The Corporation of the Town of Milton

Report To:	Council
From:	Troy McHarg, Commissioner Corporate Services
Date:	December 14, 2020
Report No:	CORS-063-20
Subject:	Service Delivery Review – Phase 2 Final Report
Recommendation:	**THAT the ten business cases in the Service Delivery Review – Phase 2 (Corporate Services) Final Report attached as Appendix A be endorsed in principle and further validated through financial and operational analysis and budget approval where necessary, prior to implementation.**

EXECUTIVE SUMMARY

- The purpose of this report is to seek Council endorsement of the ten business cases attached as Appendix A, allowing staff to develop a full implementation plan as part of the next steps.
- The corporate-wide Service Delivery Review (SDR) project is intended to identify potential changes to service delivery methods and/or service levels and recommend changes that will improve efficiency and effectiveness.
- This phase included a complete review of the Corporate Services Department (Finance, Human Resources, Information Technology, Strategic Communications, and Legislative & Legal Services) by Deloitte.
- The priority opportunities identified through the business cases are mainly reflective of the potential that an enhanced utilization of technology offers the Town in its service delivery. The anticipated outcomes include increased customer service, reduction of risk, and process efficiencies that will better position the Town to serving a growing community.
- Future reporting on the progress of these SDR initiatives will occur in accordance with the framework approved in report CORS-055-20.

MILTON

REPORT

Background

Through report ES-003-19 the Town initiated the SDR process and established a roster of consulting firms in order to support the project. Report ES-015-19 was presented in the fall of 2019 and reflected the findings from the first phase of the reviews for the Community Services and Operations area. A review of the Administrative Monetary Penalty System was also undertaken and presented in CORS-008-20.

The scope of the current phase of the review was approved through report ES-002-20. This phase focused on the Town's Corporate Services Department, which consists of internal facing services as well as a few public-facing areas. Deloitte was retained from the Town's related consulting roster to lead the review.

Discussion

A copy of Deloitte's final report is provided as Appendix A and summarized as follows:

The process to arrive at the final report included six work streams noted on page 17 of the attached report and it included:
- Project Launch and Data Gathering
- Service Profiles and Survey Feedback – staff throughout the organization as well as members of Council were asked for feedback into the services provided and the feedback was evaluated and analyzed.
- Benchmarking
- Opportunities – further staff input informed the current processes and ideas for the future state which contributed to development of opportunities by Deloitte which would drive efficiencies and modernization. Validation and prioritization was also undertaken.
- Recommendations
- Preliminary and Final Reports

Key considerations in the development of the recommendations included:
- Alignment with the Council Staff Work Plan priorities so that the road map into 2021 and beyond is clear and driving results that have impact in the organization and in the community.
- Planning for and meeting the demands of a growing community to strategically invest in three related themes of enabling digitization, people, and processes while balancing taxpayer affordability.
- Balancing consultation feedback with achievable recommendations

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Discussion

Key results from this process are the ten business cases listed below and included on pages 5-15 of the attached report (executive summary) and on pages 38-164 (detailed). Also, a number of other opportunities were identified through the process and are listed beginning on page 168 of the report.

The business cases identified as priority opportunities relate to the following areas:
1. Increase Accounts Payable automation to create process efficiencies and improve service levels.
2. Create a self-service web-based portal for property tax activity.
3. Implement a work order system to track Town maintenance activities to facilitate efficient access for insurance claims, Region and FOI request purposes.
4. Increase further automation of payroll linked to a new Human Resources Information System or an alternative delivery model.
5. Develop HR-related training and supporting resources for people leaders and explore related learning and development modules within an HRIS system.
6. Reassess how the IT Help Desk provides services.
7. Revise the staffing and service delivery model of Municipal Law Enforcement, Animal Services and Parking Enforcement Officers.
8. Pilot a corporate-wide CRM within one division to develop the foundation for a more comprehensive business case for a CRM system.
9. Implement a Council meeting management software system.
10. Implement automated plate reading technology for parking enforcement.

A common theme among these opportunities is the utilization of technology to effect change and improvement in service delivery. Once executed, these new softwares, processes and adjustments are expected to improve service levels to customers, reduce risk, and create capacity to help the organization better support the needs of a growing community.

Similar to prior phases of SDR, development of more detailed implementation plans will be required in order to execute the opportunities identified. These business cases, along with the other opportunities identified, will be prioritized and initiated at such time as any required funding is approved and sufficient resources are available to support the project.

Reporting to Council with respect to the progress of SDR initiatives was considered in framework approved recently through CORS-055-20. As such, updates on the business cases and opportunities identified herein will occur annually.

Financial Impact

The SDR document prepared by Deloitte contains a number of initiatives that will be implemented over a period of several years. For each of these opportunities, Deloitte has

Financial Impact

prepared high-level financial projections, risk identification and change management considerations.

The amount of initial and on-going investment required for the business cases varies, from relatively small amounts (examples - IT help desk enhancements, Council Meeting management software, etc.) to more significant investments (examples - HRIS, Work Order Management Software, etc.). It is important to note that the cost estimates provided in the report capture external vendor costs, but exclude any internal costs that may be required to execute or maintain the project. These internal resource needs have been considered in areas such as the Human Resource Implications section of each business case. Estimates have also been provided for the value of the potential time saved annually through the introduction of new software or process changes.

The financial and operational assumptions made by Deloitte will require further validation through the development of a more detailed implementation plan prior to execution of the proposed changes. Staff will develop a multi-year work plan to introduce the changes with any related financial implications reflected through the Town's annual budget and/or in-year reporting.

Respectfully submitted,

Troy McHarg
Commissioner, Corporate Services

For questions, please contact: Troy McHarg   X2142

Attachments

Appendix A - Service Delivery Review Phase 2 – Corporate Services Final Report November 23rd, 2020

CAO Approval
Andrew M. Siltala
Chief Administrative Officer

Deloitte.

Service Delivery Review
Phase 2 – Corporate Services
Final Report
November 23rd, 2020

Disclaimer

It is important that this document not be distributed widely. Deloitte is not providing any audit opinions, conclusions or recommendations at this time. This report is being provided for information purposes only to facilitate the next steps taken by the Town in relation to changes to the Corporate Services Department.
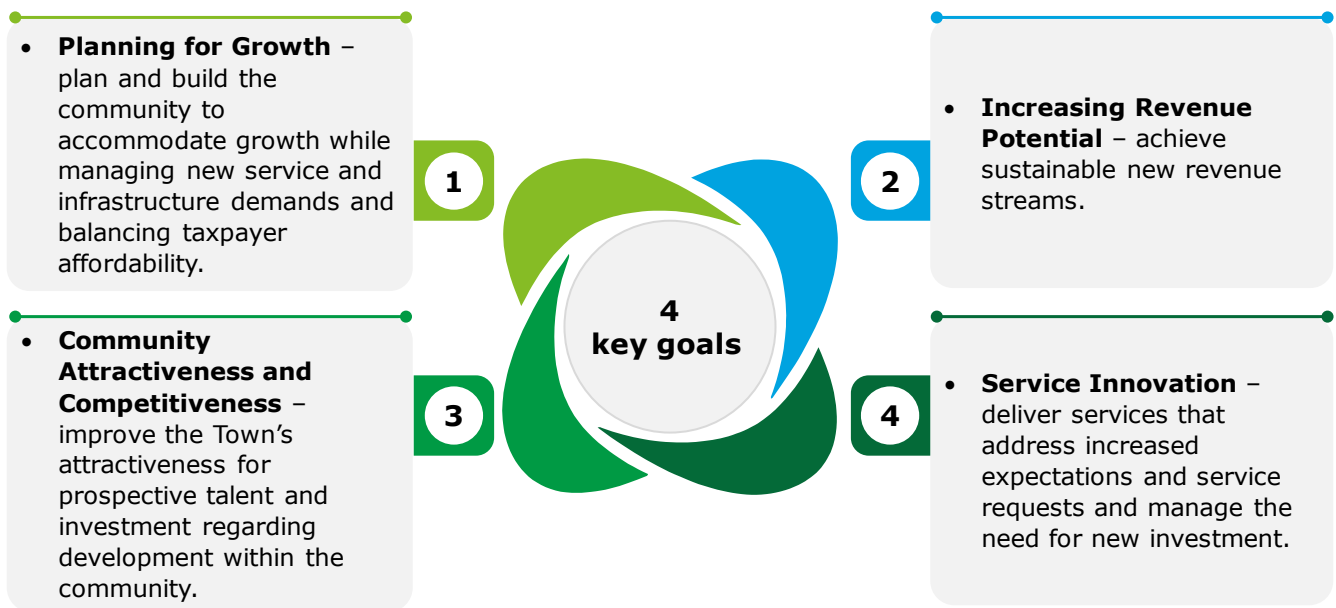
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Executive summary

Deloitte ("We", "Us", or "Our") has completed a Service Delivery Review (the "Review") of the Town of Milton's (the "Town") Corporate Services Department (the "CSD"). The purpose of the Review was to assist staff and Council in making informed, strategic choices on the services and service levels currently provided by the Department.

Our Review identified ten opportunities for improvement that were developed based on the Town's current operations, the need to be fiscally responsible and the expectations of its citizens. For each opportunity identified, a business case was developed to determine whether the opportunity was achievable and to document the expected impact of the change (please see Appendix A).

In conjunction with the Council-Staff Work plan, we have approached our Review with the 4 key goals as guiding principles that the Town aims to achieve:

- **Planning for Growth** – plan and build the community to accommodate growth while managing new service and infrastructure demands and balancing taxpayer affordability.

1

- **Increasing Revenue Potential** – achieve sustainable new revenue streams.

2

4 key goals

- **Community Attractiveness and Competitiveness** – improve the Town's attractiveness for prospective talent and investment regarding development within the community.

3

- **Service Innovation** – deliver services that address increased expectations and service requests and manage the need for new investment.

4

Each of the ten business cases developed as an outcome of this Review has been linked to one or more of these four key goals. Therefore, the implementation of these business cases will help the Town achieve elements of its Council-Staff Work plan.

Meeting the demands of Growth

Over the past two decades, the Town has seen significant growth in its residential and commercial residents. Approximately 24 years ago, Milton had a population of 30,000 where Town services were delivered by 80 staff members. The Town experienced significant growth from 2006-2018 of 122% and a population forecast of 235,000 for 2031[1]. Today, it is considered among the fastest growing communities in the Ontario and it is the sixth fastest growing community in Canada.

The growth in population has come with an evolution of the needs of the residents. Although growth has provided increased resources, namely a growing tax base, it has also provided challenges for the Town to address, such as increasing workloads for staff and new service and infrastructure demands. Our Review has shown that the Town's CSD Department is operating with resource levels that are lower than comparable municipalities. Considering the balance of taxpayer affordability, the Department needs to be able to invest wisely in its technology, processes, and people to manage the growth of supporting Town services in a sustainable manner.

The Future State of Corporate Services

Often overlooked, the back office plays a key role in managing technology, maintaining internal processes and supporting consistent decision making for the front office. Our Review has indicated that the Town is currently under investing in the back-office activities, including those performed by the Corporate Services Department, while the demand for services from citizens continue to grow. In our analysis, we noted, two comparative municipalities that are operating with a total Corporate Services Full Time equivalent (FTE) structure that is approximately 15-95%[2] larger than the Town's current complement across the five divisions within CSD. As population growth is rapidly increasing, which in turn increases the demand for services, it is important to ensure that back office investments be made in order to continue to meet the demands and needs of front office departments.

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[1] Source: Economic Insider Report, Town of Milton
[2] Calculated as a low and high range percentage that reflects the difference between total FTEs within each comparator and Milton total FTE divided by Total Milton FTE (Comparator 1/2 total FTE – Milton total FTE)/ Milton total FTE)

Our Review concludes that the Corporate Services Department needs to modernize its services through a digital technology enabled mandate. Making investments in digital technology, would address a number of issues we have identified and help to control future costs. Specifically, investments in software and automation would allow the Town to meet or improve its services and reduce the increase in Full time equivalents (FTEs) that would be required in the future.

Our Review understands that it is not just digital technology alone that will improve services. Technology does enable more efficient and more effective processing but it needs to be executed by a team that embraces a digital approach to service. In order to accomplish this, the Department needs to focus on positioning itself as a trusted business partner across the organization. As Corporate Services supports all departments within the Town, it is imperative to support the Department in achieving its goals through proper alignment and structure of its people within the organization.

Opportunities and Business Cases

The outcome of our Review has resulted in the creation of 56 opportunities in Finance, Information Technology, Human Resources, Strategic Communications, and Legislative & Legal Services. Although all opportunities have merit, the Town acknowledges the need to prioritize those with the biggest impacts.

Based on Corporate Services Leadership Team feedback and in consultation with the Strategic Management Team, the following ten opportunities have been chosen to be developed as business cases and presented to Council. The summarized opportunities are described in greater detail on pages 5-15 of this report and in Appendix A.

1 Increase Accounts Payable (AP) automation to create process efficiencies and improve service levels

2 Create a Self Service Web Based Portal for property tax activity

3 Implement a work order system to track Town maintenance activities to facilitate efficient access for insurance claims, Region and Freedom of Information (FOI) request purposes

4 Explore further automation of payroll linked to a new Human Resource Information System (HRIS) or an alternative delivery model

5 Develop Human Resources (HR) related training and supporting resources for people leaders and explore related learning and development modules within an HRIS system

6 Reassess how the Information Technology (IT) Help Desk provides services

7 Revise staffing and service delivery model of Municipal Law Enforcement Officers (MLEO), Animal Services Officers and Parking Enforcement Officers

8 Pilot a Corporate-wide Customer Relationship Management (CRM) system within one division to develop the foundation for a more comprehensive business case for a CRM system

9 Implement a Council meeting management software system to streamline and modernize manual/outdated processes related to agenda creation and to improve the end-user experience when accessing Council agendas and related documents

10 Implement automated plate reading technology for parking enforcement

Through the implementation of the ten business cases above, the Town could be able to realize a range of benefits in both the short-term and long-term horizon. Some of the key benefits of these business cases include improved efficiency of its workforce through investments in digital technology, improved effectiveness of its processes, cost avoidance related to growth and improved service levels.

Business cases executive summaries

Business Case #1 (FIN08)

Increase Accounts Payable (AP) automation to create process efficiencies and improve service levels. There is an opportunity for the Town to create an accounts payable workflow, use invoice imaging, and increase the automation of the AP process in order to minimize the time required to trace and make payments to vendors.

AP automation refers to technology that is used to streamline and automate accounts payable processes, removing manual tasks and providing better visibility and control over important financial data.

Town Strategic Priority links: Service innovation, community attractiveness & competitiveness and increase in revenue potential

Value obtained:

- Speed and accuracy of processing – 24/7 process can occur for Robotic Process Automation (RPA) invoice data entry
- Scalable – Given the growth projection of the Town, automation can be scaled to meet increasing demand
- Increased vendor satisfaction – potential to increase transparency and timeliness of their payments
- Increased AP staff satisfaction due to reduction in data entry requirements and enhanced tools for process management and queries
- Increased departmental satisfaction as a result of having better tools to manage projects or vendor inquiries
- Improved control systems through automated workflows
- Increased time savings and AP capacity growth avoidance related to FTEs

Alternative selected: Alternative 2: Robotic Process Automation (RPA)

Implementation timeline & complexity:

Timing implication: Medium-term – 1 to 3 years

Level of difficulty: Moderate level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: Low/Medium = <$100K-250K (one-time, external costs only)

Level of reoccurring costs: Low = <$50K (on-going costs)

Level of potential savings: Low = <$50K in related time savings (annually)

Business Case #2 (FIN12)

Create a self-service web-based portal for property tax activity. This includes a wide range of activities including: status and transactions check of a tax account, Tax statement purchase, Tax receipt retrieval, duplicate tax bill generation, purchase of a Tax Certificate, join the Auto-pay program, bank account information changes, Auto-pay program cancelation, name correction on a Tax account, email and mailing address change and enrollment in e-mail for tax billings.

