | | PW Manager time -120 hours. Long term Savings and increased utilization will cover costs |

1.7 Create a Shared Service Task Force

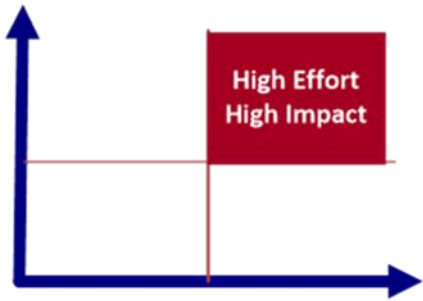


1.7.5 Explore Shared Corporate Services and County wide 311.

Work with County, neighbouring municipalities to find joint services to access professional support, eliminate duplication of effort in IT, HR, Clerk services and Finance. In particular, explore shared services for long term financial planning/budget software and development, payroll, financial processing, HR advice, IT strategy, software and application support, marriage licenses/ceremonies, agenda/records management software, asset management professional services. This will increase overall services and decrease costs for DD residents.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
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| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 40,000 | | | External Consultant and Various Manager time - 120 hours. Long term Savings and increased utilization will cover costs |

1.7 Create a Shared Service Task Force

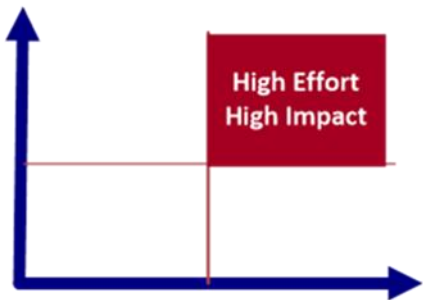


1.7.6 Review Fire Services County-wide

Undertake a fire services review across the County - many municipalities are doing this under modernization projects (Northumberland, UCLG).

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 40,000 | | | External Consultant and Fire Chief time - 40 hours. Long term Savings and increased utilization will cover costs |

1.7 Create a Shared Service Task Force



1.7.7 Review possible Planning and Building/Bylaw Services

Undertake a shared service review for building/planning and bylaw services with view to develop synergies between Townships and possible sharing of software and resources.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | External Consultant and Fire Chief time - 40 hours. Long term Savings and increased utilization will cover costs |

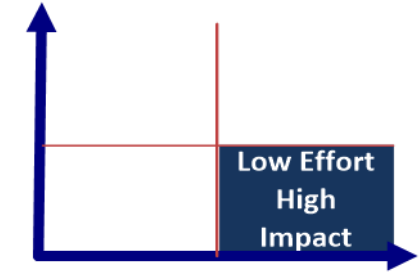
GOVERNANCE ROADMAP

| | | | | 2020 | 2021 | | | | | 2022 | | | | 2023 | | | |
|--------------------------------------|---------------|---|------------|------|------|----|----|----|----|------|----|----|----|------|----|----|--|
| Category | Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | |
| 1.1 Develop Strategic Plan | 1.1.1 | Update Township Strategic Plan | 2021 | | | | | | | | | | | | | | |
| 1.2 Update Policies | 1.2.1 | Review Policies | 2021 | | | | | | | | | | | | | | |
| 1.3 Revisit Procedural Bylaw | 1.3.1 | Update Procedural Bylaw | 2020 | | | | | | | | | | | | | | |
| 1.4 Expand Council Training | 1.4.1 | Council Training Program | 2022 | | | | | | | | | | | | | | |
| 1.5 Agenda Management | 1.5.1 | Annual agenda management plan. | 2020 | | | | | | | | | | | | | | |
| 1.6 Council Access to Information | 1.6.1 | Provide Council Access | 2021 | | | | | | | | | | | | | | |
| 1.7 Create Shared Service Task Force | 1.7.1 | Create Shared Service Task Force | 2021 | | | | | | | | | | | | | | |
| | 1.7.2 | Joint Recreation Master Plan | 2021 | | | | | | | | | | | | | | |
| | 1.7.3 | County wide Waste Management. | 2021 | | | | | | | | | | | | | | |
| | 1.7.4 | Undertake a joint Winter Control plan. | 2021 | | | | | | | | | | | | | | |
| | 1.7.5 | Explore Shared Corporate Services. | 2021 | | | | | | | | | | | | | | |
| | 1.7.6 | Review Fire Services County-wide | 2022 | | | | | | | | | | | | | | |
| | 1.7.7 | Review Planning and Building/Bylaw Services | 2021 | | | | | | | | | | | | | | |



ORGANIZATION RECOMMENDATIONS

2.1 Create HR Committee

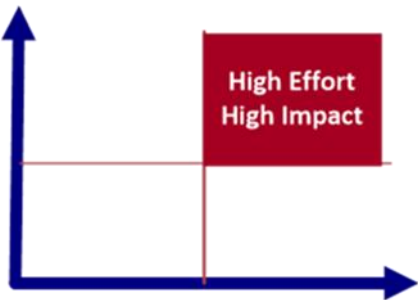


2.1.1 Create HR Committee of Council

Creation of HR Standing Committee of Council to address: organizational issues, compensation and benefits, code of conduct, Health and Safety considerations, recruitment and retention issues etc. This Committee will allow for the development of the HR plan, address ongoing issues including H&S and allow for confidential items to be fully discussed. Concurrent with Procedural Bylaw Review.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
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| | | | | | | | | | | | | | \$ - | \$ 17,856 | \$ 17,856 | 1 meeting per month - 5 Councillors, CAO to attend |

2.2 Outsource Professional Services

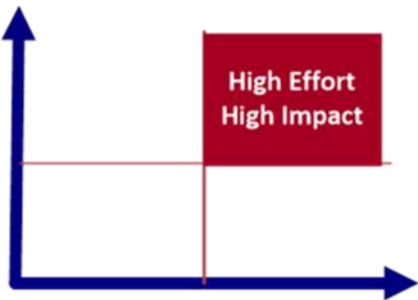


2.2.2 Formalize HR partnerships with County and other professionals to support HR committee.

Access to HR professional services is current a "one off" scenario for specific projects such as recruitment. The County has provided services on a pay as you go basis. A formal service level agreement with the County or other professional that provides ongoing support may be warranted given the number of issues and the recommendations in this report. Advantage to County is that they utilize GP and may have HRIS.

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|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
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| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 63,000 | \$ - | \$ 63,000 | Assumes \$100 per hour, 30 working days per year. |

2.2 Outsource Professional Services



2.2.3 Consider outsourcing payroll to County or other professional service to provide advice, training and undertake system review.

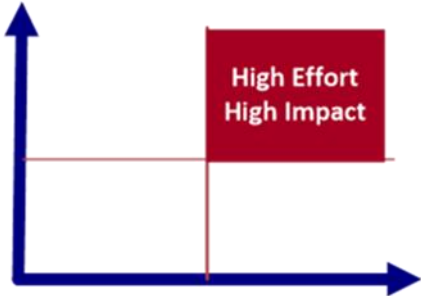
Municipal payroll and pension administration is complex and represents regulatory risk as well as potential for long term impacts to employees. The Township should consider accessing advice of professional payroll services either through a partnership at the County or a consultant.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 25,200 | -\$ 55,166 | -\$ 29,966 | Assumes \$40 per hour, 30 working days per year - savings of 0.25 fte annually |

2.2 Outsource Professional Services

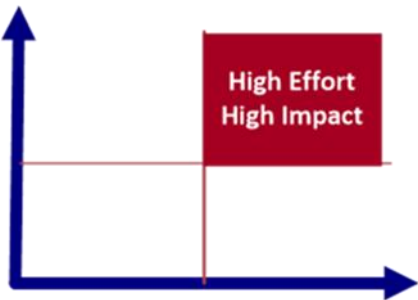
2.2.4 Consider outsourcing Planning Expertise.