Currently the Tax sub-division spends upwards of 63 hours per week on responding to Tax inquires (tickets). There is an opportunity for the Town to evaluate the current self-service and web-based service offerings to determine if they can add tax activities that the citizens could use instead of approaching the Tax sub-division for specific requests. The self-service portal will offer address, property, owner-level validation and verification functions to permit only authorized individuals to submit information to be updated within the central taxation system. All data submitted will flow through appropriate safeguards and checks to maintain data integrity, sanitization and accuracy within the system. Where appropriate, the ability to charge for and accept payment for service should be integrated.

Town Strategic Priority links: Increase in revenue potential, planning for growth and service innovation

Value obtained:

- Reduces inquiry volume
- Reduces the amount of time agents spend on simple inquiries
- Allows 24/7 customer service
- Increases ease in which information is presented and shared
- Promotes modernized perception of how we do business, and
- Increases citizen satisfaction

Alternative selected: Alternative 3: Implement a self-service web-based portal for Tax queries – external service provider

Implementation timeline & complexity:

Timing implication: Medium-term: 1 to 3 years

Level of difficulty: Low level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 3:

Level of capital investment: Medium= $100K - $250K (one-time, external costs only)

Level of reoccurring costs: Low = <$50K (on-going costs)

Level of potential savings: Medium = $50K- $100K in related time savings (annually)

Business Case #3 (FIN13)

Implement a work order system to track Town maintenance activities to facilitate efficient access for insurance claims, Region and Freedom of Information (FOI) request purposes. There is an opportunity for the Town to implement work order software which would alleviate the current strain on resources, allow for reallocation of time otherwise spent locating paperwork and provide for more accurate record keeping which will assist in the successful defence of claims.

Town Strategic Priority links: Planning for growth, service innovation and increase in revenue potential

Value obtained:

- Create and qualify work orders issued from service calls or maintenance plans
- Improve the overall timeline from initial maintenance issue identification through resolution and documentation in a near real-time manner
- Launch automatic scheduling based on various parameters or create new optimized routes on the map
- Retain a file of closed maintenance records that can be accessed by location and date for reporting and insurance request purposes
- Track open work orders for follow up and ensure closure
- Create required work orders in conjunction with Operational Legislated Risk Proactive Maintenance Inspections
- Improve efficiencies of manual activities by risk management staff – which is currently 20% of an FTE
- Improve efficiencies with live updates to work order system and reduce response times – approximately 10-15% increased productivity

Alternative selected: Alternative 2: Implement a work order system for road maintenance with ability to expand to other operations

Implementation timeline & complexity:

Timing implication: Medium-term – 1-3 years

Level of difficulty: Moderate level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: High = >250K (one-time, external costs only)

Level of reoccurring costs: Medium = $100K-250K (on-going costs)

Level of potential savings: Low = >$50K in related time savings (annually)

Business Case #4 (FIN19)

Increase further automation of payroll linked to a new Human Resource Information System (HRIS) or an alternative delivery model. Having a strong Employee Core Records and Payroll module in a new HRIS for payroll processing, time and attendance tracking, employee file data integrity, payroll analysis, etc. would be beneficial and reduce manual data entry (i.e. automated time entry and approval workflow), thereby creating efficiencies throughout the organization and improving data integrity.

Town Strategic Priority links: Planning for growth, Service innovation, Community Attractiveness & competitiveness and increase in revenue potential

Value obtained:

- Reduce manual payroll entry for greater efficiency
- Reduce duplication of entry between systems
- Eliminate the collection, printing and filing of paper timesheets
- Speed and accuracy of processing – 24/7 process can occur
- Access employee data virtually and securely from anywhere any time
- Reduce payroll processing costs significantly
- Reduce risk of error due to manual intervention
- Have a reliable audit trail
- Reduce audit time
- Scalable – Given the growth projection of the Town automation can be scaled to meet demand
- Increased employee satisfaction
- Increased Payroll staff satisfaction

Alternative selected: Alternative 2: Increase automation of payroll linked to new HRIS

Implementation timeline & complexity:

Timing implication: Medium-term - 1-3 years

Level of difficulty: High level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: Medium = $ TBD – please see note within "Cost/Funding requirements and implications" for details (one-time, external costs only)

Level of reoccurring costs: Medium = $100K - 250K (on-going costs)

Level of potential savings: High = >$100K in related time savings (annually)

Business Case #5 (HR06)

Develop Human Resources (HR) related training and supporting resources for people leaders and explore related learning and development modules within a Human Resource Information System (HRIS) system. There is an opportunity to develop HR related training and supporting resources to better support people leaders. Leader specific training for new supervisors, ongoing tailored leader-specific training, easily accessible materials, templates or other resources can be widely used to help build stronger leadership capabilities. Other benefits include equitable treatment of full-time and part-time staff, consistent administration of corporate policies and employment legislation and faster response rates in terms of HR advice and support. This training and related resources can eventually be incorporated into an HRIS Learning and Development module by expanding the scope of the HRIS project to promote efficiencies through a centralized training database.

Town Strategic Priority links: Planning for growth, service innovation and increase in revenue potential

Value obtained:

- Increase in capacity within HR as less coaching and ad-hoc creation of documentation will be required; enabling HR to focus on pro-active support strategies and implementing initiatives related to the People Strategy
- Increase in employee engagement and satisfaction among staff
- Better retention and alignment with careers and skills growth and development
- Enhanced and consistent service delivery due to better training and tools provided and elevated skill set of staff
- Standard and formal training materials to better manage and support employees in their roles

Alternative selected: Alternative 3: Engage a consultant/third party company to develop training materials

Implementation timeline & complexity:

Timeline: Short-term. This can be accomplished in 1 year or less

Complexity: This is a low level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 3:

Level of capital investment: Low = <$100K (one-time, external costs only)

Level of reoccurring costs: $0 (on-going costs)

Level of potential savings: Low = Medium = $50K-100K in related time savings (annually)

Business Case #6 (IT07)

Reassess how the Information Technology (IT) Help Desk provides services. There is an opportunity to reassess the process around the Town's IT help desk in order to reduce time spent on low-impact or non-IT related tasks. The goal is to move as many service requests to the recently launched IT self service portal as possible and encourage the usage of the IT self service portal to log and troubleshoot IT related requests through the built-in knowledge base. Additional education, training, and access should be provided to the IT help desk staff to increase first-call resolution wherever possible and limit the accumulation of tier 1, first line, requests.

Town Strategic Priority links: Planning for growth, service innovation and increase in revenue potential

Value obtained:
- Reduce staff time spent addressing self-help eligible IT customer service-related issues
- More productive and effective use of IT resources utilized by measuring approximately how much time is spent on all requests now and over time
- Free up the time taken by senior staff to address requests through training front line staff to handle tier 1 requests or outsourcing such requests to third parties
- Maintain current service levels by measuring similar customer satisfaction rating

Alternative selected: Alternative 2: In-house improvements

Implementation timeline & complexity:

Timeline: Medium-term: 1-3 years

Complexity: Between low to moderate level of difficulty to implement depending on level of resources and capacity available.

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: Low=<$100K (one-time, external costs only)

Level of reoccurring costs: 0 (on-going costs)

Level of potential savings: Low/medium = <$50K - $100K in related time savings

Business Case #7 (LL03)

Revise staffing and service delivery model of Municipal Law Enforcement Officers (MLEO), Animal Services Officers and Parking Enforcement Officers.

There is an opportunity for the Town to improve the service delivery and allocation of MLEO resources by redefining MLEO roles, developing routes or territories of responsibilities and minor adjustments to service levels. This alternative should include a staffing plan to provide appropriate coverage to deliver the service.

Town Strategic Priority links: Potential for growth and service innovation

Value obtained:
- Minimized downtime spent traveling from one location to another or back to the office
- Reduced mileage costs
- Potential reduction in overtime costs
- Enhanced service delivery

Alternative selected: Alternative 3: Revise the service operating delivery model

Implementation timeline & complexity:

Timeline: Short-term: 1 year or less.

Complexity: Low level of difficulty to implement depending on level of resources and capacity available.

Financial commitment & benefit:

Based on selection of alternative 3:

Level of capital investment: $0 (one-time, external costs only)
Level of reoccurring costs: High = >$250K (on-going costs)

Level of potential savings: Low = <$50K in related time savings (annually)

Business Case #8 (LL07)

Pilot a Corporate-wide Customer Relationship Management (CRM) system within one division to develop the foundation for a more comprehensive business case for a CRM system.

Once the Customer Service Strategy, as noted within the Council-Staff Work Plan, is completed and finalized, there is an opportunity for the Town to ensure customer service requests are centralized and processed within a CRM system. This could be a Corporate-wide CRM with opportunities to include other departments and would need to be in alignment with a robust Customer Service Strategy, as noted within the Council-Staff Work Plan.

Town Strategic Priority links: Planning for growth, service innovation and increase in revenue potential

Value obtained:

- Instilling a "customer-first" culture throughout the organization
- Efficient sharing of information between departments
- New collaborative processes to increase operational efficiency
- Improve end-user and customer experiences
- Self-service functionality enables flexibility to access information anywhere anytime
- Provide management and staff with real-time status of specific citizen requests
- Increase ability to use data analytics to understand citizen requests and align resources with evolving Town needs
- Enhances service delivery of customer service activities
- Enhances the customer service experience in the Town as both external and internal service requests are being addressed
- Single intake point for all customer inquiries coming into the organization

Alternative selected: Alternative 2: Implement a Corporate-wide CRM, piloted in the Licensing and Enforcement unit sub-division with the intention to roll it out to other high impact departments upon their own business cases and projects

Implementation timeline & complexity:

Timing implication: Medium-term – 1 to 3 years

Level of difficulty: High level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: High = >$250K (one-time, external costs only)

Level of reoccurring costs: High = >$250K (on-going costs)

Level of potential savings: Medium = $50K-$100K in related time savings (annually)

The cost savings are also supplemented by significant increases to service delivery and customer service experience.

Business Case #9 (LL09)

Implement a Council meeting management software system to streamline and modernize manual/outdated processes related to agenda creation and to improve the end-user experience when accessing Council agendas and related documents. There is an opportunity for the Town to consider a Council meeting management software system to provide more efficient ways for Council agendas to be created, for agendas to be distributed and for members of the public and Council members to access Council agendas and related documents.

Town Strategic Priority links: Planning for growth, service innovation, increase in revenue potential and community attractiveness and competitiveness

Value obtained:

- Reduce meeting prep and follow-up time for all staff involved
- Create meeting agendas and minutes automatically
- Streamline workflows and approvals for the entire pre and post Council meeting activities
- Give staff, citizens and Council easier access to all agendas, records and reports
- Save and post audio and video recordings all within one system. Sync agenda items to videos so that residents/staff/Council can locate a specific agenda item on a video without having to watch the entire video.
- Collaborate within a secure environment
- Provide insights and analytics through the data

Alternative selected: Alternative 2: Perform a detailed system selection to assess the requirements of Council meeting management software system and implement selected software

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: Low = <$100K (one-time, external costs only)

Level of reoccurring costs: Low = <$100K (on-going costs)

Level of potential savings: Low = <$50K in related time and money savings (annually)

Business Case #10 (LL10)

Implement automated plate reading technology for parking enforcement. The Town should select and implement a parking ticket issuance software and hardware including automated plate reading[1]. This will increase the speed and accuracy of the ticket issuance process and also provide the opportunity to reinvest FTE time into other high need areas in the corporation (such as in LL03)[2].

[1] Upon implementation of Administrative Monetary Penalties (AMPs), in accordance with direction from Council.

[2] Please see business case for LL03 for details.

Town Strategic Priority links: Planning for growth and service innovation

Value obtained:

- Data is consolidated and centralized in one area
- Increase efficiency and potentially accuracy when issuing tickets through the automated license plate reading system
- Can reduce time spent issuing tickets due to time saving from manual entry
- Additional coverage and ability to address more value-add activities within by-law enforcement
- Reduce risk of error due to manual intervention and tracking

Alternative selected: Alternative 2: Perform a system selection process and implementation of a parking ticket issuance software and hardware with automated plate reading

Implementation timeline & complexity:

Timing implication: Medium-term - this can be accomplished in 1-3 years time, dependent on the AMPs implementation

Level of difficulty: this is a medium level of difficulty to implement

Financial commitment & benefit:

Based on selection of alternative 2:

Level of capital investment: Medium = $100K - $250K (one-time, external costs only)

Level of reoccurring costs: TBD (on-going costs) – please see note within "cost/funding requirements and implications" for details

Level of potential savings: Medium = $50K - $100K in related time savings (annually)

Project approach summary

We were engaged by the Town to complete a service delivery review. The Town has made corporate-wide service review a priority. As such, we have been engaged to review and gain a better understanding of the services provided by the Corporate Services Department (CSD), and to assist staff and Council in making informed, strategic choices regarding the services and service levels currently provided. In order to be in a better position to meet the immediate and long-term service delivery and fiscal sustainability needs of its residents, the Town needs to consider identifying opportunities to improve the efficiency of its service delivery in the CSD.

Project objectives

The Review was guided by the Town's following objectives as outlined in its Request for proposal (RFP):

- Review services provided by the CSD to gain a clear understanding of the various services provided and their service levels including the impact they have on users.

- Develop a performance measurement framework (Key Performance Indicators (KPIs)) for all service areas to support evidence based corporate decision making.

- Benchmark the Town's services and programs with comparable best practice municipalities relative to the services provided by Milton's CSD.

- Review the appropriate staffing and resource levels for CSD and to review the organizational structure to identify bottlenecks, risks and provide opportunities to enhance Information Technology service delivery.

- Make recommendations on whether services should be enhanced, maintained, reduced, eliminated, or delivered in an alternative way.

- Collaborate with Strategic Management Team (SMT) to determine practical and tactical opportunities to help the Town use its resources to deliver services in the most efficient, cost-effective and strategic way.

- Opportunities were to include a view of maximizing innovation and technology, and the cost-benefits impacts of possible recommendations.

Scope

The scope of the service delivery Review included all five divisions of the CSD:

- Finance
- Human Resources (HR)
- Information Technology (IT)
- Legislative & Legal Services (L&L)
- Strategic Communications

Deliverables

There were three deliverables due from our work:

1. A project plan for the work, for agreement with the Town's staff. This was presented and agreed on separately on June 19, 2020 at the project launch meeting.

2. Recommended opportunities for improvement in the form of 10 business cases, developed and to be presented to Council.

3. A final report, which is this document that includes the two items above and the following elements:

    - Description and evaluation of the structure and service levels through detailed "Service Profiles"

    - Development of a performance measurement framework (Key Performance Indicators (KPIs)) included as part of the Service Profiles above

    - Benchmarking and comparator analysis

    - A list of the other opportunities that were considered

Methodology, approach and timeline

The Service Delivery Review was completed in six work streams. Work began on June 3rd, 2020. We provided Council with a status update on September 14th. The draft report was completed on November 23rd. The final report was presented to Council on December 14th. In collaboration with key internal stakeholders identified such as Corporate Services Leadership Team (CSLT), Strategic Management Team (SMT), Town staff, CSD staff and Council members, we worked and executed on the following:

Work stream 1 – Project Launch and Data Gathering

A kick-off meeting was held with the CSLT to confirm the detailed work plan, which included defining the roles and responsibilities of team members, project scope and timeline. In conjunction with the development of the Town stakeholder

consultation plan, this work stream also included data gathering and analysis that determined the significant trends within the service delivery. A data request was sent to the Town on May 4th and kick off meetings took place on June 3rd (one with CSLT and another with SMT). The Town provided information on each Department, including the services provided, service delivery standards and financial data that we used to develop our understanding of the services and their impact on the community.

Work stream 2 – Service Profiles and Survey Feedback

Once confirmed, we engaged the following internal stakeholders, CSLT, SMT and Council members to understand the type and levels of services needed or desired from the Town via interviews. Both the CSD survey and all Town Staff survey were also provided and opened for feedback from July 13th to 24th. This information and feedback was then evaluated and analyzed across the five divisions requested to identify opportunities for modernization and improved service delivery.

Work stream 3 – Benchmarking

Working alongside the Town, we identified two benchmark comparators based on the most relevant characteristics within each division and utilized any benchmarking studies that have been done for the Town in the past. Leveraging both types of information, we integrated these findings into the service delivery Review.