Consider outsourcing Planning processes through partner with other municipality or vendor of record on a fee for service basis. Professional planners will provide efficient, effective advice to developers. Many municipalities share these services or hire consultants who also present to Planning Committees and Council. Allow Clerk on providing process advice and allow for concentration on other priorities. Assigned administrative support to track planning applications, time spent and cost to determine appropriate fees.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | -\$ 133,500 | -\$ 133,500 | Cost recovery model - No cost to Township - Savings in Clerk's time 50% capacity |

2.2 Outsource Professional Services



2.2.5 Consider Corporate Project Manager.

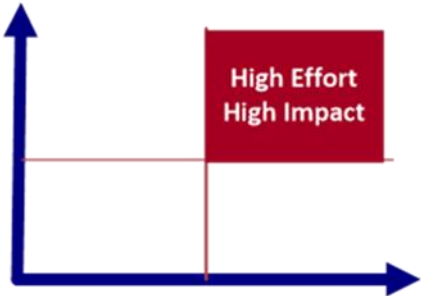
Hire Corporate Project Manager - could be an internal reallocated position or contract (2-3 years). Outsource Technical Services for AM, IT and the Edwards Pit. A Corporate Project Manager is needed to assist the new CAO with oversight of all the corporate projects and consultants including AM, IT (MESH/GP), Edwards Pit, Facilities.

| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 300,000 | \$ - | \$ 300,000 | Could be an internal reallocated position. Costs assumes external candidate for 3 years. |

2.3 Implement New Organizational Structure/Roles

2.3.1 Implement New Organizational Structure and Performance Management.

Organizational structure recommendations include new reporting relationships and focus. Managers should be involved in the recruitment and performance management of their staff. Consider additional support in Finance for analytical capacity.

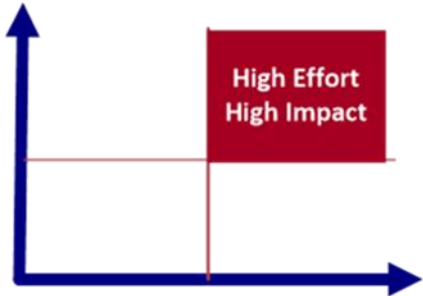


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 180,000 | \$ 180,000 | Internal time for all staff and managers. Additional cost unknown. |

2.3 Implement New Organizational Structure/Roles

2.3.2 Refocus Clerk and Deputy Clerk roles

Refocus Clerk and Deputy Clerk roles to statutory duties, customer service and community engagement. Front Counter, Customer Service representative should report to Deputy Clerk. As outlined in this report, significant work is required in records management, agenda management/planning, website development, community outreach and engagement as well as complaint/service request management.

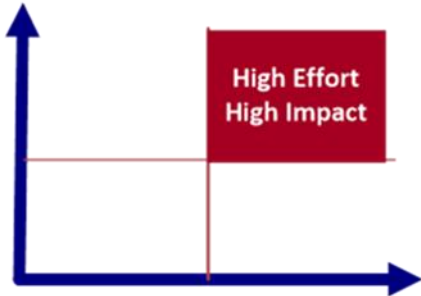


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Offset time against Planning - Increased Service potential |

2.3 Implement New Organizational Structure/Roles

2.3.3 Revamp Administrative Roles with specific responsibilities reporting to individual managers.

As per the new organizational structure, revamp administrative and finance roles to support managers and improve accountabilities.

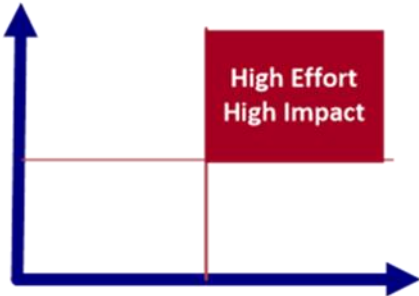


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | 0 |

2.3 Implement New Organizational Structure/Roles

2.3.4 Revamp the Recreation and PW Management roles.

Revamp the Recreation Manager role with programming oversight with the view to increase the use of the facilities year round. Transition the Assistant to a Recreation Supervisor. Convert 2 part time staff to full time, one lead hand role. Similarly, PW Manager role and Supervisor should be revamped .As per the new organizational structure, revamp recreation and public works roles and transform two part time staff to full time. FT will allow for better training, reduced recruitment costs and more attractive positons.

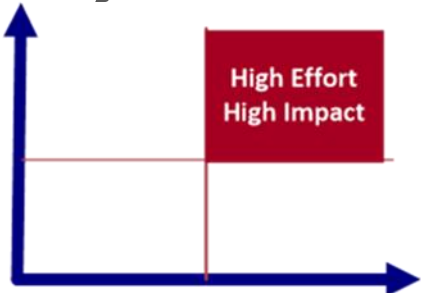


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ 60,000 | \$ 60,000 | Convert 2 PT positions (current hours = 900 hours per year). Savings in training, recruitment and risk estimated to offset cost by 50%. |

2.4 Revamp Job Descriptions/ Review Pay Equity

2.4.1 Modernize all job specifications and undertake a Pay Equity review to ensure compliance.

As per the new organizational structure, revamp administrative roles to support managers and improve accountabilities.

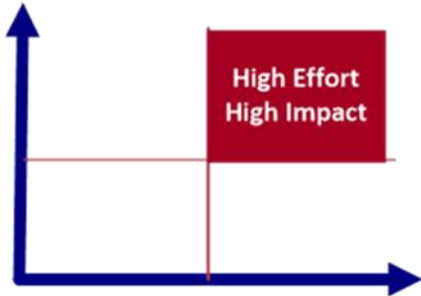


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 10,000 | \$ 3,600 | \$ 13,600 | Internal time or Consultant. 24 Job specs at 2 hours each. Pay equity review - external |

2.5 Undertake Skills Inventory, Training Assessment

2.5.1 Undertake a Skills Inventory and Training Needs Assessment

Survey administered based upon skills acquired, types of training required (for staff and volunteers) supplemented by assessment.

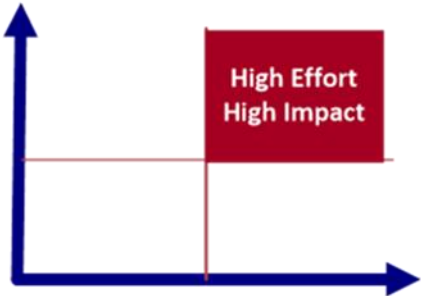


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 4,000 | \$ 4,000 | Clerk/Deputy Clerk to lead project - 40 hours each |

2.5 Undertake Skills Inventory, Training Assessment

2.5.1 Document building and planning processes.

Document building and planning processes. Develop training programs for customer service staff. Building applications are not currently supported by detailed public information and staff lack detailed training.

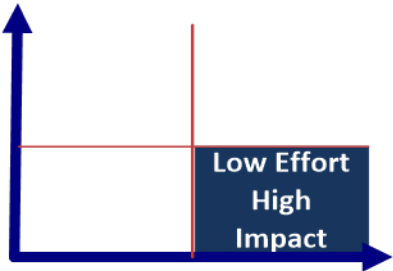


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ 4,000 | \$ 4,000 | Clerk/Deputy Clerk to lead project - 40 hours each |

2.5 Undertake Skills Inventory, Training Assessment

2.5.2 Ensure adequate technical training for part time/volunteers.

Explore training & development opportunities to expand staff skills for fire prevention and inspection related activities and or build. Appropriate performance measures with incentives to meet and exceed Ensure adequate training for Parks and Recreation part-time staff, including health and safety training (e.g. basic refrigeration), and how to carry out playground inspections. Technical training for part time staff is needed. Technical training for staff and volunteers.