Work stream 4 – Opportunities

Throughout this phase, we conducted interviews with key members from each division to gain additional knowledge of how well the services are performing and the current and future challenges they face, to help shape potential opportunities for the Town. To help us identify opportunities to improve service delivery, we compared current practices to our knowledge and expertise of leading practices while considering opportunities to drive efficiency and modernization. A listing of 56 opportunities was provided to CSLT on July 30th for initial Review (refer to Appendix B for the complete opportunity listing). This listing included a description of finding, opportunity and the characteristics of the opportunities, including risk, complexity, estimated timeline to implement, estimated initial capital investment (if applicable) and estimated annualized financial impact (if applicable). The CSLT provided feedback on this listing.

A virtual validation workshop was held with the CSLT on August 17th to confirm our understanding of the challenges facing the Town and specific facts which impacted the 56 opportunities developed.

On August 19th, a prioritization workshop was held with the CSLT to gain alignment on the overall priorities of the CSD and select the 10 key opportunities to be developed into business cases and brought to Council for consideration. The results of the prioritization workshop were endorsed by SMT.

Work stream 5 – Recommendations

Once the list of the 10 opportunities to be developed into business cases was validated with SMT, we worked with the Town to develop them to be brought to Council. These business cases provided a detailed understanding of the need and value of each opportunity. Also, they provide further insightful information such as a high-level implementation plan, costing requirements, human resource implications and change management considerations (refer to Appendix A for the business cases).

Work stream 6 – Preliminary report and final report

In the final phase of the project, we compiled a final report which summarizes the elements of the project and our findings from the service delivery Review. A draft report was circulated for commentary and feedback from CSLT and SMT. This resulted in refinement of the final report as needed.

Through this process, it was important to engage the Town to be an active participant in developing the opportunities. This was to assist us in confirming improvement opportunities quickly and efficiently and to gain the Town's agreement on and commitment to their implementation.

Growth of the Town

Over the past two decades, the Town has seen a significant growth in population. Approximately 24 years ago, Milton had a population of 30,000 people whereservices were delivered by 80 staff members. The Town had record-breaking growth from 2006-2018 of 122%[3]. Today, Milton is considered among the fastest growing communities in the Province of Ontario and the sixth fastest growing community in Canada. As a result, the Town is expected to continue population growth with a forecast of up to 235,000 residents by 2031[2]. As a result, the Town has faced and will continue to face, various challenges in accommodating this growth in its service delivery. While this growth has driven various opportunities for the Town, it has also created new challenges. Firstly, the Town faces increasing workloads, as well as new service and infrastructure demands as the population grows. At the same time, the historical levels of operating resources and service delivery processes were designed for the previous smaller size of the Town. The Town desires to manage this growth and the changes required in a sustainable manner, which balance taxpayers' affordability against the additional pressures on the Town's service delivery.

It is important for the Town to center its plans and priorities around initiatives and steps that will allow the Town to accommodate this growth in a financially sustainable manner for the future. In response, the Town has formed the Council-Staff Work Plan around the following 4 key priority goals[4]:

- **Planning for Growth** – plan and build the community to accommodate growth while managing new service and infrastructure demands and balancing taxpayer affordability.
- **Increasing Revenue Potential** – achieve sustainable new revenue streams.
- **Community Attractiveness and Competitiveness** – improve the Town's attractiveness for prospective talent and investment.
- **Service Innovation** – deliver services that address increased expectations and service requests and manage the need for new investment.

These 4 goals have helped to inform our Service Delivery Review, with growth being a key driver to the Town's challenges and opportunities.

Projected growth & other findings

Within the Long-Term Fiscal Impact Assessment of Growth 2017 to 2036[5], the Town has grown over 200% between 1966 to 2016 and additionally almost 20%

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[3] Source: Economic Insider Report, Town of Milton
[4] Source: Council Staff Work Plan 2020
[5] Source: Long-Term Fiscal Impact Assessment of Growth 2017 to 2036

since 2016. Further growth is projected that will reach a population of 269,100 by 2036, with operating expenditures of $418M annually. The study also suggested annual property tax increases of 5.26% where average municipal tax increases are typically 2-3% annually. In order to support this growth, the proper technology, processes and people are needed. As such, investments in the modernization of the CSD now can provide sustainability in spending and the foundation for future sustainable growth.

Figure 1.1[4]

Town of Milton Population growth
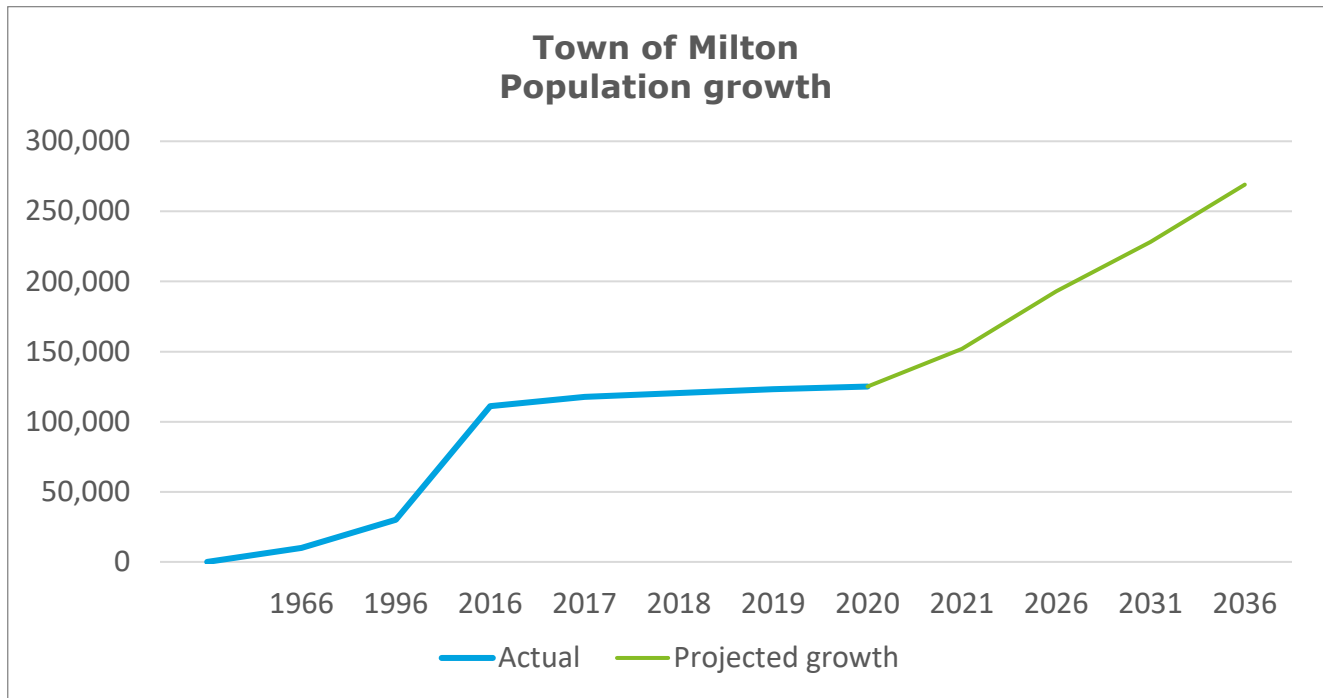
Analysis of Net Expenditures by Department and within Corporate Services Department

Figure 1.2*
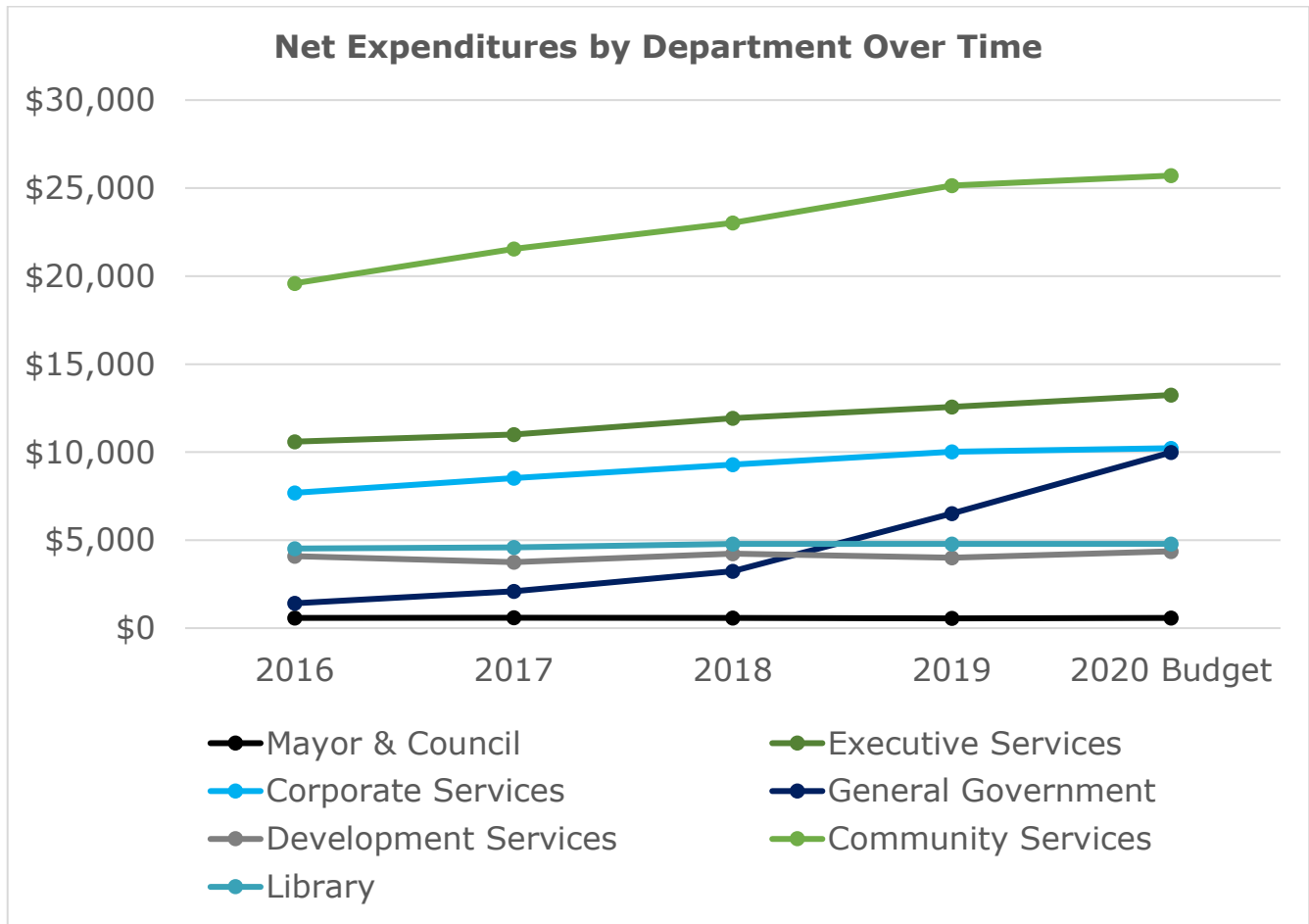
*Please note that unit of measure is in thousands

For the purpose of the Review, we examined the net expenditures by Department over the last four years. From 2016 to 2019, there has been moderate growth of net expenditures within the CSD at an average of 9% over the three years. CSD is the third largest Department in spending at the Town, with Community Services and Executive Services incurring the most significant net expenditures over time.

Figure 1.3*

Corporate Service Department Net Expenditures by Division Over Time
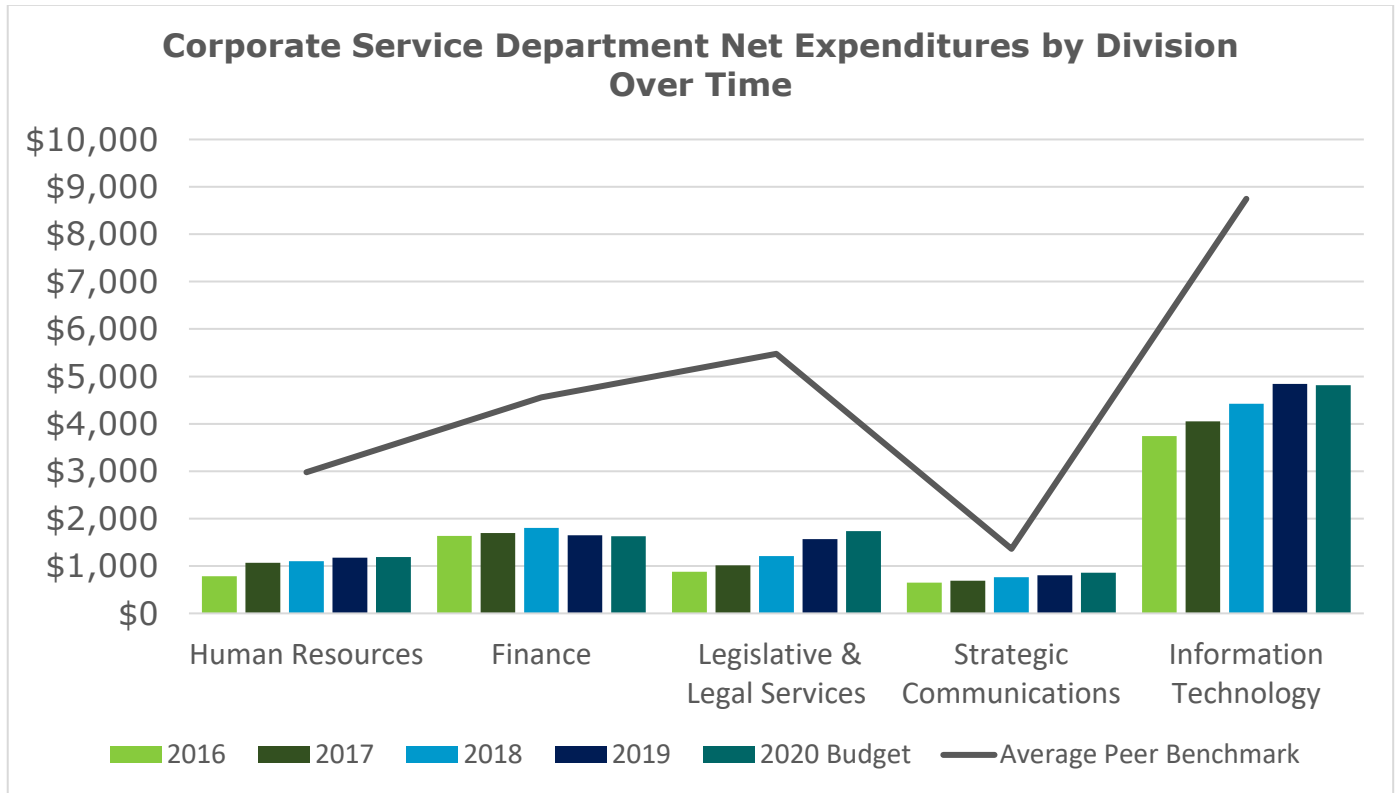
*Please note that unit of measure is in thousands

Specifically, in the CSD, net expenditures have stayed relatively stable in the last four years. Between the five divisions, we have observed the most spending has been on Information Technology in order to maintain existing technology infrastructure and applications. When compared to neighbouring municipalities; the CSD spends less across all divisions within the Department. Based on the 2020 budget, peer municipalities spend on average 59% to 215% more than the Town. This raises an important point regarding the Town and the appropriateness of its net expenditures for its size and prospective growth. As a Town that currently operates with resource levels that are lower than comparable municipalities[6], it is currently under investing and spending relative to its peers. With growth of the Town on the rise, there is a clear need for further funding and investing in all areas of the Department.

Growth in population and business demands translates into a growth for demand in citizen facing services, which in turn increases the need for back office support functions. The CSD functions are the foundation to the Town that continues to enable service excellence.

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[6] Council-Staff work plan, pg. 8

In order to level set with the rest of the Town's peers, it is important for the Town to invest in technology, processes and people across all divisions and departments. This will not only allow the Town to bridge current process and capacity gaps but will assist in planning appropriately for the prospective growth. The Town needs to understand how to set itself up for success in ensuring that it has made strategic investments to help deal with this growth.

Analysis of the Corporate Services Department

Organizational Structure

In recent years, the CSD has welcomed new management overseeing the Department. Under the leadership of the SMT and Leadership Management Team (LMT), and in partnership with the Town's other departments, the CSD has continued to improve the services and support provided to Town staff, Council and Town residents.

This Department serves a wide range of users internally within all of the other departments of the organization. As such, it is important to consider the impact of service delivery on the internal stakeholders to provide the best experience possible across the organization. There are also areas of the Department which provide direct service delivery to the public.

Corporate Services is led by a Commissioner with 3 Directors, 1 Senior Manager and the Chief Financial Officer & Treasurer, with Managers of each sub-division reporting to their respective division heads. Today's current structure reflects 95.1 FTEs across the 5 divisions. Under this organizational structure, the CSD is reflective of 5 divisions that directly reports to the Commissioner. Each division contains anywhere from 0 to 5 Managers that manage a variety of full time and part time staff (please see figure 2.1).

Below, describes the current management structure and composition of the CSD:

Figure 2.1

Commissioner, Corporate Services

Director, Legislative & Legal Services/Town Clerk

2 Managers
16 Full-time
2 Part-time

- By-law Enforcement
- Animal Services
- Parking Enforcement
- Records Management
- Corporate Accessibility
- Information Governance
- Legal Administration
- Corporate Reception
- Municipal Elections
- Council Meeting Management
- Licensing

Director, Human Resources

1 Manager
5 Full-time

- Compensation and Benefits
- Employee Relations
- Human Resources Information
- Labour Relations
- Occupational Health, Safety and Wellness
- Organizational Learning and Development
- Talent Acquisition

Senior Manager, Strategic Communications

5 Full-time
1 Contract

- Community Engagement
- Crisis Emergency Communications
- Creative Services
- Digital Communications
- Internal Communications
- Government Relations
- Risk & Issues Management Communications
- Department Operational Communication

Chief Financial Officer & Treasurer

5 Managers
32 Full-time
3 Part-time

- Accounting
- Assessment Base Management
- Development Finance
- Financial Planning & Policy
- Payroll
- Taxation
- Treasury
- Procurement
- Risk Management

Director, Information Technology

4 Managers
16 Full-time
1 Part-time

- Enterprise Business Systems & GIS
- Client Services & Technology Support
- Enterprise Data Warehousing & BI
- Project Management Office
- Technology Architecture

Please note that the organizational chart above reflects the structure as of April 2020. For simplicity, the above reflects the full-time, part-time and contract FTEs only.

Service Profiles

Under Corporate Services, the Department provides 40 defined services under the 5 different divisions (please see figure 2.1 for listed services).

As part of our Review, service profiles for each service were developed that describe and evaluate the service and the level of service provided by the CSD. Through engagement with internal stakeholders from CSD, we were able to further obtain a thorough understanding of the services provided in each sub-division within the CSD. We have compiled and developed the 40 service profiles which can be found in Appendix C. These service profiles were developed in collaboration with the members of the CSD.

Each service profile contains the following details:

- Service profile overview – key elements that reflect the service

- Service description – details regarding the roles and responsibilities of each service

- Service expenses, revenues/recoveries and Full-time equivalents (FTEs) – the financial and FTE resources used to delivery the service

- Key Performance Indicators (KPIs) and metrics – the top measures that provide an indication of how well the service is performing and benchmarks the division should strive to achieve

- Key takeaways from the Town surveys – insights regarding frequency and ease of use of services

- Service level "self" assessment – the division's opinion regarding how well the Town is currently performing the service

For the purpose of the Review, the total CSD budget of $10.2M has been allocated to the each of the 40 services, using assumptions where necessary such as relevant cost drivers including FTEs for certain line items. This process of allocation of direct and indirect costs provided a close proximity for comparator purposes, however it does not follow a full activity-based costing method as it excludes overhead costs outside of CSD (such as facilities costs).

KPIs were determined in collaboration with the CSLT and considered best practices in order to motivate improved performance and appropriate behaviours. It is important that the divisions have control of the KPIs selected and that their measurement can be reliably and easily obtained. In some cases, data measurements were not currently available and thus, were not yet able to implement the KPI measurement. As a result, the divisions instead selected metrics which can be tracked over time to give an indicator of volumes, demands
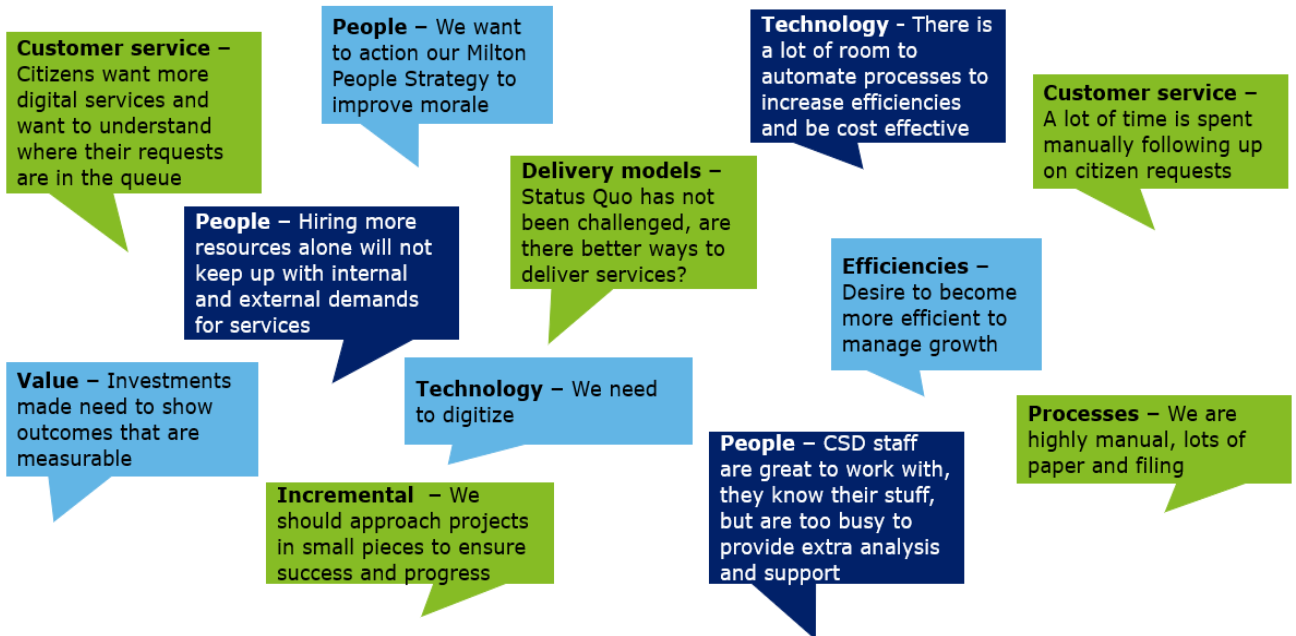
or performance. The CSD has started its evolution of adopting and driving performance using KPIs. In time, as data measurement collection becomes easier and divisions are better able to link measurements to performance, the KPI maturity of the CSD will advance.

Key themes

As part of our Review, we engaged internal stakeholders, including Council, SMT, CSLT and CSD staff, through interviews and other means to understand the strengths and challenges of the current services provided by Corporate Services. Two surveys were developed to anonymously gather feedback from all Town Staff and the CSD staff. This information and feedback were then evaluated and analyzed to identify opportunities for modernization and improved service delivery within the 5 divisions of Corporate Services. The following challenges and themes emerged though common shared sentiments amongst the stakeholders.

Figure 2.2 – Feedback from stakeholders

After interviews and surveys, the following themes emerged that are aligned amongst all the stakeholders.

Customer service – Citizens want more digital services and want to understand where their requests are in the queue

People – We want to action our Milton People Strategy to improve morale

Technology - There is a lot of room to automate processes to increase efficiencies and be cost effective

Customer service – A lot of time is spent manually following up on citizen requests

People – Hiring more resources alone will not keep up with internal and external demands for services

Delivery models – Status Quo has not been challenged, are there better ways to deliver services?

Efficiencies – Desire to become more efficient to manage growth

Value – Investments made need to show outcomes that are measurable

Technology – We need to digitize

Processes – We are highly manual, lots of paper and filing

Incremental – We should approach projects in small pieces to ensure success and progress

People – CSD staff are great to work with, they know their stuff, but are too busy to provide extra analysis and support

As Milton continues to be among the fastest growing communities in Ontario, this growth will continue to impact and change the way the organization operates in the future. The CSD will continue to see an increase in volume of transactions as well as evolving demands on services and customer service.

As such, it is imperative to consider opportunities and ideas to better plan, support and strengthen the future outlook for service delivery with the CSD. This outlook can be thought of in three related themes:

1. Enabling digitization
2. People
3. Process

Enabling Digitization

A key component of the future state is implementing and providing the proper infrastructure to support the growth that is inevitable for the Town. To enable this growth, investments made to enable digitization through technology and innovative solutions should be a top priority for the Town. Making these investments not only addresses a number of issues and pain points the Town currently faces in the immediate term but more importantly, establishes the foundation needed to cope with the future growth. Investments in digitization would allow the Town to realize future benefits such as digitally accessible data for rapid data driven analysis and decision-making. Other benefits include future cost savings and reduction in the need for future FTEs while maintaining or improving services levels. Implementing a self serve citizen facing tax web-portal, a Corporate-wide Customer Relationship Management (CRM) solution, automated plate reading software and an agenda meeting management system are just a handful of the various digital investment opportunities identified in this Review that can be made within Town.

For the Town to obtain value on the various opportunities identified, it must plan for operating today, tomorrow and in the future. It is important for the Town to invest in digital tools to increase efficiencies and deliver increased output with similar levels of resources relative to its peers within the community, while maintaining or improving quality service in the Town.

People

While enabling digitization should be a top priority, it is equally as important to consider investment in the people of the organization. The digital tools require people to support their operations and ensure the investment made is being maximized to its fullest potential.

As well, based on current team complements, the Town is currently lagging in the back office and front-facing service delivery while the demand for services from residents have been growing at a fast rate. This speaks to the resourcing and capacity issues the Town currently faces within CSD, most acutely in Human Resources and Legislative & Legal Services. The number of staff required to support and sustain this growth will still need to increase, although not as rapidly as it would need to without digital tools.

Two comparative municipalities are operating with a total Corporate Services Full time equivalent (FTE) structure that is anywhere from 17-95%[7] larger than the Town's current complement across the 5 divisions within CSD. It is important to ensure each division has an FTE complement that will be able to sustain current and future levels of activity, to provide sustainable back office support to front line staff to meet the needs and expectations of their citizens.

Various organizational changes have taken place over the last few years in CSD, which resulted in new management and directors overseeing the Department. This has reinforced a desire to position the CSD as a business partner to the other departments across the organization. However, there are currently a number of positions open that should be filled. Investments in filling vacant FTE, revising the current FTE levels and training for people leaders are steps that should be taken to reflect movement towards business partnering from transaction processor.

The future of work involves operating digital processes and technologies to realize the benefits of these tools for sustainable service delivery. The implementation of digitization is associated with an upfront capital/time cost however, it results in freed up staff time to be spent on higher value-added tasks for the Town in the long-term once implemented. Other people elements such as culture and morale will also improve with balanced staffing levels and higher value tasks impacting the quality of service being delivered to the Town and its citizens. As the people are a key component to the success of an organization, obtaining the proper complement and hiring the appropriate staff as needed, is imperative to mitigating the Town's current capacity issues sustaining this future growth.

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[7] Calculated as a low and high range percentage that reflects the difference between total FTEs within each comparator and Milton total FTE divided by Total Milton FTE (Comparator 1/2 total FTE – Milton total FTE)/ Milton total FTE)

Process

The processes are a key component that ties the people and digital tools together. It is important to assess the current state of how tasks are done and what can be improved. This clear understanding helps in the selection of the most appropriate digital tools. The future state processes that come from implementing the digital tools will ensure services are delivered in a more efficient and effective manner. Transforming processes to be more streamlined in a digital environment allow staff more time to deal with growth, exceptions, and data analysis for data driven decision making. As such, the Town can focus on making better use of current resources to increase the financial sustainability and outlook of the organization.

Furthermore, process changes are also key in delivering on the CSD's desire to be business partners to the rest of the organization. For example, one of the identified opportunities is reassessing how the IT service help desk provides services. Another is the automation of certain AP processes. Both opportunities if implemented will allow the staff to spend less time on manual repetitive tasks and more time focusing on the larger issues that they encounter in their day to day jobs. If the Town is not adjusting its processes and moving in the same direction as the growth, this could hinder its ability to deliver quality service in the future.

Business cases - summary

Throughout our Review, we noted 56 findings and opportunities across the five divisions. From this list of opportunities, in collaboration with SMT and CSLT, we identified 10 distinctive business cases outlining improvements moving forward. These cases were developed using various steps throughout each work stream. Below is an outline that summarizes the process:

1 After conducting interviews with key members from each division and sub-division, we gained a deep understanding of each service and how well they are currently performing. In addition, we also gained knowledge on the current and future challenges the CSD is facing.

2 We supplemented this knowledge with the interviews that were conducted with SMT and Council, plus the survey data responses provided by Corporate Services and All Town Staff surveys. Together, this helped to shape the potential opportunities for the Town.

3 To help us further identify opportunities to improve service delivery and drive efficiencies, we compared current practices to a comparator analysis, as well as our knowledge and expertise of best practices.

Using this information, we developed 56 findings and opportunities. See Appendix B for complete listing.

4 Next, we shared our list of findings and opportunities with the CSLT and after receiving feedback, we worked alongside CSLT and further refined the findings and opportunities that were developed through virtual validation and prioritization workshops. In these workshops, we validated our understanding of the challenges and opportunities facing the Town. The CSLT leadership was guided through these sessions to collaborate, validate and agree on the opportunities. The result of these workshops was the identification of key opportunities to be developed into 10 business cases to be brought to Council for consideration.

5 Prior to finalizing the list of the top 10 business cases, the CSLT engaged with SMT who provided further feedback on the findings and opportunities to develop the finalized business case listing.

The ten business cases were developed and written in collaboration with CSLT and the respective business case owners. Each business case provided a thorough understanding of the opportunity and covered the following elements:

Background and context

Human Resources Implications

Business case rationale

Cost and Funding Requirements/Implications

Risk assessment and response strategy

Change management considerations

The Cost and Funding Requirements/Implications were characterized as follows:

**Capital Investment
(One-time costs)**

Low = <$100K

Medium = $100K-250K

High = >$250K

**Savings
(Real costs or FTE equivalent)**

Low = <$50K

Medium = $50K-100K

High = >$100K

Please refer to pages 5 through 15 for the executive summaries of the business cases. For further details regarding each business case, please see Appendix A.

Change management

This service delivery Review will result in various changes to the CSD and to the Town. These recommendations for improvement will vary based on the degree of complexity, risk, financial impact and difficulty in implementation. It is important to note that there are several previous initiatives currently taking place within the Town. These initiatives were excluded from our Review; however, these projects should be taken into consideration when looking at the overall impact and resources of the Town for all initiatives. It is crucial to have the proper change management measures in place to successfully implement these changes and enable communication with the key stakeholders and users of the services.

These measures should form a plan that aims to ensure the Town is able to effectively manage the prospective changes from beginning to end.

The following are common steps for a change management plan:

1 Review solution assessment

2 Determine changes to people and process

3 Define communication plan

4 Define training plan

5 Communicate the change management plan (which includes determining a change committee) to the stakeholders

6 Provide adequate lead time and transition time to the new solution

It is important to note that a change management plan and a communication plan should be developed in tandem to ensure proper alignment across the organization. Various recommendations impact multiple key stakeholders, therefore, it is important to properly address the needs and risks of all parties. The Town should consistently monitor the progress of the changes in order to update plans and respond to issues accordingly.