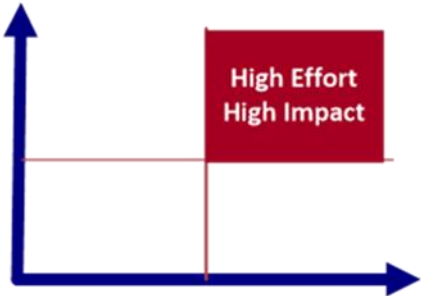


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 15,000 | -\$ 4,200 | \$ 10,800 | External training for part time staff - Mostly External |

2.6 Develop Change Management Strategy

2.6.1 Develop Change Management Strategy for SDR Implementation

Developing a change management strategy provides direction and purpose for all other change management activities. By outlining the unique characteristics of the change and its risks and potential resistance, change practitioners set themselves and their project team partners up for success. Having staff involved a shared vision/strategic plan will assist in developing the change strategy and achieving buy-in. Training in change management would be beneficial given the extent of the changes required followig a long period of stability.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 14,400 | \$ 14,400 | Corporate Project Officer to undertake. Estimated 10 days work annually. |

| | | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|---|---------------|--|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Category | Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 2.1 Create HR Committee | 2.1.1 | Create HR Committee of Council | 2020 | | | | | | | | | | | | | |
| 2.2 Outsource Professional Services | 2.2.2 | Outsource HR professional services | 2020 | | | | | | | | | | | | | |
| | 2.2.3 | Outsource payroll professional services | 2021 | | | | | | | | | | | | | |
| | 2.2.4 | Outsource Planning Expertise. | 2020 | | | | | | | | | | | | | |
| | 2.2.5 | Hire Corporate Project Manager. | 2021 | | | | | | | | | | | | | |
| 2.3 New Organizational Structure/Roles | 2.3.1 | Implement New Organizational Structure | 2020 | | | | | | | | | | | | | |
| | 2.3.2 | Refocus Clerk and Deputy Clerk roles | 2020 | | | | | | | | | | | | | |
| | 2.3.3 | Revamp Administrative Roles | 2020 | | | | | | | | | | | | | |
| | 2.3.4 | Revamp the Recreation and PW Management roles. | 2021 | | | | | | | | | | | | | |
| 2.4 Job Descriptions/ Pay | 2.4.1 | Modernize job specifications/Pay Equity | 2020 | | | | | | | | | | | | | |
| 2.5 Skills Inventory, Training Assessment | 2.5.1 | Skills Inventory and Training Needs Assessment | 2020 | | | | | | | | | | | | | |
| | 2.5.1 | Document/Train building and planning processes. | 2021 | | | | | | | | | | | | | |
| | 2.5.2 | Ensure adequate technical training for part time/volunteers. | 2021 | | | | | | | | | | | | | |
| 2.6 Change Management Strategy | 2.6.1 | Change Management Strategy for SDR Implementation | 2020 | | | | | | | | | | | | | |

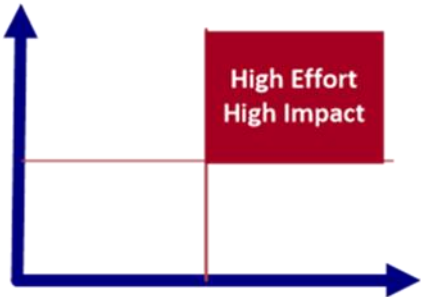


TECHNOLOGY & PROCESS RECOMMENDATIONS

3.1 Develop IT Strategy - Integration

3.1.1 Develop IT Strategy for integration of Township systems and expand utilization.

IT Strategy should be developed to fully integrate and enable all systems at the Township to provide Web- and Mobile-enabled services to the citizens.Review and rationalize system utilization and eliminate non integrated systems where possible (eg.Building Permits System) Long term strategy would guide all IT investments, purchases and projects. County wide approach to implementations of MESH, BookKing, PSD, and building permits online.

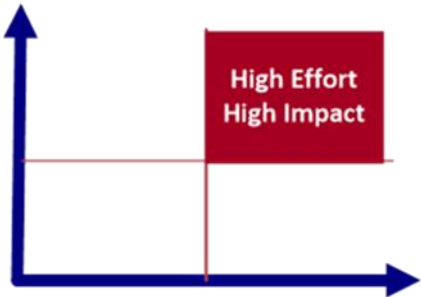


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 25,000 | -\$ 5,000 | \$ 20,000 | Staff time savings from reduced duplication of effort and reconciliations. Modernization funding? |

3.1 Develop IT Strategy - Integration

3.1.2 Expand IT service and help desk

Add Help desk Services to current IT contract to allow staff to launch their own requests and "free up" staff time. Request long term plan for hardware replacement.

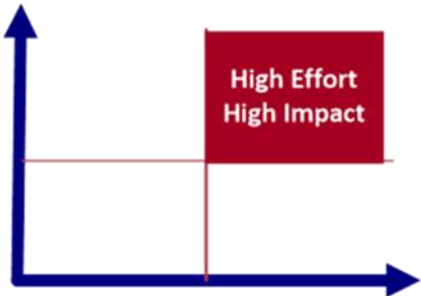


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 12,000 | -\$ 28,350 | -\$ 16,350 | Annual cost of \$4000 but savings of .25 FTE in administration |

3.1 Develop IT Strategy - Integration

3.1.3 Implement Virtual City Hall to provide real time online access for customers to apply, review and pay for services.

Virtual City Hall (VCH) is a customer self-serve application that integrates with DD's financial software. Customers online Animal Licensing, Locate the owner of a lost animal.· Business Directory · Bylaw Violations – Contact Information eSend Integration – message inbox, view bills online. General Receivable Accounts - Customers can view and pay for their general receivables.· Paperless Notification Sign-up. Permits -Customers can apply, view, update and pay for their permits.· Pre Authorized Payments Sign-up· Property Search – Search for property roll information.· Property Tax Accounts - Customers can view and pay for their property tax accounts.· Property Tax Certificates – Purchase and view tax certificates.Vendors can review purchase orders, submit invoices, update information such as EFT and view the status of their payments.

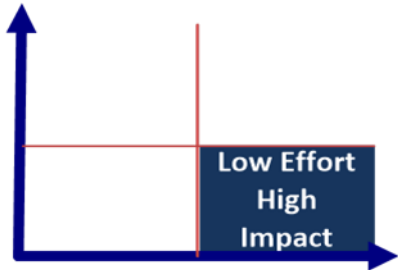


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-----------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Module Cost = \$27,000. 30 minutes per setup + issuance x 3000 households x 50% uptake - assumes 5 transactions per year @ \$5 per transaction |
| | | | | | | | | | | | | | Page 44 of 102 \$ 27,000 | \$ 102,857 | -\$ 75,857 | |

3.2 Digitize, Improve and Document Processes- LSS

3.2.1 Create a LEAN Six Sigma Process Improvement Team.

Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis. LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area.

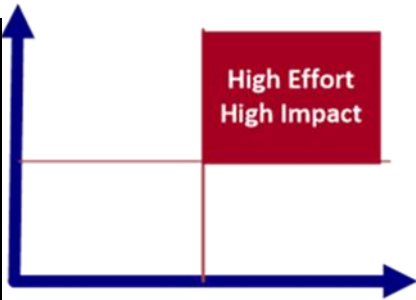


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 5,000 | \$ - | \$ 5,000 | External consultant trainer |

3.2 Digitize, Improve and Document Processes- LSS

3.2.2 Procure a new Customer Service Request (Complaint) system to track all complaints and allow for online submission.

New Customer Service Request (Complaint) system to track all complaints and allow for online submission. Utilize BookKing more fully by activating the Public Site and using it to book all appointments, regardless of department. Procure an online Service Requests and Utilize "Booking" Online facility scheduling to implement for other services to improve customer experience (eg. meetings with CBO, staff, commissioning documents, planning applications). Given the COVID situation, reducing time waiting at the counter is desirable.



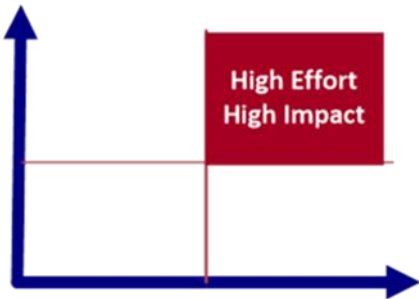
| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 6,000 | \$ - | \$ 6,000 | Service Requests module - integrate with MESH and create a work order and GP for customer database through middleware. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.3 Develop detailed tax policies and procedures. Implement E-Send - Tax E-notices and AR E-notices.

Document prorcesses and move to eSend is a GP module that is used to deliver bills and notices to customers via email. 2. When a customer browses their accounts they can open th PDF bills for each transaction that was sent by eSend.

Customer can choose to enlist it to paperless notifications. E- notices will save significant time and money for the Township, eliminate costly printing, folding, postage and handling costs.

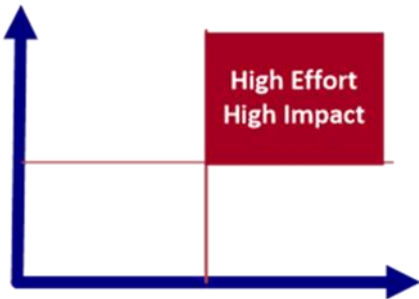


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 6,700 | -\$ 53,036 | -\$ 46,336 | Module Cost = \$6700. 30 minutes per setup + issuance x 4,500 properties x 50% uptake. Savings calculated at \$10 x (4,500 tax bills x 2 annual billings + 300 (arrears letters) x 50% uptake - \$17700 per year x 3 years |

3.2 Digitize, Improve and Document Processes- LSS

3.2.4 Implement Self Service time entry, Epaystubs and an integrated work order management system including FirePro. Create a full set of payroll policies and procedures.

Implement Self Service time entry and an integrated work order management system (MESH. Create a full set of payroll policies and procedures. This should be incorporated with the capital planning process as well. Integrated FirePro with Dynamics and implement GP E-paystubs will eliminate paper and effort.

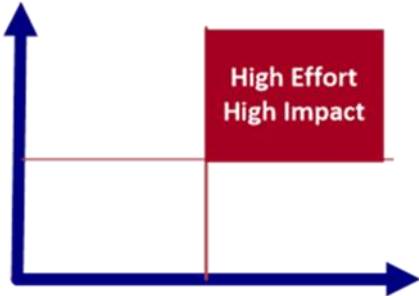


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 31,000 | -\$ 75,000 | -\$ 44,000 | Mesh = \$9500 annually + 300 device fees + \$4400 activation fees. Additional Mobile devices and plans \$50/month for 27 staff. A Savings calculated at 3 days per pay period - Finance + 1 day per pay period for public works (\$25000 x 3) |

3.2 Digitize, Improve and Document Processes- LSS

3.2.5 Develop Inventory Policy and system

Inventory Policy and processes be developed. The Township can look at possible integration with key vendors in order to reduce data entry.

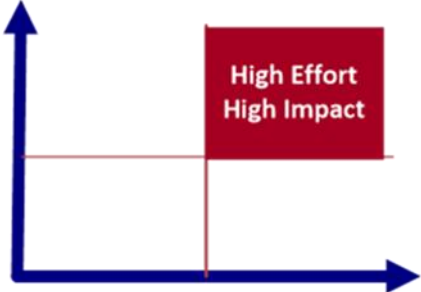


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ 1,548 | \$ 1,548 | Inventory policy to be developed and implemented internally - 10 days work for Treasurer and Public Works Assistant. Savings in time and inventory losses will offset |

3.2 Digitize, Improve and Document Processes- LSS

3.2.6 Centralize Purchasing Functions in Finance.
Develop New Procurement Policy. Implement Purchase Orders and workflow as well as online bidding system .

Purchasing policies and processes centralized. Policies updated to meet CFTA requirements. Implement GP purchase orders modules, procurement, 3 way matching and training. Paperless workflow processes. Include encumbrances and commitments Implement an Electronic Vendor Bid Submission that would allow vendors to submit their bids electronically. For tenders and quotations the pricing would be input directly into the system.

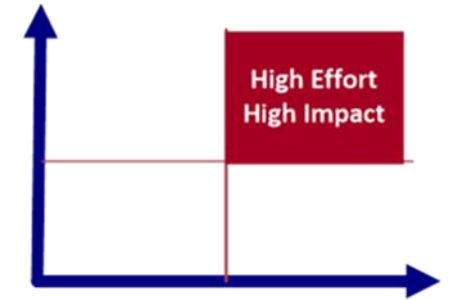


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 6,000 | -\$ 44,800 | -\$ 38,800 | Module Cost = \$6000. Savings to be realized in procurement processes - Estimated time saved = 7 hours per procurement. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.7 Corporate AM Consultant to lead detailed process review to integrate AM practices and lifecycle costing in daily activities.

Fully implement Work orders management and scheduling in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)

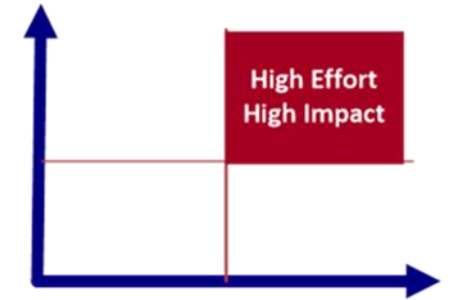


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ 65,520 | \$ 65,520 | Internal costs - 1 hour per week for each manager |

3.2 Digitize, Improve and Document Processes- LSS

3.2.8 Review the next steps for the Building Permit Online.

Reconsider in house development. Reimplement Permitting module. Explore other online software options that are already established. Eplan systems allow for permit applications and blueprint markups. Some products have moved into planning applications (eg. PSD, Avolve, Eplan) Any product still must integrate, to some extent, with the financial system. Integration with MPAC already in place.

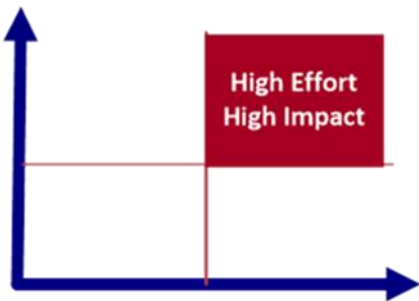


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|--|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Module = \$7500. Re-implement GP Permitting Module SDR funding for \$6500. Savings in processing time will offset costs. Implementation time and cost estimated at 30 hours per staff. |
| | | | | | | | | | | | | | \$ - 7,500 | -\$ 7,500 | \$ - | |

3.2 Digitize, Improve and Document Processes- LSS

3.2.9 Undertake Records Management training and consider File Hold or other document management system.

Undertake Records Management training and ensure adherence to by-laws. Immediate attention and Corporate-wide leadership role should be formalized and support provided. Consider File Hold or other document management system.

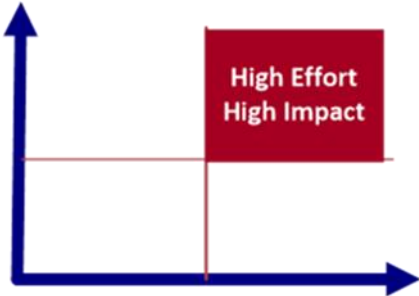


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 13,500 | \$ 28,800 | \$ 42,300 | Estimated at \$15 per user per month. Training estimated at 30 hours. Consider digitizing old records over three years. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.10 Shift Fire Burn Permits to 24/7 on-line system

Shift Fire Burn Permits to 24/7 on-line system with consideration of appropriate revenue recovery – self serve option with mobile app alerts.Burnpermits.ca - This implementation is underway.

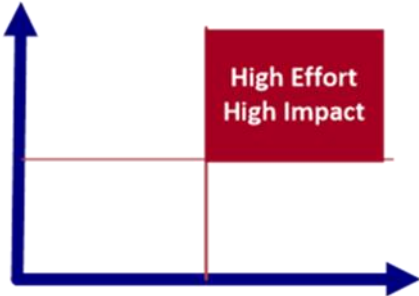


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Internal time to set up - 2 days staff time. Recoveries to offset cost of software and time spent. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.11 In concert with the MESH implementation, develop and document processes, training and integration.

In concert with the MESH implementation, develop and document processes, training and integration.
Undertake financial reporting changes to properly track costs. Some changes to the current project accounting, fixed assets and equipment is required for the MESH implementation.

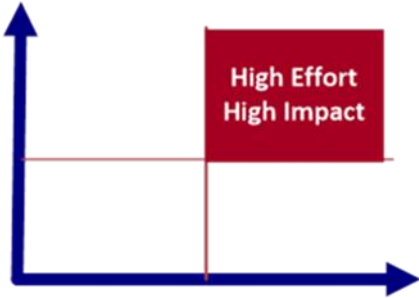


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 25,000 | -\$ 15,000 | \$ 10,000 | Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.12 Digitize Level of Service and MMS

Digitize Level of Service and MMS with MESH Form developer and integrate into daily work order management. Minimum Maintenance Standards and CVOR must be tracked. The paper processes would be eliminated and better reporting available for compliance.