Conclusion

Over the past six months, we conducted a thorough Review of the Town's service delivery within the CSD as outlined above. Through this detailed work we have gained a detailed understanding of the 40 services performed by the five divisions of the CSD. This work resulted in 56 findings and opportunities that were further rationalized into 10 business cases for improvements that were presented to Town Council for approval.

The following are some key takeaways as a result of the service delivery Review:

Growth as a driver – The Town has seen significant growth in population as a community and growth will continue to be a key driver of the various opportunities and challenges the Town will face. A key enabling component of growth is implementing and providing the proper digital infrastructure to support the growth that is inevitable to the Town, which in turn will affect the Town staff and processes. It is important for the Town to take action now to help to bridge current service gaps but most importantly, support and manage growth in a sustainable manner for the future.

Enabling digitization - The Town should invest in digital solutions to automate manual activities in order to operate more efficiently now and in the future. Investing in technology infrastructure now will reduce future costs that will be needed due to the inevitable increase in demand for services due to growth. Digital data provides many benefits beyond cost avoidance such as accessible accurate data for analyses and decision-making. Further, integration of enterprise systems should also be a key priority to gain further efficiencies through more connectivity between standalone solutions with the organization.

People –The future of work involves operating digital processes and technologies to realize the benefits of these tools for sustainable service delivery. Digitizing frees up staff time to be spent on higher value added and business partner tasks for the Town. Other people elements such as culture and morale will also improve with balanced staffing levels and higher value tasks impacting the quality of service being delivered to the Town and its citizens.

Process –In order to embrace the move towards digitization and a shift to more customer-focused online services, the Town must remain flexible and agile in its development and maintenance of internal processes. Modernization of existing processes will allow the Town to transition into a new era of service delivery and limit the impact of these changes to all stakeholders.

Investing in the identified business cases for improvement as well as understanding that making combined investments to shift to digital delivery will help to embrace future growth and demand for services. It is extremely important to be able to continuously meet the needs and expectations of all stakeholders who utilize the services provided by the CSD and support them with strategic decision making by acting as a catalyst to their success. Most importantly, the Town must act now to focus on the future. This report identifies the priorities that if implemented can help make these goals a reality.

Appendix A – Business cases

Town of Milton Business Case (FIN08)

Increase Accounts Payable (AP) automation to create process efficiencies and improve service levels

Background and Context

Current state analysis

The Accounting sub-division is responsible for the Accounts Payable (AP) function, including payments made to vendors of the Town. Annual transactions include over 6,000 vouchers, over 4,000 utility bills, around 500 AP/Visa adjustments as well as between 13,000 and 20,000 Visa transactions. Between the various payment types such as Electronic Funds Transfer (EFT), wires and cheques there are around 8,000 payments made. Currently, the AP process is very manual in nature and is reliant on hard copy records. This has created inefficiencies within the organization, specifically creating additional time and effort required to process and track payments and respond to inquiries from vendors and staff, in addition to record-keeping requirements.

The Town is upgrading the Town's Enterprise Resource Planning (ERP) software to a more recent version. This version may provide electronic workflow and imaging. RPA can be an integrated component to any ERP to enable AP automation in invoice entry within the ERP system. AP automation through RPA should be factored into the overall ERP upgrade implementation.

During the upgrade process, the Town intends to review the intake process for invoicing in order to move to electronic formats where feasible.

The need for electronic workflow was initially identified through an independent Procurement to Pay review and Accounts Payable business process review during the financial year-end audit.

The volume in Accounts Payable processing continues to increase as the Town grows. Over time, there have been many changes within AP on how payments are processed. Please see below for examples of AP growth within the Town.

The number of invoices paid over the last 3 years has seen growth of:
- 2019 – 1%
- 2018 – 5%
- 2017 – 3%

However, the Visa program has grown drastically over the years. AP plays a key role with importing, balancing and reconciling this data. The biggest time investment comes with auditing each transaction for tax compliance (proper tax

coding for rebate purposes, proper supporting documentation). The AP team is responsible for making all the necessary tax adjusting entries, adjustments between years (i.e. accruals, prepaids, etc.) and coaching Visa cardholders and administrators in terms of coding, taxes, proper support, etc. AP currently oversees over 180 Visa users. Please see below for data related to Visa volumes and percentage increases year over year:

Visa Volumes ($):
- 2019 – 12.8 million
- 2017 – 9.9 million
- 2015 – 9.2 million
- 2013 – 6.2 million
- 2010 – 3.9 million

Percentage increase:
- 2019 – 29%
- 2018 – 18%
- 2017 – 8%
- 2016 – 24%
- 2015 – 49%

Town Strategic Priority Linkage

Please see Appendix FIN08A for details.

Business Case Rationale

Purpose: Increase AP automation to improve payment processing times to vendors and increase access to information digitally

Objectives: Improve the efficiency and effectiveness of the AP workflow process

Services: The Accounts Payable team provides a variety of services:
- Manages and processes vendor/customer invoices/payment requests:
- Matches invoices to purchase orders (PO) and receiving reports (including sub-contract)
- Reviews the PO Exempt items requests for accuracy in account coding and for proper approvals
- Processes recurring/scheduled Vouchers (i.e. debentures, employee benefits, rent payments)

- Enters vouchers for online payments i.e. corporate visa import, government deductions and remittances
- Processes Town utility costs (hydro, water and gas) set up for automatic banking
- Processes AP and Visa adjustments
- Issues payments to Town business partners utilizing a variety of payment methods (Electronic funds transfer, wire, online banking, cheques, VISA ePayables, online refunds, US money orders, etc.)
- Provides reconciliation and audit services for accuracy, completeness, proper authorization, appropriate accounting treatment (including recognition of prepaids and accruals) and tax compliance

Benefits: please also see "description of alignment to the Town priority areas" above.

AP automation provides the following benefits:
- Speed and accuracy of processing – 24/7 process can occur
- Scalable – Given the growth projection of the Town automation can be scaled to meet demand
- Increased vendor satisfaction – potential to increase transparency and timeliness of payment process
- Increased AP staff satisfaction due to reduction in data entry requirements and enhanced tools for process management and queries
- Increased departmental satisfaction as a result of having better tools to manage projects or vendor inquiries
- Improved control systems through automated workflows
- Reduced manual record-keeping requirements
- Increased time savings and AP capacity growth avoidance related to FTEs

Key stakeholders: The Town's vendors, Departmental staff, the Accounting division (including AP), IT division, Canada Revenue Agency and the Town's Auditors.

There is an opportunity for the Town to create an accounts payable workflow, use invoice imaging and increase the automation of the AP process in order to minimize the time required to trace and make payments to vendors. This would require a review of the current process workflow first to ensure the processes are well established prior to implementing automation technologies. Then, the Town could look to leverage technology in order to ensure that the manual effort required of employees is lessened through automation. This opportunity would require the Town to explore the options of robotic process automation

(RPA) or a managed service arrangement in order to improve payment processing.

Through this process the entire procure-to-pay process should be evaluated to ensure continuity throughout. Opportunities to leverage and link information from bid solicitation, to the purchase order or contract award, to the request for payment, to the release of holdbacks (where applicable), should be considered.

RPA has been introduced to both municipal and private sector organizations with respect to AP process, and both customized and 'out of the box' solutions exist for consideration.

Desired Outcomes (Value obtained)

Success of this initiative would include a re-allocation of resources from manual input to value-add services, cost avoidance as the Town continues to grow, and greater transparency and audit tools within the payment process.

The following KPI's may provide some insight with respect to the desired outcome of increased efficiency and effectiveness within the AP workflow and process.
- KPI: average processing time per payment
- KPI: lead time between invoice receipt and payment
- KPI: number of AP invoices/payments requests processed per FTE per year

Progress with respect to certain other outcomes (departmental and vendor satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by the Finance and IT Divisions in Corporate Service and the Accounting and Payroll sub-division. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state and continuing with the existing AP workflow. The advantage is no changes or training required no capital outlay for a new system. It is important to note that this alternative would result in longer time to complete AP workflow. As volumes increase, there will be additional pressures on existing team complement and therefore the Town will have to consider hiring more employees to manage the increased

volume and workflow as it can become unsustainable. As a result, the alternatives below would prevent a future cost escalation.

Alternative 2: Robotic Process Automation (RPA)

The use of an RPA automates certain tasks that were previously performed by staff, leading to faster, more cost-effective processes. RPA provides reengineering the process to elevate the customers and employees experience. Ideal for repetitive tasks using rule-based engines to do screen scraping and data validation. This solution provides the following benefits:

1. Improves quality – execution quality improvements can be immediately realized
2. Improves time efficiency - Process turnaround time can be dramatically improved which would allow more time for higher level tasks and decision enablement for existing employees.
3. Improves traceability – Robust security design and architecture has led to comprehensive audit logs, documentation and credential management
4. Cost reduction – cost savings can be achieved with every deployed automation

RPA for AP automation would be the appropriate solution and should be the chosen opportunity. This solution meets the objective of improving the efficiency and effectiveness of the AP payment process but in an accelerated manner relative to the managed service agreement. Its computer coded delivery and functionality has been known to allow for faster implementation, higher accuracy and significantly reduce processing time due to the significant reduction in manual effort required. Furthermore, an RPA would work with the existing automation capabilities within CMiC that have yet to be implemented to provide superior rigour and speed towards AP processing relative to other solutions available. This results in better quality and level of service delivery overall.

Alternative Selected:

Alternative 2 - It is recommended that the Town explore opportunities to introduce RPA into the AP process, specifically with respect to translating the information received via vouchers into a digital format for entry into the Town's ERP as the most appropriate solution. This automation would complement the Town's transition to an enhanced workflow and imaging platform and provide the various potential benefits as outlined above.

Implementation

High level implementation plan:

This opportunity contains four stages:

1. **Current state assessment:** This would require the update to previously mapped process workflow to ensure the processes are well established prior to implementing automation technologies and reflects the desired outcome. This would include interviews with users and staff providing the service to gain an understanding of what is working and what is not.

2. **Explore opportunities**: the Town could look to leverage technology in order to ensure that the manual effort required of employees is lessened. This opportunity would require the Town to explore the options of robotic process automation (RPA) or a managed service arrangement in order to improve payment processing. The Town could consider both solutions available within the existing ERP platform, as well as solutions in stand-alone software packages.

3. **System/vendor selection**: Investigate and perform a thorough selection process for the systems in consideration and select a system that best meets the needs of the business.

4. **Implementation**: roll out a project plan with various sprints in preparation for the implementation of the new system within the Accounting sub-division. Depending on complexity, a phased-in approach should be considered i.e. imaging prior to workflow, pilot business units.

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in 1-3 years time.

Level of difficulty: Depending in the alternative chosen, this is a moderate level of difficulty to implement

Service level impact: The result of this implementation could be an increased level of service for the Accounting sub-division, departmental staff, vendors and the Town's auditors.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town's Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The Accounting sub-division will still be able to operate however, it will continue to impact the efficiency of the Accounting sub-division in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies – additional time required to perform AP related tasks Increased audit and additional resources required to process AP and deal with vendors, internal staff, and audit requests.	Medium	Current state assessment can determine the type and variety of issues currently within the AP workflow to understand the magnitude of the issues the priority of issues to address.
Strain on the vendor relationship - Vendors potentially not get paid on time. In addition, automation may not be fully adopted and supported by vendors.	Low	Ensuring consistent line of communication with the vendors to communicate issues and potential delays within the payment process should be part of any of these changes. Furthermore, clear communication of its advantages and stakeholder engagement are critical to ease the transition of the vendors to the new solution.
AP automation tool (RPA) that is implemented may not integrate properly with the rest of the systems currently in place	High	When exploring opportunities and system/vendor selection, consideration should be given to the integration capabilities of the chosen tool relative to the overall system within the Town.
Increase in staff turnover– volume of work relative to the available staff can impact the team's morale	Medium	Ensuring that current staff's roles and responsibilities are redefined for automation can actually improve morale as staff is engaged in more interesting tasks.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-Term Implications - Through the use of AP automation, this opportunity will improve the efficiency of the operations however, it will reduce the need for FTEs to perform data entry or manual processes. As mentioned above, training and new roles and responsibilities can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. This would result in the savings of AP clerk time which could vary between 0.5 to 1 FTE – either through repurpose of current workforce or cost avoidance from future FTE growth from Accounting for the duration of the project.

Temporary resources – The Town could engage a third party to lead them through the current state assessment and /or the system selection. The Town would need to have staff dedicated to this project to complete the automation project, including dedicated internal Accounting and IT resources. Depending on the solution selected, this may or may not require backfilling of staff on a short-term basis during implementation.

Cost and Funding Requirements/ Implications

Total cost of the alternatives:

Alternative 1: no new costs in short term. Potential for new staffing requirements as the Town's size and volume grow.

Alternative 2: Please see below.

Total costs range between $81 – 175K for the opportunity.

- Approximately $70-120K (one time) for 2-3 months in consulting implementation costs (one-time costs)
- Approximately $6K-35K (per year) in licensing costs (operating costs)
- Approximately $5K – 20K (per year) in maintenance costs (operating costs)

These costs will be offset by the savings of AP clerk time which could vary between 0.5 to 1 FTE – either through repurpose of current workforce or cost

avoidance from future FTE growth. This has been estimated at a value of $39 to $78K annually[1].

On a net basis, the Town can project to save or repurpose value of up to $23K to $28K annually.

Please note costs will necessitate adjustments at later dates every time the underlying process change.

The timeline is 2 months, of which 2 weeks are planning, 4 weeks analysis & coding, 2 weeks transition into production.

These estimates have been derived based on comparable implementations of this solution in other public sector organizations (including crown corporations, provincial and federal ministries/agencies) within recent years.

Costing methodology:

Cost will depend mostly on the client process complexity, documentation and variability.

The largest cost of RPA is:

1. The Business Analyst decomposing the process to a "desktop procedure" detail-level (to the exact button the user clicks on), in order to get the detailed logic behind the process – if such logic already exists and is documented, the RPA cost can be reduced dramatically
2. The RPA developer encoding all of the detailed steps into the Bot
3. Recurring license costs going from $6K – 35K per year depending on the chosen license

Cost sensitivity:

The following factors increase (+) or decrease (-) the cost:

- Duplication of the same process because of different entity procedures (++)
- Duplication of the same process because of different systems (++)
- Complexity of transactions and judgment (for example having two fully different type of AP) (++)
- High-level process documentation rather than desktop procedures (+)
- Undocumented or not up-to-date business processes (++)
- Usage of cisco or another protected remote environment (+)
- Source documents not issued by the company (AP Invoices) requiring Optical Character Recognition (OCR) capabilities (++)

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[1] Savings calculated as AP Clerk salary range $54,051 to $67,563 plus average benefits of 28% at midpoint of $77,833. Midpoint salary applied to savings range of 0.5 to 1 FTE, thus equaling savings of $38,916 to $77,833.

- Standardization of processes across the organization (-)
- Common usage of templates (-)

Potential Savings

Potential savings from this opportunity will be primarily in the form of time savings within the organization. Within Accounting and AP, there will be a reduction in manual intervention within the AP process. Departmental staff can also be expected to realize some degree of time savings as a result of the workflow and reporting tool enhancements. In many cases, these savings may likely translate to opportunities to reallocate staff time to higher value activities. The Town can look for opportunities to translate the aggregate savings to tangible savings though through the more detailed implementation process.

In the long term, given the degree of growth expected for the Town the largest potential savings may be in the cost avoidance that can be expected by moving from manual to automated solutions, as less growth in staff will be required to absorb the higher volumes expected in AP.

A stronger process and workflow through automation will also reduce the risk that are inherent within a large volume service such as AP, which in the long run would also be expected to represent a financial benefit to the Town.

Summary

Based on selection of alternative 2:

Level of capital investment: Low/Medium = <$100K-250K (one-time, external costs only)

Level of reoccurring costs: Low = <$50K (on-going costs)

Level of potential savings: Low = <$50K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The AP team

Key issues/concerns: the impact on the AP team's staff complement as the RPA solution will alter the nature of their roles and require education with respect to new technologies.