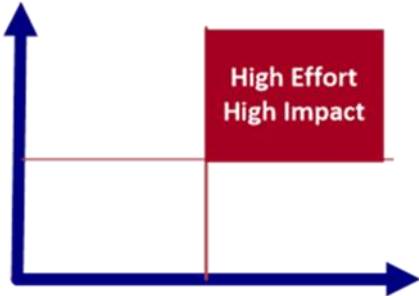


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 2,000 | \$ 8,000 | \$ 10,000 | Potential for improved staff relations - cost will depend upon result. Difference between two rates. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.13 Re-implement Booking and integrate with Diamond. Launch the public online facility bookings

BookKing will allow for better management and improve utilization of the community centres. The launch of the public site will not only provide better service, staff workload can be better managed through the use of the services module. This module provides "set up" requirements for any particular event. BookKing could be used for other appointments at the front counter. Consider "packages" to simplify bookings. Possible events with catering and weddings?

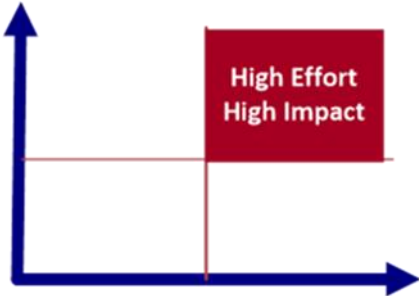


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Internal costs estimated at 40 hours but reduciton over 3 years will offset time. |

3.2 Digitize, Improve and Document Processes- LSS

3.2.14 Update contracts, outsourcing with improved AR policy.

Contracts and AR policies should require "pay before you play". For large groups, update the contract and policy to require monthly payments in advance. If the public site is launched, reminders can be set up. Allow for credit card payments which may require fee bylaw adjustment. Integrate BookKing with GP and move all AR management to Finance and run out of GP.

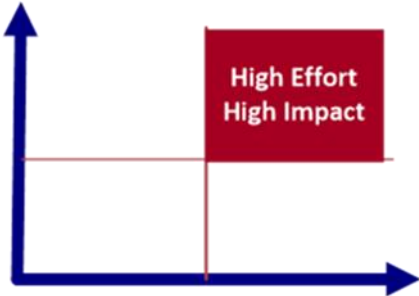


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Internal costs estimated at 24 hours but recoveries and elimination of manual work will offset. |
| | | | | | | | | | | | | | \$ - | -\$ 33,320 | -\$ 33,320 | |

3.2 Digitize, Improve and Document Processes- LSS

3.2.15 Move AR to finance.

Move AR to Finance. Recreation to continue to collect funds at the outset but any outstanding AR to be managed by Finance in GP.

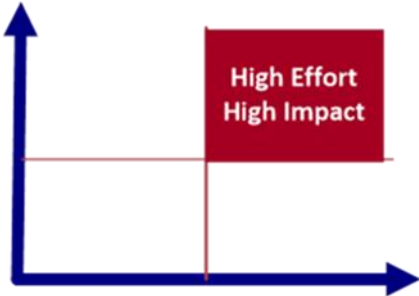


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Internal costs estimated at 30 hours but recoveries and elimination of manual work will offset. |

3.3 Software Implementation and Training

3.3.1 Develop processes and undertake training prior to implementation. Ensure Mobile Technology is available for use in the field.

Basic technology training will be required before full MESH implementation for many of the staff. Similarly for building/bylaw services - enhanced abilities for inspections and production in the field.

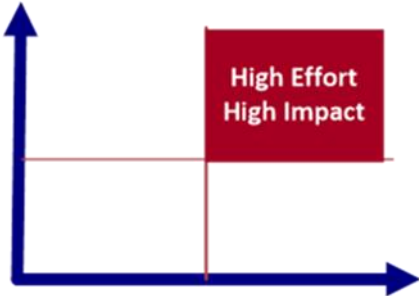


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 35,000 | -\$ 30,200 | \$ 4,800 | Estimate of Mobile purchases and training. 20 hours per staff. But significant savings and improved MMS. |

3.3 Software Implementation and Training

3.3.2 Expand Utilization of Diamond, Booking with training and re-implementation of permitting.

Diamond and Booking are underutilized. In particular, integrations, document management, workflows and e-services. Permitting, bank reconciliation and smartlists should be reimplemented and documented. Additional training for all staff should be provided.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 25,000 | -\$ 15,000 | \$ 10,000 | Investment in Training 20 hours for 5 staff offset by savings in time. |

TECHNOLOGY & PROCESSES ROADMAP

| | | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|--|---------------|--|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Category | Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 3.1 Develop IT Strategy - Integration | 3.1.1 | IT Strategy | 2020 | | | | | | | | | | | | | |
| | 3.1.2 | Expand IT service and help desk | 2020 | | | | | | | | | | | | | |
| | 3.1.3 | Virtual City Hall | 2021 | | | | | | | | | | | | | |
| 3.2 Improve Processes | 3.2.1 | LEAN SS Training | 2021 | | | | | | | | | | | | | |
| | 3.2.2 | Service Request Module | 2021 | | | | | | | | | | | | | |
| | 3.2.3 | Esend and Tax policies | 2020 | | | | | | | | | | | | | |
| | 3.2.4 | Payroll Self Service and Work Orders | 2020 | | | | | | | | | | | | | |
| | 3.2.5 | Develop Inventory Policy and system | 2021 | | | | | | | | | | | | | |
| | 3.2.6 | Centralize Purchasing, Online processes | 2022 | | | | | | | | | | | | | |
| | 3.2.7 | AM Process Review | 2020 | | | | | | | | | | | | | |
| | 3.2.8 | Building Permits Online - Review | 2021 | | | | | | | | | | | | | |
| | 3.2.9 | Records Management training - Document Mgmt | 2020 | | | | | | | | | | | | | |
| | 3.2.10 | Fire Burn Permits Online | 2020 | | | | | | | | | | | | | |
| | 3.2.11 | PW Process documentation | 2020 | | | | | | | | | | | | | |
| | 3.2.12 | Digitize Level of Service and MMS with MESH | 2021 | | | | | | | | | | | | | |
| | 3.2.13 | Integrate Booking, Public online facility bookings | 2020 | | | | | | | | | | | | | |
| | 3.2.14 | Update contracts, outsourcing with improved AR policy. | 2020 | | | | | | | | | | | | | |
| | 3.2.15 | Move AR to finance. | 2020 | | | | | | | | | | | | | |
| 3.3 Software implementation and Training | 3.3.1 | MESH and Mobile training | 2021 | | | | | | | | | | | | | |
| | 3.3.2 | Diamond, Booking, Permitting setup and training. | 2020 | | | | | | | | | | | | | |

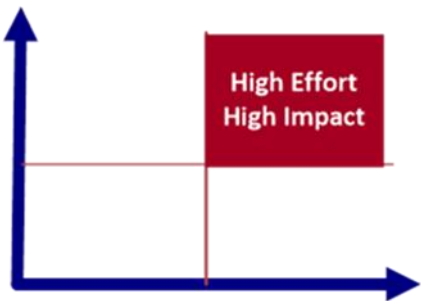


MANAGEMENT & PERFORMANCE RECOMMENDATIONS

4.1 Modernize Budget Processes

4.1.1 Modernize Budget Process and move to multi year/long term financial planning.

As part of 2021 Planning Cycle, develop business plans across departments in line with Term of Council Statagic Plan. Implement Multi- Year Budgeting. Department heads should develop and present their own budgets starting with past achievements, upcoming business plans, performance metrics and funding required.

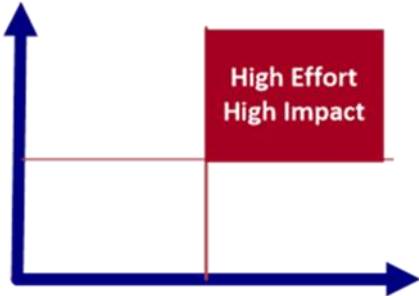


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Staff time to develop new approaches. Cost unknown. |

4.2 Financial/Performance Reporting & Analysis

4.2.1 Procure Budget Software to improve budget process and reporting. Look at joint project with County.

Budgeting software allows for development and enhancement of the transparency of the budget process. The current process is highly labour intensive and requires working with excel spreadsheets, powerpoint documents which are not quickly changed. The financial results and reports are not accessible to the department heads. Budget software allow for real time access to detailed data without access to the financial system.

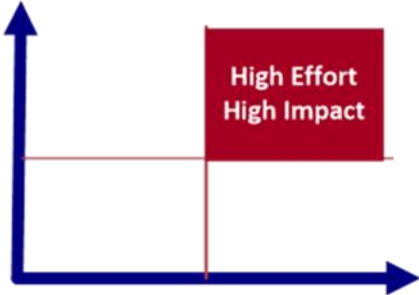


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 25,000 | \$ 6,000 | \$ 31,000 | Module cost \$25k. Savings are currently unknown as it is unclear how much time is spent on reporting. Training and set up time 30 hours for Treasurer, 10 hours per SM |

4.2 Financial/Performance Reporting & Analysis

4.2.2 Update Recreation Master plan (joint) and develop performance indicators in interim.

Recreation master plan has not been actioned due to foundational issues. No targets in place.

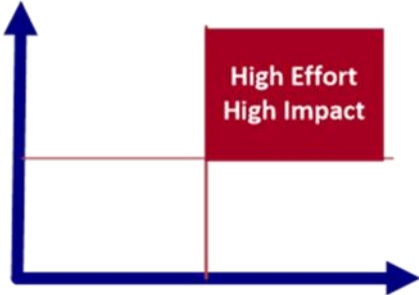


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Internal resources |

4.3 Internal Control & Risk Management Framework

4.3.1 Develop a full set of financial policies commencing with a financial control policy.

Policies should include the full range of financial services. Review list suggested in Appendix.

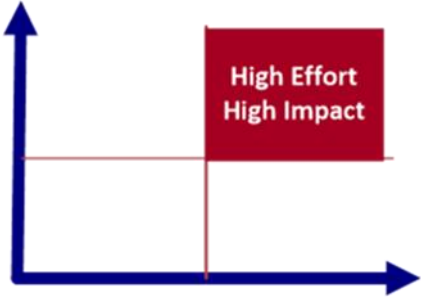


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 18,000 | \$ 18,000 | Internal resources - likely 2 months of work. |

4.3 Internal Control & Risk Management Framework

4.3.2 Implement the E-Bank reconciliation module

Implement the E-Bank reconciliation module and change processes for weekly reconciliations by downloading from the bank. Bank reconciliation module is "automatic". Most large organizations can reconcile in as little as two hours.

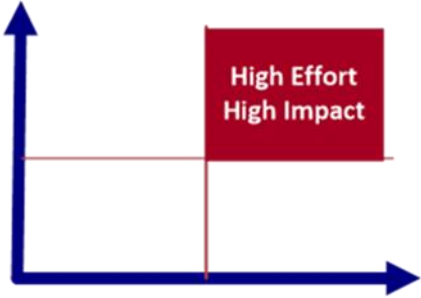


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 18,000 | \$ 18,000 | Internal resources - 2 months of work. |

4.3 Internal Control & Risk Management Framework

4.3.3 Move Insurance and procurement responsibilities to Finance.

Insurance should be part of the risk management framework and updated based upon the TCA listing each year. Procurement currently rests at the CAO level. Segregation and recognition of liabilities is required by the Treasurer.

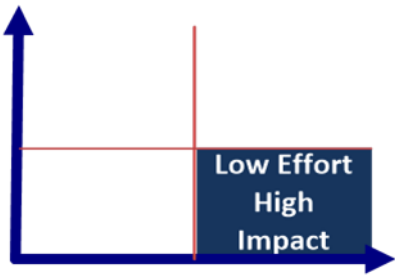


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | |

4.3 Internal Control & Risk Management Framework

4.3.4 Develop a Corporate Accounts Receivable policy and centralize AR in Finance.

Monthly reconciliations and collections activities should be done for all services by Finance to ensure that all assets are recognized and managed.

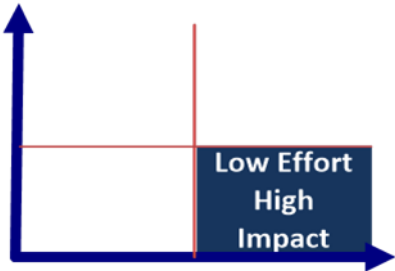


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | |

4.4 Fee study and expand revenue opportunities

4.4.1 Undertake time tracking against planning applications - fee study.

Undertake time tracking against planning applications – eliminate subsidizing by taxpayers.Planning applications are not cost recovery. With the outsourcing of planning specialist, staff and consultants should track time against each application.

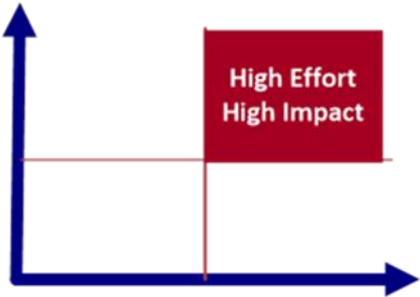


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Time estimated at 2 hours per week. Cover by fees |

4.4 Fee study and expand revenue opportunities

4.4.2 Undertake fee study and policies on subsidies.

Fees are not recoverable - need to know the "right fee" based upon cost and determine the subsidies that may be applicable. Need to build reserves for years where permits and planning approval processes are not covered.

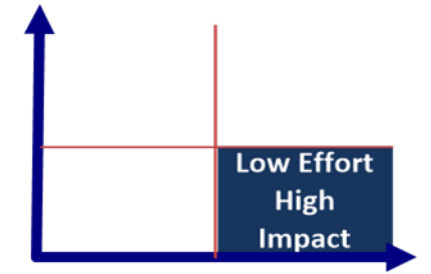


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 25,000 | -\$ 40,000 | -\$ 15,000 | Could be done in house or by a consultant. However, staff need to track time against activities. Increased revenue offset cost. |

4.4 Fee study and expand revenue opportunities

4.4.3 Develop advertising and donation programs.

May need to delay for two years due to COVID. Advertising boards, facilities can be very lucrative.

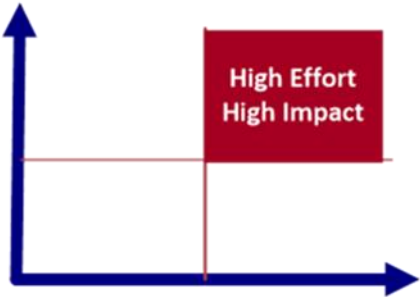


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$72 of 100 | -\$ 30,000 | -\$ 30,000 | Assumes \$10k per year |

4.4 Fee study and expand revenue opportunities

4.4.4 Change fee structure to include deposits and increased securities.

Following the clean up of the backlog, there is an opportunity to increase revenues on a fee for service basis. Similar to the Septic inspection program initiative

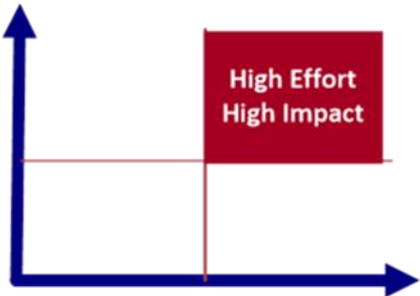


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Liability of outstanding hours of 700*3 hours per permit needs to be eliminated before pursuing. |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | |

4.4 Fee study and expand revenue opportunities

4.4.5 Revenue recovery through third party programs –insurance

There are third party services that can assist in managing these claims.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Staff time to be allocated - Need to assess how many hours. Required depending upon the players involved. |
| | | | | | | | | | | | | | \$ | - | \$ | - |