Impacted stakeholders: The IT team

Key issues/concerns: the number of resources and time needed to tend to this implementation and subsequent maintenance/oversight

Impacted stakeholder: Other Town Staff

Key issues/concerns: learning curve associated with any changes to workflow or technology, as well as integration with other steps in the procure-to-pay cycle

Impacted Stakeholder: Vendors

Key Issues/Concerns: New workflow and processes may require stronger enforcement of the Town's requirements of the data required on a complete and valid invoice or voucher

The following steps should be taken accordingly:

Change management plan:
Please see Appendix A.2 for details.

Communication strategy/plan:
Please see Appendix A.2 for details.

Assumptions

N/A

Appendices

Please see below Appendix FIN08A for details.

Appendix FIN08A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Service Innovation	AP automation has the ability to enhance and streamline the communication between the Town and its vendors, with increased transparency regarding AP workflow and payments.
	1) AP automation can help to improve payment processing times to vendors which will help to strengthen their working

	relationship and improve the efficiency and effectiveness of the AP workflow by removing the manual intervention and increasing the accuracy for processing. In addition, automating AP allows the Town staff to focus people costs on higher value activities.
	2) Exploring the opportunity of AP automation should reduce the error rate in processing AP. Furthermore, it can help the Town to manage its finances by ensuring AP is processed on time with minimal effort. It can be expanded to account for the growth of the Town's AP requirements.
	3) AP imaging can help with workflow management that enables better insight into processing delays and accessibility of reviewers of AP documentation. Removing the manual search of support documentation and being able to rely on electronic search will reduce the time and expenses around AP operating activities.
	AP automation can reduce the need to hire additional staff as demand increases through Town growth.
Community Attractiveness & Competitiveness	AP automation, workflow and imaging can support the Town's effort to reduce consumption of paper and other materials in support of environmentally sustainable solutions.
Increase in revenue potential	Exploring the opportunity of AP automation can help the Town to manage its expenses related to AP activity within sub-division. Utilizing digital solutions can improve and streamline the AP process. This may not increase revenue but will free up the time of staff to perform other valuable activities.

*Source: Council Staff Work Plan 2020-07-20

Town of Milton Business Case (FIN12)

Create a Self Service Web Based Portal for property tax activity

Background and Context
Current state analysis

One of the Tax sub-division's responsibilities is answering the requests and questions of citizens related to the management of their property tax account. The sub-division currently spends a lot of time tending to the tax needs of citizens given the lack of online, self-serve options available to use before approaching the sub-division for specific needs. It should be noted that in 2019, the Corporate Services department received 20,061 emails and 15,256 phone calls primarily relating to property tax status, how to obtain various documents and to inquire about pre-authorized payment options.

	Frequency	Price Per Unit	Processing Time Per Unit (mins)	Units Processed	Revenue Generated	Total Time To Process
Statements/Bills/Receipts	Daily	$ 25	2	1302	$ 32,550.00	43
Tax Certificate	Daily	$ 55	4	776	$ 42,680.00	53
Rush Tax Certificate	Daily	$ 75	4	428	$ 32,100.00	29
					hrs/yr	126
					hrs/wk*	3

	Volume	Average duration (minutes)	Minutes per year	Hours per week*		Potential Staff Time save
Auto-pay entry new accounts	971	8	7,768	3		3.00
Auto-pay modify bank info	184	4	736	0.25		0.25
Auto-pay cancel program	617	5	3,085	1		1.00
					hrs/wk*	4.25

	Volume	Average duration (minutes)	Minutes per year	Hours per week*	50% Allowance for continued response method	Potential Staff Time save
Phone Calls	15,256	3	45768	15	$ 8	8
E-mail/Fax	20,061	6	120366	40	$ 20	20
					hrs/wk*	28
*hours per week based on 50 weeks to account for Xmas shutdown/Stat holidays					total	35.25

Due to an expanding population, this has resulted in a widening gap between current taxation system functionality and an increase in need to provide timely tax-related information via online. Capital budget funds of $1.7M were previously approved by Council to replace the current Property Tax application software. Due to the results of the review of the current marketplace, the funding was returned to the capital forecast period (by two years) to allow for the market in software vendors to further progress. A portion of these funds

were intended for inclusion of a self-serve portal as part of the broader property tax solution.

The current Taxation system does not offer native online self-service functionality nor does it provide publicly available API integrations through which an online self service portal can be quickly developed.

Town Strategic Priority Linkage

Please see Appendix FIN12A for details.

Business Case Rationale

Purpose: Create a self-service web-based portal for tax activity to improve how the Town is responding to the requests and questions of citizens related to their tax information. The portal will also receive ratepayer data such as mailing address and email address changes, applications for Auto-pay enrollment, program deletion, bank account edits and e-billing requests in which the data will automatically be uploaded into the current Tax application with minimized manual intervention from tax staff.

Objectives: Improve the efficiency and effectiveness of the Tax information request process for taxpayers of the Town.

Services provided: The Town currently processes over 35,000 service requests manually from taxpayers regarding questions on their tax information. The Tax sub-division is also responsible for the following:

- Billing and collecting of approximately $200M in local, Regional and educational property taxes per year
- Collecting other forms of revenue for the Town (i.e. cashier services that collect transit revenue, parking tickets, permit revenue, wedding licenses and etc.)
- Producing detailed analytics for both the Financial Planning area and the Region of Halton that support recommendations for both the annual setting of the budget, and the setting of annual tax policy respectively
- Responding to ratepayer inquiries and providing an array of information to the public
- Educating the ratepayer on policy and legislation relating to property taxation

Benefits: please also see "description of alignment to the town priority areas" above. This solution provides the following benefits:

- Reduces Inquiries (Ticket Volume) (costs) - A self service capability will allow the customer to answer their own questions online and therefore, reducing the likelihood of submitting a ticket. Consideration should also be given to a town-wide ticket/email management software, this would result in a direct reduction in ticket volume.
- Reduces the amount of time agents spend on simple inquiries/tickets (costs)- With ticket volume lowered, most remaining tickets that reach support agents are more complex in nature and are likely matters requiring agent escalation to resolve. Fewer tickets result in agents resolving incoming tickets at a faster rate and therefore, more time to spend on higher-value tasks/special projects. This would also translate to less burnout and overall increased morale.
- Allows 24/7 customer service - A self-service portal allows taxpayers to login and find the information they need at a time that is convenient for them.
- Increases ease in which information is presented and shared – A self-service portal allows for not only simple questions to be answered quickly but also common questions that are more complex to be addressed. Creating pages on the portal that serve as training guides with complete screenshots and videos, will allow the customer to be walked through common issues, while allowing them to learn at their own pace. The Town will also need to consider the Accessibility for Ontarians with Disabilities Act (AODA) compliance as well as on-going updates to ensure continued accuracy of materials.
- Promotes modernized perception of how we do business – each of the benefits above lead to direct savings of time and money but also contribute to how customers perceive the Corporation as a forward thinking, innovative entity.
- Increases citizen satisfaction - Self-service portals can increase citizen satisfaction by providing citizens an easy path to finding answers, resolving issues and generally improving their customer experience when more digital services are desired by citizens.

Key stakeholders: the Town's taxpayers, the Tax sub-division and the IT division.

There is an opportunity for the Town to evaluate the current self-service, web-based service offerings to determine if they can add tax activities that the citizens could use instead of approaching the Tax sub-division for specific requests. This would significantly decrease customer service requests directed towards staff, saving them up to 35.25 hours per week.

Of special note, development of a self-service portal must be designed to accommodate a 'plug and play' approach so that the portal could be integrated

seamlessly from one Tax System to another (or alternatively the tax portal can be introduced at the same time as an updated software solution that addresses all of the Town's tax needs). It should also consider inquiry ticketing processes in conjunction with the broader Corporate review.

Desired Outcomes (Value obtained)

The overall goal of this opportunity is to improve and enhance the taxpayer's service experience when accessing their tax related information. The desired outcome would be increased efficiency and effectiveness for the Tax sub-division's processes when engaging with citizens of the Town. Based on the most recent estimates, staff currently answers over 20,000 emails a year and 15,000 telephone calls, taking around 63 hours a week of time spent on these activities.

The following KPIs should decrease after the launch of the portal but should be used to measure the performance of the sub-division:
- KPI: average amount of time (hours) spent processing customer service requests per week
- KPI: lead time between customer request and resolution
- KPI: Number of requests that were handled manually

Progress with respect to certain other outcomes (customer satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by both Finance and IT in Corporate Services as it will touch on the web portal managed by IT and the Tax inquires managed by Finance. The roles will depend on whether a third party is engaged to do the work or if this is done in house. Either way, a project manager and project steering committee would be recommended, with external taxpayer input.

The cost of the portal versus the benefit in saved time should have a soft dollar return on investment. Taxpayer customer satisfaction with the new portal can also be measured by an exit survey or a "Did you find this useful" rating on the web page.

Identify and Analyze Alternative Options

Alternative 1: Do nothing
An alternative always is to maintain the current state and continuing with the existing Tax information request structure. The advantage is that there would

be no changes or training required and no cost outlay for the creation of the new self-service portal. The other advantage is that a new tax software may include this feature, however, this would be a longer-term solution to the issue. As the town grows in size, the demand for tax services will increase which could result in unsustainable growth and workflow managed by the team.

Alternative 2: Creating a self-service web-based portal for Tax queries– in house development (IT programmer to write the system)

Although this is a possibility to develop a web-based portal through in house development, the Town does not have the capacity to lead such a project or subsequently maintain the system. Therefore, the alternative is not a viable solution.

Alternative 3: Implement a self-service web-based portal for Tax queries – external service provider

A self-service portal is a website consisting of self service and self help functions that enables and empowers the consumer to request services, locate information and register and resolve issues.

This solution provides the following benefits:

- Reduces the Tax sub-division's time (costs) and the number of support queries that are handled currently by the Tax team. The self-service functionality allows citizens to action most tax related activities on their own.
- Allows 24/7 customer service. A self-service portal allows taxpayers to login and locate the information required on their own time.

Self-service portals can increase citizen satisfaction by providing an easy path to finding answers, resolving issues, and generally improving the customer experience when more digital services are desired by citizens. The advantage of sourcing the creation of the portal externally is that this would reduce the burden on other internal resources during the development of the portal. The disadvantage is that costs may be higher. Should the portal be provided through an external software that is separate and distinct from the Town's other tax software, integration between the systems will be essential in order to realize the benefits and efficiencies desired. This alternative may include the sourcing of an off-the-shelf solution, development of a solution, or some combination of the two options.

Alternative selected:

Alternative 3 - It is recommended that the Town explore opportunities to introduce an external third-party self-serve option as this solution meets the objective of improving the efficiency and effectiveness of the Tax information

request process for taxpayers of the Town. Furthermore, the automated process of receiving information and uploading direct into the taxation database reduces risk of manual entry error, required staff time (complementing the Town's transition to an enhanced workflow and customer-based platform) and provide the various potential benefits as outlined above. Due to the initial and on-going resource demands associated with maintaining the software solution, an external service with an established platform would be most appropriate for the Town.

Implementation

High level implementation plan:

This opportunity contains four stages:

1. **Current state assessment:** In the current state, the following would be investigated further to ensure the best path forward is achieved.

   - Gain an understanding of the types of inquires that have been requested for Tax. This would be an assessment of the top ten repetitive inquiries to assess whether they could be resolved by a web-based self-serve portal.
   - Understand the Application Programming Interface (API) capabilities of the current Tax software.
   - If API capabilities were limited, a further investigation would be required to understand if the current Tax software's database and programming language could interact with the web-based portal.

2. **Explore opportunities**: the Town could look to leverage technology and explore the options of current self-service, web-based service portals available in the market that link to the current Tax software if they do in fact exist.

3. **Vendor selection (if third party developed)**: Investigate and perform a thorough selection process for the vendor in consideration and select a vendor that best meets the needs of the business.

   - **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements
   - **Options Analysis:** The Town could explore options of current self-service, web-based service portals available in the market that link to the current Tax Software (off the shelf solution), if they do in fact exist. As well, a market scan could be conducted to explore possible third-party developers for the portal.
   - **Obtain pricing and demo the solution (for off the shelf):** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions.
   - **Proof-of-concept evaluation (for off the shelf):** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit.

- **Contract execution (for both):** Ensure what has been promised is what will be delivered through rigour and documentation.
- **Implementing planning:** Develop roadmap for solution success.

4. **Implementation**: roll out a project plan with various sprints in preparation for the implementation of the new self-service web-based portal within the Tax sub-division and across the organization.

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in 1-3 years time.

Level of difficulty: Low level of difficulty to implement

Service level impact: The result of this implementation would be an increase in level of service for the taxpayer, time savings for Tax clerical staff.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is moderate. As the Town grows, responding to these inquiries manually will become more difficult from a capacity perspective.

Key risk	Impact	Response strategy
Issues not addressed by the web portal resulting in continued inefficiencies	Moderate	The current state assessment can determine the type and variety of issues currently being asked within the Tax inquiries and whether the portal could address over 50% of the questions.
Resistance to using technology for inquiries by the citizen.	High	Ensure proper communication and education to taxpayers regarding how to use the portal. In addition, offering the ability to still reach a human representative for their questions for those who remain resistant to the new self service portal.
The self-service web-based portal may not integrate properly with the current Tax software	High	By exploring this issue prior to any implementation, it will be known if the project should continue or if alternate solutions are needed.

With permanent growth in population, the existing staff compliment cannot sustain completion of workload volumes using current operational methods	High	Successful redirection of customers and exchange of data through automated upload will allow current clerical staff to manage operational obligations as the Town grows while minimizing new staffing requirements.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long term implications - Through the creation of a self-service web based portal, this opportunity will improve the efficiency of the operations as it will reduce the need for FTEs to respond to many of the citizens' queries and requests and reduce the need for FTE's to perform data entry or manual processes for some tasks. As mentioned above, training and new roles and responsibilities can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. This would result in the savings of the Tax Clerk time which reflects 1 FTE – either through repurpose of current workforce or cost avoidance from future FTE growth.

Temporary resources – The Town could engage a third party to lead them through the current state assessment and /or the vendor selection. A third-party software developer could also be engaged to implement the portal. The Town would require a taxation subject matter expert from the Tax team dedicated to this project as well as internal IT resources. Depending on the solution selected, this may or may not require backfilling of staff on a short-term basis during implementation.

Cost and Funding Requirements/ Implications

Total cost of the alternatives:

Alternative 1: no costs associated with this alternative. Potential for new staffing requirements as the Town's size and volume grow.

Alternative 2: Please see below.

Total costs are $0 for the opportunity as it is being internally delivered.

The costs associated with this alternative would be in terms of time and effort required by existing FTEs, however, it has already been determined that the IT division currently does not have the people or budgetary resources to tend to this implementation internally and therefore, is not a viable solution.

Alternative 3: Please see below.

Total costs are approximately $117K – 167K for the opportunity based on existing quote.

System selection: $0 (The Town has previously undertaken a market assessment using internal resources from IT and Finance, and therefore it is assumed the future market assessment can be undertaken in a similar fashion with no external consulting costs incurred).

System costs and implementation: $102,500 - $152,500 (one-time cost)

On going costs: $14,765 annually

These costs will be offset by the savings of the Tax Clerk time which reflects 1 FTE – either through repurpose of current workforce or cost avoidance from future FTE growth. This aligns with a 35-hour work week which represents net potential savings recognizing that some of the call and email volume will remain regardless. This has been estimated at a value of $84K[2] annually considering both salary and benefits.

On a net basis, the Town can expect to save or repurpose $69K[3] annually.

Summary

Based on selection of alternative 3:

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[2] Tax Clerk salary and benefits value of $84,000 as provided by the CFO.

[3] Annual net savings assumes the salary of $84,000 is net against $14,765 of on-going costs.

Level of capital investment: Medium = $100K-250K (one-time)

Level of reoccurring costs: Low = <$50K (on-going costs)

Level of potential savings: Medium = $50,000- $100,000 in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Tax team

Key issues/concerns: the impact on the team's staff complement as the self-service web-based solution will change the roles and responsibilities of the tax team's job

Impacted stakeholders: The IT team

Key issues/concerns: the number of resources and time needed to tend to this implementation and subsequent maintenance/oversight, solution security, reliability and data integrity.