MANAGEMENT & PERFORMANCE ROADMAP

| | | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|--------------------------------------|---------------|--|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Category | Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 4.1 Budget Processes | 4.1.1 | Modernize Budget Process | 2020 | | | | | | | | | | | | | |
| 4.2 Financial Reporting and Analysis | 4.2.1 | Procure Budget Software | 2021 | | | | | | | | | | | | | |
| | 4.2.2 | Update Recreation Master plan | 2021 | | | | | | | | | | | | | |
| 4.3 Internal Control Framework | 4.3.1 | Develop financial policies | 2021 | | | | | | | | | | | | | |
| | 4.3.2 | Implement the E-Bank reconciliation module | 2020 | | | | | | | | | | | | | |
| | 4.3.3 | Move Insurance and procurement to Finance. | 2020 | | | | | | | | | | | | | |
| | 4.3.4 | Develop a Corporate Accounts Receivable policy | 2020 | | | | | | | | | | | | | |
| 4.4 Fee study and non tax revenue | 4.4.1 | Time tracking against planning applications | 2020 | | | | | | | | | | | | | |
| | 4.4.2 | Undertake fee study and policies on subsidies. | 2022 | | | | | | | | | | | | | |
| | 4.4.3 | Develop advertising program. | 2022 | | | | | | | | | | | | | |
| | 4.4.4 | Expand/sell Building Code services | 2022 | | | | | | | | | | | | | |
| | 4.4.5 | Revenue recovery through third party programs | 2020 | | | | | | | | | | | | | |

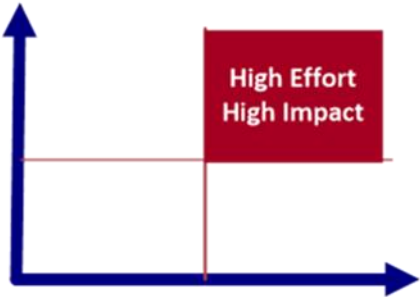


CUSTOMER SERVICE & ENGAGEMENT RECOMMENDATIONS

5.1 Procure New Service Request Module - Online

5.1.1 Procure and implement a comprehensive Service Request Software with online submissions linked to work orders.

Service requests and complaints online (eg. Access E11)

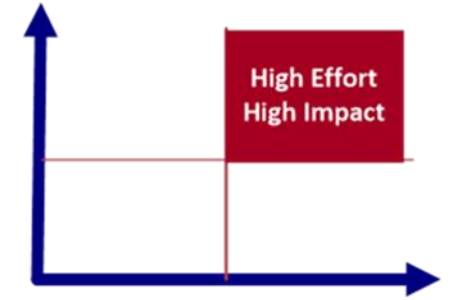


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Included above |

5.2 Develop a Community Engagement Strategy

5.2.1 Enhance public engagement and communication through the Township website, social media, software additions along with e-services applications.

Communications with public and staff strategy for ongoing and projects should be developed including social media, newspaper, other modes.

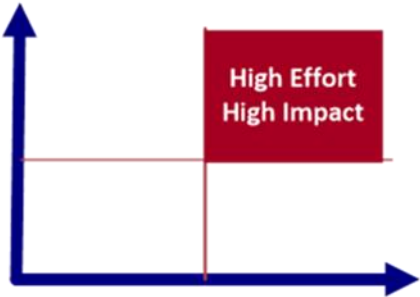


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - 20,000 | \$ - | \$ 20,000 | Part of Website project. Contemplate Consultant to assist |

5.3 Update Website & Public Information

5.3.1 Allocate financial resources (summer student – communications) to creation of on-line resources for public education purposes.

Should be done in concert with other initiatives.

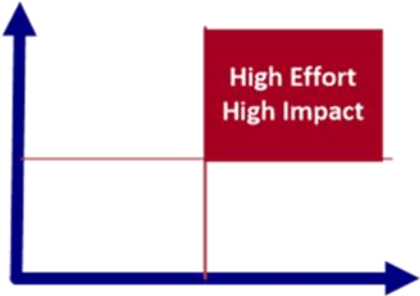


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 8,400 | \$ 8,400 | Student for 4 months. |

5.3 Update Website & Public Information

5.3.2 Update Website & Information

Website being revamped. Look to implement from the VOICE OF THE CUSTOMER.



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Part of Website project. |

CUSTOMER SERVICE & ENGAGEMENT ROADMAP

| | | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|---|---------------|------------------------------------|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Category | Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 5.1 Customer Service Module | 5.1.1 | Service Request Software | 2021 | | | | | | | | | | | | | |
| 5.2 Community Engagement Strategy | 5.2.1 | Community Engagement Strategy | 2021 | | | | | | | | | | | | | |
| 5.3 Update Website & Public Information | 5.3.1 | Update Building Public information | 2021 | | | | | | | | | | | | | |
| | 5.3.2 | Update Website | 2020 | | | | | | | | | | | | | |

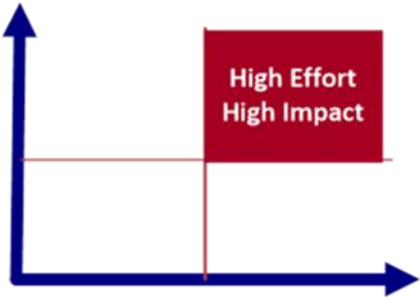


FACILITY RECOMMENDATIONS

6.1 Align Space in Township Hall

6.1.1 Redesign office space for better utilization, location of staff with operational requirements. Assign Facilities Management to the CBO or Manager of Public Works

Administrative staff to be located near manager. Recreation manager to be located at the CC. Hotelling opportunities in the Township Hall following COVID.

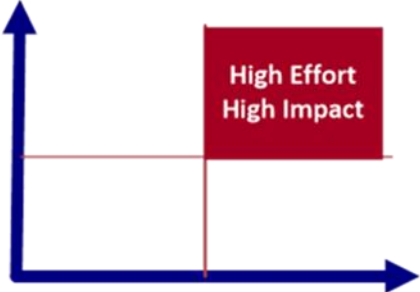


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--------------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 15,000 | \$ - | \$ 15,000 | Some reconfiguration required. |

6.2 Undertake Facility Condition Assessments

6.2.1 Conduct a building condition assessment of the Community Centres to determine cost and "fitness" for alternative solutions.

Prior condition assessments did not include arenas. Before determining the next step, it is imperative to understand the state of these buildings.

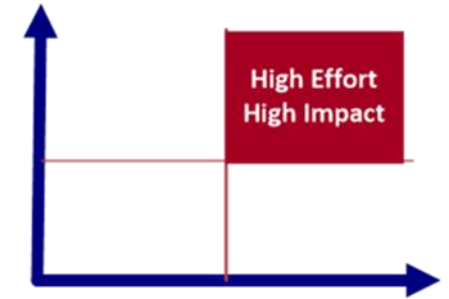


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 20,000 | \$ - | \$ 20,000 | External Consultants |

6.3 Revitalize PW/Fire Facility Review

6.3.1 Undertake a facility strategy including Recreation in concert with shared service review.

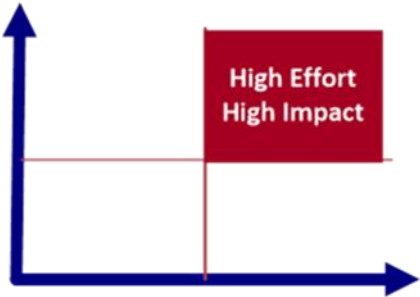
Fire and PW both have facility challenges. A fullsome approach including recreation should be undertaken before any decisions made. However, it is clear that the Township cannot continue to utilize these facilities for the long term.

[illegible]

6.3 Revitalize PW/Fire Facility Review

6.3.2 Update the Fire Master Plan (perhaps joint) to assist with challenging decisions pertaining to fire halls and equipment needs.

Fire Master Plan is outdated. Should be updated based upon the new requirements. It is a decade old and new organization exists.

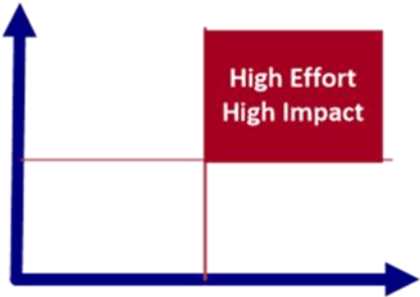


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 30,000 | \$ - | \$ 30,000 | Consultant fees or could be done in house. |

6.4 Repurpose Community Centre

6.4.1 Increase utilization rates and reduce Recreation costs.

See above Track utilization and costs. Review fee schedule and utilization gaps. Review Recreational Program Options. Undertake a study to determine uptake and re-purpose, expand use of the Warsaw Arena



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|----------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 4,680 | \$ 4,680 | Internal - 1 hour per week |

FACILITIES ROADMAP

| | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|---------------|--------------------------------------|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 6.1.1 | Align Space to organization | 2020 | | | | | | | | | | | | | |
| 6.2.1 | Building Condition Assessments of CC | 2022 | | | | | | | | | | | | | |
| 6.3.1 | Facility review | 2021 | | | | | | | | | | | | | |
| 6.3.2 | Update the Fire Master Plan | 2021 | | | | | | | | | | | | | |
| 6.4.1 | Track utilization and costs. | 2020 | | | | | | | | | | | | | |

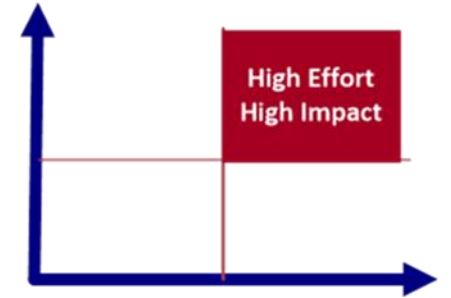


ASSET MANAGEMENT RECOMMENDATIONS

7.1 Hire Corporate AM/IT Project Manager

7.1.1 Recruit a Project Manager with oversight for AM/IT and the Edwards Pit. This cannot rest in Finance.

As discussed, Township requires corporate view of major projects.

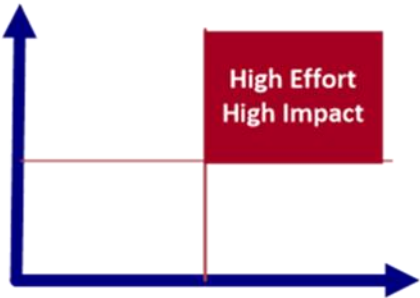


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|--|-----------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | Included above |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | |

7.2 Update AM Plan

7.2.1 As required by 588/17, the Asset Management Plan is required by 2021.

PSD has been engaged for \$124k. It is important to note that this does not include condition assessments.

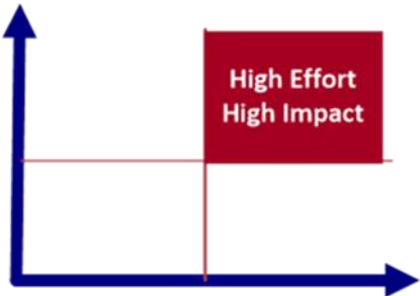


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|--|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ 19,200 | \$ 19,200 | Consulting fees o f \$124k -FCM Funding provided - Internal costs of 120 hours per department. |

7.3 Develop Processes/Deliver Training

7.3.1 Form a Corporate AM team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.

As required by 588/17, lifecycle management strategy is required by 2021. Form a Corporate team to develop process maps and procedures to ensure costs are capture and AM practices are embedded into daily practices.Processes are needed to ensure that AM practices are part of daily practices and are integrated into the lifecycle management of assets as opposed to a year end exercise.

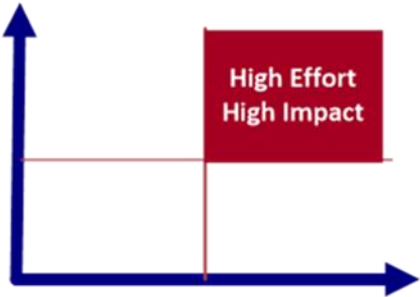


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | Approximately 1 hour per manager per week |
| | | | | | | | | | | | | | Page 93 of 102 | \$ 65,520 | \$ 65,520 | |

7.4 Roads & Pit Rationalization

7.4.1 Develop long term plan for gravel roads including possible conversion.

Service Levels challenged, particularly for gravel roads. Develop long term plan surrounding gravel roads. Monitor complaints and service requests including time, materials and equipment – develop dashboards for LOS purposes.As provided in this report, we have estimated that gravel coversion will be approximately \$11-22 million. This should be taken into account when setting levels of service.

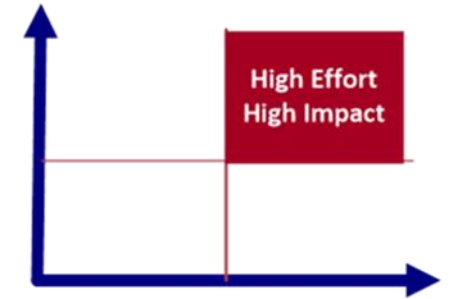


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ - | \$ - | \$ - | Estimated conversion costs \$11-22 million. |

7.4 Roads & Pit Rationalization

7.4.2 Update RNS prior to 2021 AMP requirements

An update is needed for 2021

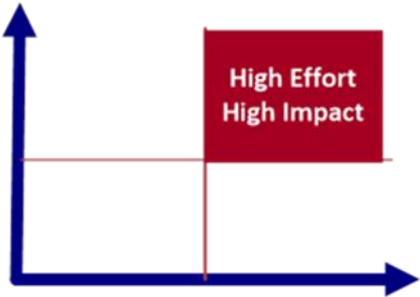


| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------------|-----------------------------------|--|--------------------------------------|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | \$ 20,000 | \$ - | \$ 20,000 | Consulting fees to update condition. |

7.4 Roads & Pit Rationalization

7.4.3 Evaluate the Edwards Pit extensively including costs/savings over long term and internal capacity.

Review is needed to ensure that the Township will reap the rewards of this Pit. It may wish to outsource the management. We understand that the Township has



| 2020 | 2021 | | | | 2022 | | | | 2023 | | | | | | | |
|------|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|--------------------------------|---|---|
| 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | External Cost (3 years) | 3 Year Internal Cost (Savings) | Total Cost/Savings _Internal + External | Comments/ Assumptions |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | \$ 50,000 | -\$ 100,000 | -\$ 50,000 | Consulting fees for assessment offset by savings. |

ASSET MANAGEMENT ROADMAP

| | | | 2020 | 2021 | | | | 2022 | | | | 2023 | | | |
|---------------|--|------------|------|------|----|----|----|------|----|----|----|------|----|----|----|
| Opportunity # | Opportunity/Recommendation | Year Start | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| 7.1.1 | Recruit a Project Manager/ Dept Champions | 2020 | | | | | | | | | | | | | |
| 7.2.1 | Complete AMP | 2020 | | | | | | | | | | | | | |
| 7.3.1 | AM Steering Committee/Develop Processes & Training | 2020 | | | | | | | | | | | | | |
| 7.4.1 | Review Service levels, gravel conversion | 2021 | | | | | | | | | | | | | |
| 7.4.2 | Update RNS prior to 2021 AMP requirements | 2021 | | | | | | | | | | | | | |
| 7.4.3 | Evaluate the Edwards Pit extensively. | 2020 | | | | | | | | | | | | | |

Next Steps

- Post Interim Report
- MMAH Abstract
- Finalize Report





Questions?





WSCS Consulting

Think Beyond

Tammy Carruthers

Principal & CEO

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

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(F) 613-267-7826

(C) 613-812-0776

RR3

Perth, ON

K7H 3C5

wscsconsulting.com

The Corporation of the Township of Douro-Dummer

By-law Number 2020 – 46

Being a By-law of The Corporation of the Township of
Douro-Dummer to confirm the proceedings of the
Special Electronic meeting of Council held on the 24th day of August, 2020.

The Municipal Council of the Corporation of the Township of Douro-Dummer Enacts as follows:

1. **That** the action of the Council at its special electronic meeting held on August 24, 2020 in respect to each motion, resolution, and other action passed and taken by the Council at its said meeting is, except where prior approval of the Local Planning Appeal Tribunal is required, hereby approved, ratified, and confirmed.
2. **That** the Mayor and the proper officers of the Township are hereby authorized to do all things necessary to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

Passed in Open Council this 24th day of August, 2020.

Mayor, J. Murray Jones

Clerk, Crystal McMillan