Impacted stakeholders: The Town's taxpayers, external Lawyers and Financial Institutions

Key issues/concerns: the ease of use of the self-service web-based portal.

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

Communication strategy/plan:

Please see Appendix A.2 for details.

Assumptions

N/A

Appendices

Please see below Appendix FIN12A for details.

Appendix FIN12A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Increase in revenue potential	Exploring the opportunity of a self-service web-based portal can help the Town to manage its expenses related to tax activity within the Tax sub-division by providing access to citizens to action their own tax activities instead of having to reach the Tax sub-division for specific requests. This may not increase revenue but will free up the time of the Tax sub-division to perform other valuable activities.
Planning for growth	A self-service web-based portal for tax activity has the ability to enhance and streamline the communication between the Town and its citizens, with increased transparency regarding their tax requests. This can help to better manage the volume of inquiries and requests currently addressed by the Tax sub-division and as this volume will increase due to growth in requests.
Service innovation	A self-service web-based portal for tax information would allow the Town to provide their citizens with an online digital service for tax inquiries. By investing in innovative solutions, the Town can help to improve overall operations with the Tax sub-division and the citizens' experience as they demand more online access to their information.

*Source: [Council Staff Work Plan 2020-07-20](#)

Town of Milton Business Case (FIN13)

Implement a work order system to track Town maintenance activities to facilitate efficient access for insurance claims, Region and Freedom of Information (FOI) request purposes

Background and Context

Current state analysis

When insurance claims are made against the Town, the Town relies on the manual maintenance records produced by the Town to defend such claims. The Town performs and holds maintenance records on behalf of the Region as well and must respond to requests for records from the Region. Freedom of Information (FOI) requests also require providing such records. Some maintenance records are manually kept in hard copy in the Town's offices and others are kept in the computer system which adds to the complexity of records retrieval. Town employees experience inefficiencies locating the working papers, as they must not only track down the relevant file but also reproduce the record by physically printing from the system or scanning, copying paper files. It should be noted that locating maintenance work papers consumes at least ~20% of the work week for one Full-Time Eqivalent (FTE) involving the potential retrieval of 100 to 300 plus paper copy records weekly.

As it stands, these records may face challenges in meeting requirements of the Enterprise Content Management project and records retention by-law.

There has always been a manual process for tracking Town road maintenance. As well as the manual process of record retrieval. This has led to inefficiencies and sometimes inaccurate record keeping which can hinder the defence of claims and timely response to requests from Region or FOI. Most municipalities have moved to an electronic tracking system for road maintenance.

Currently AMANDA is used for inputting work orders for Operations. Work orders are generated from road patrol via the collector application or from service requests inputted by customer service staff who receive emails or phone calls. It would be beneficial to have a system that could be intergraded with AMANDA. AMANDA is also used for park and forestry service requests.

Needs and benefits in relation to a work order management system were considered as part of the increase Automation in IT opportunity as described in

report ES-015-19. That review focused on the potential system benefits in relation the Operations division, specifically in creating efficiencies in the process from the original identification of a need for intervention to the final resolution and recording of outcome. As such, any consideration of improvements in the process/records management for risk purposes will need to consider theses related opportunities within the broader organizational context.

Town Strategic Priority Linkage

Please see Appendix FIN13A for details.

Business Case Rationale

Purpose: Implement a work order system to track Town maintenance activities to improve how the Town is responding to record requests for the Region and FOI as well as defending claims.

Objectives: Improve the efficiency, accuracy and effectiveness of the maintenance record retrieval process.

Benefits: please also see "description of alignment to the town priority areas" above and details under alternative 2 within "identify and analyze alternative options" below.

This business case is to assess the potential implementation of a work order software. The benefits of performing a proper system selection is ensuring that the software the Town eventually purchases meets the requirements from both a functional and business point of view. Please see below for the steps involved in the process.

The software may offer the following benefits as it can:
- Create and qualify work orders issued from service calls or maintenance plans
- Improve the overall timeline from initial maintenance issue identification through resolution and documentation in a near real-time manner
- Launch automatic scheduling based on various parameters or create new optimized routes
- View current active status and workload
- Send alerts via field personnel mobile phones and SMS/email notifications to customers to inform them about upcoming services (if available and applicable)

- Fill out customized sections and fields: describe job, track items, take pictures, rate customer satisfaction (if applicable)
- Retain a file of closed maintenance records that can be accessed by location and date for reporting and insurance purposes
- Track open work orders for follow up and resolution
- Create required works in conjunction with Operational Legislated Risk Proactive Maintenance Inspections. This can, include legislated time to repair; time between inspections or other incidental reporting up to completion of required maintenance.

    This will incorporate the following:

    – Minimum Maintenance Standards (MMS) 3 times daily winter (combined Milton and Region) road patrols, November to April
    – MMS Town daily road patrols 52 weeks of the year
    – MMS Regional daily road patrols 52 weeks of the year
    – Monthly Playground inspections
    – Daily Splash pad inspections May to September
    – Annual road light inspections Region and Town
    – Annual pathway and Parking lot Light inspections
    – Annual railway inspections
    – Annual woodlot inspections
    – Weekly sports field inspections May to October
    – Weekly park inspections May to October
    – Annual Sidewalk and curb inspections to include associated repairs
    – Annual Jannock land inspections
    – Annual Jannock Ash Cap inspection
    – Monthly Jaycee trail inspection

Increased availability and accuracy of documentation will improve the successful defence of claims against the Town. Aside from insurance claims and FOI requests, a comprehensive work order system could also provide other benefits applicable to various other departments across the Town that perform work orders.

Key stakeholders: the Purchasing and Risk sub-division, Community Services department, Information Technology (IT) division, Town's legal counsel, insurance companies and insurance claimants.

In order to ensure the correct software is chosen, the Town should perform a system selection process considering possible software solutions available that can integrate with other Town systems. This would ensure that a streamlined process is in place for the Town maintenance of roads and other areas for work order improve the level of services. This will allow the Town employees to

quickly access information related to maintenance for insurance claims and other purposes.

Desired Outcomes (Value obtained)

The overall goal is to improve and enhance the Town's ability to provide timely identification, resolution of, and subsequent documentation pertaining to all maintenance operations performed across Town assets. The desired outcome would be increased efficiency and effectiveness of the processes to maintain records documentation and retrieval, as well as to reduce the risk to the Town that results from missing or incomplete data. Currently one staff spends approximately 20% of their time on this activity involving the potential retrieval of 100 to 300 plus paper copy records weekly.

Outcome measures that may be considered include:

- KPI: average amount of time (hours) spent retrieving maintenance requests per week (currently averages around 7 hours a week at existing volumes)
- KPI: lead time between insurance claim request and retrieval (currently averages around 3 weeks at existing volumes)

Progress with respect to certain other outcome (customer satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Finance and IT in Corporate Services and Operations in Community Services. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative is to maintain the current state and continue with the existing manual production and retrieval of maintenance documentation. The advantage is no changes or training required and no capital outlay for the new software. Work orders could be part of a new Customer Relationship Management (CRM)or scheduling software system implementation, so doing nothing could help reduce parallel effort. The disadvantage is that as the Town grows, the time and effort it takes to locate paperwork and records will grow and become unsustainable.

Alternatives 2&3

This business case is to implement a work order software.

As mentioned above, the software has the following benefits as it can:

- Create and qualify work orders issued from service calls or maintenance plans
- Launch automatic scheduling based on various parameters or create new optimized routes on the map
- View current active status and workload
- Send alerts to field personnel mobile phones and SMS/email notifications to customers to inform them about upcoming service (if applicable)
- Fill out customized sections and fields: describe job, track items, take pictures, rate customer satisfaction (if applicable)
- Retain a file of closed maintenance records that can be accessed by location and date
- Track open work orders for follow up and closing of the loop
- Create required works in conjunction with Operational Legislated Risk Proactive Maintenance Inspections, including legislated time to repair; between inspections or incidental reporting up to completion of required maintenance to incorporate the following:
  – Minimum Maintenance Standards (MMS) 3 times daily winter (combined Milton and Region) road patrols, November to April
  – MMS Town daily road patrols 52 weeks of the year
  – MMS Regional daily road patrols 52 weeks of the year
  – Monthly Playground inspections
  – Daily Splash pad inspections May to September
  – Annual road light inspections Region and Town
  – Annual pathway and Parking lot Light inspections
  – Annual railway inspections
  – Annual woodlot inspections
  – Weekly sports field inspections May to October
  – Weekly park inspections May to October
  – Annual Sidewalk and curb inspections to include associated repairs
  – Annual Jannock land inspections
  – Annual Jannock Ash Cap inspection
  – Monthly Jaycee trail inspection

The Town should explore leveraging asset information already recorded within existing Town systems (i.e. GIS) to reduce data duplication and support a "single source of truth" information base that can be queried and utilized by other systems within the organization.

Alternative 2: Implement a work order system for road maintenance

Perform a detailed system selection to assess the requirements for a work order system for road maintenance. A thorough system selection would provide the

Town with the planning and investigation that can result in finding a solution that meets the requirements of the Town.

This solution would enhance the Town's ability to provide timely identification, resolution and recordkeeping abilities surrounding road maintenance operations. This would meet the objective of reducing the need to produce and retrieve manual paperwork for claims, Region requests, FOI requests and a more efficient tool for accurate record keeping by Operations staff. There are a number of processes within the Town that could benefit also from a work order system. Currently, this alternative is a pilot work order system for road maintenance only. Please see Alternative 3 for work orders the whole town.

Alternative 3: Implement a work order system for all Town work orders

Perform a detailed system selection to assess the requirements of a work order system for Town activities – potentially including all resident-facing operational departments, as well as internal work orders. A thorough system selection will provide the Town with the planning and investigation that can result in finding a solution that meets the requirements of the Town.

The use of a work order system guards against overlooked requests for work to be done and makes it easier to schedule workload, hiring needs, timely ordering of supplies and materials and helps to better manage the volume of maintenance activities. Efficient scheduling improves cost accounting and can improve the effective usage of Town resources – including materials and labour. Currently operational departments use their own processes and systems (i.e. SharePoint) to manage scheduling.

A work order system would be the appropriate solution and should be the chosen opportunity. This solution meets the objective of improving the efficiency and effectiveness of the maintenance activity process and provides various benefits that are advantageous to the Town overall. Digitizing maintenance records with a system that allows for ease of production on Operations staff, ease of retrieval, alleviate the current strain on resources, and allows for reallocation of time otherwise spent locating paperwork by the Purchasing and Risk team.

Alternative selected:

Alternative 2 is the preferred alternative at this time. The ability of the preferred system to expand to or accommodate other service areas should be a requirement of the system in the selection process, and Alternative 3 may be considered in the longer term or on a phased basis.

Implementation

High level implementation plan: this opportunity contains four stages:

1. Current state assessment: This assessment will include a thorough understanding of the current system and work orders involved within the operations. It is important to note that work orders are not a standalone process. Filling work orders can be part of broader processes and therefore, consideration should be given to the broader enterprise systems in place (CRM, ERP, Time and attendance/HRIS, capital planning and accounting, etc.) to properly assess the systems in place and their expansion to the alignment of business requirements.

2. Explore opportunities: The Town could look to leverage technology and other related tools and hardware options.

3. System/vendor selection: Investigate and perform a thorough selection process for the new work order software system and select a system that best meets the needs of the business. This stage contains the following steps:

- **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements
- **Options Analysis:** Conduct preliminary market research to gain an understanding of options.
- **Obtain pricing and demo the solution:** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions
- **Proof-of-concept evaluation:** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit
- **Contract execution:** Ensure what has been promised is what will be delivered through rigour and documentation
- **Implementing planning:** Develop roadmap for solution success

4. Implementation: roll-out a project plan with various sprints in preparation for the implementation of the system. Training for applicable staff and testing phase (will be dependant of service provider).

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in 1-3 years time.

Level of difficulty: Depending on the alternative chosen, this is a moderate level of difficulty to implement

Service level impact: The result of this implementation could be an increased level of service for the Purchasing and Risk sub-division and Community Services department.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The Purchasing and Risk sub-division will still be able to operate however, it will continue to impact the efficiency of the Purchasing and Risk sub-division to a higher degree in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies	Moderate	Current state assessment can determine the type and variety of issues currently within the work orders to understand the magnitude of the issues and the priority of issues to address.
Resistance to change	Moderate	Ensuring proper communication and training for maintenance staff on the use of the new technology and its advantages to ensure seamless transition to the work order system's digital capabilities.
The work order system that is implemented may not integrate properly with the rest of the systems currently in place	Moderate	When exploring opportunities and system/vendor selection, consideration should be given to the integration capabilities of the chosen tool relative to the overall system within the Town.
Lack of understanding of the scope of the project and how it interrelates to other processes within the organization	Moderate	Ensuring proper communication and education regarding the magnitude of the work orders' impact to the overall Town is crucial to understanding that it is part of a whole process and not just a stand-alone element.
Inability to respond to requests in a timely manner	High	FOI and more importantly insurance requests either through the Region or Town will be addressed in the

		implementation and reporting to the Region in the new software.
Inability to successfully defend claims	High	Not changing the manual production and retention of records can lead to missing or illegible records leading to the inability to defend a claim resulting in settlement costs.

Issue management strategy and project escalation approach:
Please see Appendix A.1 for details.

Human Resources Implications

Long-Term Implications - This opportunity will have a Town wide impact and improve the efficiency of the operations within various processes across the organization. As mentioned above, training and new roles and responsibilities can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. Although the work order system would reduce time required substantially, it would not eliminate the cost entirely as there would still be a need to search for information electronically. As such, it is assumed that approximately 17% of existing FTE time can be reallocated – either through repurpose of current workforce or cost avoidance from future FTE growth.

Temporary resources (resourcing for implementation) - The system selection process does require the time of the Town staff to attend interviews and validate findings. The Town could engage a third party to lead them through the system selection and implementation process. Human resources required for implementation would include involvement of staff from IT, Operations, Purchasing & Risk Services and input from the Information Governance & Records Manager. Depending on the solution selected, this may or may not require backfilling of existing roles may be required for the primary project team members on a short-term basis during implementation. Applicable training would be required involving staff utilizing the software and input of the electronic records. The necessary equipment resources would also be required. The extent of resources can be further defined through the system selection process.

Cost and Funding Requirements/ Implications

<u>**Total cost of the alternatives:**</u>

Alternative 1: No costs at this time. Potential for new staffing requirements as the Town's size and volume grow.

Alternative 2:

Total costs range between than $795K-$910K for the opportunity.

- System selection: Approximately $95-110K (one time) for 2-3 months in consulting fees for system requirements and selection process
- Implementation: Approximately $600K (one time) for 4 months in consulting fees for system implementation
- Ongoing costs:
  - The Town can likely anticipate to pay licensing and maintenance fees on an annual basis, estimated around approximately $100K-$200K annually. The on-going costs of a Work-order System is highly dependent upon the system chosen and the scope of departments/number of users which use the system. These characteristics will be determined through the system selection process.

Please note that if the work order system is considered as part of the overall CRM opportunity (LL07), cost savings within the work order system implementation can be gained.

Currently, 20% of time is required today by Risk Management staff. Although the work order system would reduce time required substantially, it would not eliminate the cost entirely as there would still be a need to search for information electronically. As such, it is assumed that approximately 17% of the time can be reallocated. This has been estimated at a value of $20,000 annually. Due to the immediate focus of this business case, this would only capture the time savings within Risk Management and does not consider any other divisions where additional benefits of the work order system can be realized.

Given the difficulty estimating the on-going costs, it is difficult to estimate the net savings of this opportunity. On a net basis, the Town can expect savings in the form of improved level and quality of service delivery and future cost avoidance in the immediate term where future annual cost benefits and savings can be realized and better quantified once the system is implemented.

Alternative 3: Nature of costs will be similar, expect likely all costs will be at the top end of the provided ranges or greater as the project scope will be much larger.

Summary

Based on selection of alternative 2:

Level of capital investment: High = >250K (one-time, external costs only)

Level of reoccurring costs: Medium = $100K-250K (on-going costs)

Level of potential savings: Low = >$50K in related time savings (annually) (please see note regarding net savings above)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Community Services Department

Key issues/concerns: the impact of the new work order system on the staff providing maintenance (within the Community Services Department), service delivery, including training on the new system and safe operation of equipment. As well as costs of the equipment.

Impacted stakeholders: The IT division

Key issues/concerns: the number of resources and time needed to tend to this implementation and subsequent maintenance/oversight, solution security, reliability and data integrity.

Impacted stakeholders: The Purchasing & Risk sub-division

Key issues/concerns: the ease of use of the work order system and impact on other processes within the sub-division.

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

Communication strategy/plan:

Please see Appendix A.2 for details.

Assumptions

If the work order system is considered as part of the overall CRM opportunity (LL07) and is implemented, cost savings within the work order system implementation can be gained.

Appendices

Please see below Appendix FIN13A for details.

Appendix FIN13A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	The number of requests for road maintenance records could increase as the Town grows. Tracking down these records is a manual exercise that would require more staff to maintain as the Town grows. A work order system can scale to response to this growth with minimal impacts to time commitments by staff.
Service innovation	A work order system to track maintenance activities would allow the Town to explore the opportunity to modernize and automate process that is currently completed manually. By investing in innovative solutions, the Town can help to improve overall operations and service provided within the Purchasing and Risk sub-division and the Community Services department.
Increase in revenue potential	Exploring the opportunity of improving efficiencies to the road maintenance records could result in less claims being paid out (in quantity and value) due to better access to records. This could reduce costs to the Town.
	Exploring the opportunity of a work order system can help the Town to manage its expenses related to maintenance activity within the Purchasing and Risk sub-division by providing access to staff to action their own activities instead of having to reach the

	sub-division for specific requests. This may not increase revenue but will free up the time of staff to perform other valuable activities.

*Source: [Council Staff Work Plan_2020-07-20](#)

Town of Milton Business Case (FIN19)

Explore further automation of payroll linked to a new Human Resource Information System (HRIS) or an alternative delivery model

Background and Context

Current state analysis

The payroll process is highly manual and has resulted in various inefficiencies (i.e. manual worksheets, duplication of effort, payroll analysis, employee file data integrity, etc.).

Below are some examples of the features that are **not** incorporated into the current system:

- Use of electronic workflows, including online approvals for the following processes:

  - timesheets,
  - expense reimbursements (including maintenance of rates)
  - attendance, including overtime and time off

- Imaging/Electronic documents related to payroll activities (as part of the workflow)
- Automation of the termination and Record of Employment (ROE) process.
- Expansion of Employee Self-Serve options beyond paystub and attendance viewing i.e. T4s, TD1, personal changes (i.e. address), marital status, dependents (health/dental)
- Automation of Full Time Hourly processing – allocations to various jobs, capital recoveries
- Electronic Paystub Distribution – Currently part time staff are using their personal email address and must consent and as a result some are still receiving paper copy
- Having an audit trail report for all employee changes as a quick way to understand impact on payroll
- Development of Year-To-Date (YTD) reports, including contributory earnings for OMERS balancing
- Having system prompts i.e. 3-month benefit enrollment, reaching eligibility maximums, reaching maximum within a band, etc.
- Having system automatically prorate salaries accurately when employees change status (i.e. Contract to permanent) or receive pay changes (i.e. annual increases)

The need for automation is especially relevant given the pace at which the Town's services are expanding in connection with growth in the Town. For

context, in 2019 the Town produced 24,084 payroll deposits to employees and issued 1,452 T4's (a 109% increase over 15 years).

In 2016, the Town developed a Human Resource Information System (HRIS) Strategy to address challenges within the existing HR and payroll systems. This HRIS review expanded beyond strictly payroll needs and opportunities, and also considered a variety of Human Resources (HR) and management requirements and potential modules. A detailed review of challenges and requirements for Time and Attendance, Scheduling and Leave Management was undertaken to ensure that relevant solutions would be extensible into other HRIS modules. It was also determined that core HR and Payroll functions must first be addressed to enable a solid foundation from which to build out other modules.

The need for a new Payroll system (part of HRIS) was also identified through Payroll business process review during the financial year-end audit in 2017 and was also identified through the Town's prior service delivery reviews related to the Town's program areas.

There is an opportunity for the Town to create Payroll efficiencies and increase the automation of the Payroll process in order to minimize the time required to process payroll related transactions (including time and attendance), trace transactions and the corresponding accounting and make payments to employees. This would require the creation of many of the payroll related process workflows to ensure the processes are well established prior to implementing the new solution. Then, the Town could look to leverage technology in order to ensure that the manual effort required of employees involved in all aspects of payroll processing is lessened.

Through this process, HR and IT related requirements and opportunities should be considered to ensure continuity throughout and to identify most effective and efficient solution.

Town Strategic Priority Linkage

Please see Appendix FIN19A for details.

Business Case Rationale

Purpose: Explore further automation of payroll linked to a new HRIS or an alternative delivery model to reduce the need of manual efforts related to payroll activity.

Objectives: Improve the efficiency and effectiveness of the manual processes (including the time and attendance tracking, employee file data integrity, payroll analysis, etc.) within payroll overall.

Services provided: Time and attendance tracking, payments, and benefits for 390 full time staff and over 700 part time staff, as well as payroll analysis. The Payroll sub-division is also responsible for:

- Processing non-union and union related payroll as well as providing payroll related expertise, training and process/policy oversight for staff in Finance, Human Resources and program areas
- Developing and analyzing salary planning financial models and scenario analysis to support budget process as well Human Resources activities such as union negotiations, job evaluations, and etc.
- Completing legislative reporting related to Canada Revenue Agency (CRA) source deductions (i.e. T4s), Public Sector Salary Disclosure, Workplace Safety Insurance Board (WSIB), Records of Employment (ROEs), etc.;
- Completing reconciliation, analysis and reporting related to pension and benefits
- Ensuring employee data management, including responding to employee inquires, ensuring systematic collection and reporting of corporate attendance data, maintaining payroll filing system, and etc.
- Optimizing payroll system by identifying CMiC system improvements, enhancing department workflows, minimizing errors, and ensuring efficient transaction processing

Benefits:

This business case is to explore further automation of payroll linked to a new HRIS or an alternative delivery model. The benefits of exploring further automation are the following:

- Reduce manual payroll entry for greater efficiency
- Reduce duplication of entry between systems
- Eliminate the collection, printing and filing of paper timesheets
- Speed and accuracy of processing
- Access employee data virtually and securely from anywhere any time
- Reduce payroll processing costs significantly
- Reduce risk of error due to manual intervention
- Have a reliable audit trail
- Reduce audit time
- Scalable – Given the growth projection of the Town automation can be scaled to meet demand
- Increased employee satisfaction – potential to increase transparency and timeliness of processing i.e. attendance or expense reimbursement

- Increased Payroll staff satisfaction due to reduction in data entry requirements, trust in the system, reduced number of employee and management inquiries and have the tools to properly and efficiently deal with those inquiries.

The high risks of the current state:

- Current system does not have the functionality to support core date requirements for employee records, status and entitlements
- Current systems and processes are not scalable to handle growth and complexity; as numbers of employees increase and, terms of employment, policies and collective agreement provisions evolve, administrative burden increases
- Integrity of data is compromised (spreadsheets, manual workarounds, duplication of data, multiple systems, no system/paper-based)
- Lack of visibility into information contributes to unforeseen costs (i.e. scheduling and overtime costs, lost time, incidents, etc.)
- Concerns around transparency, compliance and regulation, the cost of non-compliance and potential fines and/or audit implication is high

Other Moderate Risks:

- Information/Process/Knowledge not in a single system of record (manual processes, paper files, excel spreadsheets and people.)
- Inability to meet the changing needs of the workforce from a technology perspective, e.g. SMS schedule alerts, mobile timesheets, and notifications
- Lack of consistent tracking of mandatory training and certification exposes the organization to non-compliance or risk in scheduling and onboarding

Further automation integration with work orders[1] and capital costing (for capitalized labour if applicable) would also reduce the need for reclassification and manual analysis of payroll costs. This would link labour time to specific work orders or capital projects to accounting records.

For additional benefits, please see "description of alignment to the Town priority areas" above and details under alternative 2 and 3 within "identify and analyze alternative options" below for further details.

Key stakeholders: The Accounting and Payroll sub-division, the IT division, HR division the Town's staff, Canada Revenue Agency, Unions, OMERS, and other legal entities (i.e. Family Services, etc.) as well as the Auditors.

[1] Please see business case for FIN13 for details.

Desired Outcomes (Value obtained)

The overall goal is to automate, improve and enhance the payroll process. The desired outcome would be increased efficiency and effectiveness of the process and a reduction of manual efforts within the process. Success of this initiative would include a re-allocation of resources from manual input to value-add services, cost avoidance as the Town continues to grow, and greater transparency and audit tools within the payroll process.

The following KPI's may provide some insight with respect to the desired outcome of increased efficiency and effectiveness within the Payroll process.

- KPI: average amount of time (hours) spent tracking time and attendance per week
- KPI: average amount of time (hours) spent processing bi-weekly payroll
- KPI: average amount of time (hours) spent analyzing payroll data per week

Progress with respect to certain other outcomes (employee and management satisfaction, for example), may require surveys or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Finance (Accounting & Payroll sub-division), Human Resources and IT in Corporate Services, with supervisory staff from high volume program areas and key stakeholders. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state and continuing with the existing manual payroll process documentation. The advantage is that no changes or training are required, and no capital outlay is needed for the new automation service. However, as the Town grows, payroll needs will increase which could result in unsustainable growth in payroll service needs by the team.

Alternative 2: Increase automation of payroll linked to new HRIS

An alternative is for the Town to implement new software and related processes to modernize payroll processing. This solution would meet the objective of reducing the need to track time and attendance manually, ensure employee file data integrity is linked to payroll, and provide automated tools for payroll analysis, etc. Consideration should be given to the new HRIS project that is currently underway and the solution should be integrated with the overall HRIS. Further automation integration with work orders and capital

costing would also reduce the need for reclassification and manual analysis of payroll costs.

An automated solution linked to an HRIS can eliminate the need for manual worksheets, minimize the duplication of efforts, automate payroll analysis, be scalable for growth and reduced time spent on payroll related activities.

Alternative 3: Increase automation of payroll through an alternative delivery model

An alternative is to explore automation through alternative delivery models such as shared services or outsourcing. There are numerous payroll providers that process pay for organizations – which provide processing of approved time & attendance against employee records, access to their payroll software, and provide analytics and reporting capabilities. This alternative could reduce the manual efforts for the Town staff. Acting as an extension to the Payroll sub-division, this option could provide the Town access to software and skilled experts within Payroll, enhanced service delivery and provide staff a greater opportunity to focus on value-add activities for the Town overall, including tasks regarding OMERS and union enrollment and payments that would need continued support from the Town.

Alternative selected:

Alternative 2 - An automated payroll system linked to the new HRIS would be the most appropriate solution at this time as the solution meets the objective of improving the efficiency and effectiveness of the payroll process and provides benefits that are advantageous to the Town overall. With the HRIS project currently underway, automation is being considered within the Town, and provides a good opportunity explore the automation of payroll as part of this project.

Alternative 3 can still be explored to see if it is a cost-effective solution or is coupled with HRIS solutions (i.e. a HRIS solution that also provides payroll services.)

Implementation

High level implementation plan: this opportunity contains four stages:

1. **Current state assessment:** This assessment would include a thorough understanding of the current system and operations – including all manual activities, how this relates to the broader enterprise systems in place (ERP, capital planning, etc.) and the HRIS project underway in order to properly assess the systems in place and their expansion to payroll automation requirements. It will be important to understand what existing issues could be addressed by the HRIS project and what the

remaining pain points would still need to be addressed by the software solution. This assessment will also include an assessment of the current service delivery model to gain a better understanding of the appropriate model going forward. (i.e. in house or external)

2. **Explore opportunities**: the Town could look to leverage technology in order to ensure that the manual effort required of employees is lessened. This opportunity would require the Town to explore the various HRIS system options.

3. **System/vendor selection**: Investigate and perform a thorough selection process for the payroll system (most likely as part of the HRIS system selection process. This stage contains the following steps:

   - **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements
   - **Options Analysis:** Conduct preliminary market research to gain an understanding of options available on the market
   - **Obtain pricing and demo the solution:** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions
   - **Proof-of-concept evaluation:** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit
   - **Contract execution:** Ensure what has been promised is what will be delivered through rigour and documentation
   - **Implementation planning:** Develop roadmap for solution success

4. **Implementation:** roll-out a project plan with various sprints in preparation for the implementation of the system. Depending on complexity, a phased-in approach should be considered i.e. core employee records before development of time and attendance workflows, pilot business units.

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in 1-3 years time.

Level of difficulty: Depending in the alternative chosen, this is a high level of difficulty to implement.

Service level impact: The result of this implementation could be an increase level of service for the Accounting and Payroll sub-division as well as Human resources and their respective client groups.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The Accounting and Payroll sub-division will still be able to operate however, it will continue to impact the efficiency of the sub-division to a higher degree in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies – Additional time required to perform Payroll related tasks Additional resources required to process Payroll, trace transactions and respond to employees, management, and audit inquiries.	High	Current state assessment can determine the type and variety of issues currently within payroll to understand the magnitude of the issues and the priority of issues to address.
Resistance to change - This will affect the entire Town's staff	Moderate	Ensuring proper communication and training to staff on use of the new technology and its advantages to ensure seamless transition to the payroll system's digital capabilities.
The payroll system that is implemented may not integrate properly with the rest of the systems currently in place	High	When exploring opportunities and system/vendor selection, consideration should be given to the integration capabilities of the chosen tool relative to the overall systems used Enterprise Resource Planning (ERP) within the Town.
Lack of understanding of the scope of the project and how it interrelates to other processes within the organization (i.e. further automation integration with work orders and capital costing would also reduce the need for reclassification and manual analysis of payroll costs)	Moderate	Ensuring proper communication and education regarding the magnitude of payroll's impact to the overall Town is crucial to understanding that it is part of a whole process and not just a stand-alone element.

Strain on the employee relationship or reputation of the Town as an employer (due to existing system deficiencies)	Medium	Ensuring consistent an open line of communication and training with the employees to communicate new system and process changes.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will have a Town wide impact and improve the efficiency of the operations within various processes across the organization. However, it will free up available time for resources to provide more valuable task for the Town and it will require training and a change to roles and responsibilities.

An updated Payroll system will improve the efficiency of the operations and will reduce the need for FTEs to perform data entry or manual processes. An additional staff resource in IT may be required to support the system as well as to facilitate enhancements requested by users. Training on the updated processes can increase employee satisfaction. In the long-term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing payroll and HR staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. This would result in a minimum of 1.0 FTE in time savings between Payroll Administration done by Payroll and Supervisory staff throughout the organization – either through repurposing the current position or cost avoidance from future FTE growth.

Temporary resources - The system selection process requires the time of the Town staff to attend interviews and validate findings. The Town most likely would engage a third party to lead them through the system selection process. Implementation of the software will include internal resourcing and vendor participation. During implementation, the Town will need to have staff dedicated to this project, from IT, HR and payroll (as well as the involvement of key stakeholders from across the Town's departments. Depending on the solution selected, this may or may not require backfilling of existing roles may be required for the primary project team members on a short-term basis during implementation.

Cost and Funding Requirements/ Implications

Total costs of the alternatives:

Alternative 1: no new costs in short term. Potential for new staffing requirements as the Town's size and volume grow.

Alternative 2:

- System selection: $0 (As this alternative suggests linking automation in payroll to the new HRIS, system selection cost has already been incurred through the selection of the HRIS) (one-time costs)
- System costs: TBD. The cost is highly dependant upon the system chosen and the scope of the functions and customized requirements chosen by the Town. These characteristics will inform the price of the system and will be determined once the system has been selected. (one-time costs)
- On going costs: Between $144,000 - $288,000 annually in user subscription costs[4]. This would reflect costing for ~1,200 employees. This number will fluctuate throughout the year due to seasonal positions, however, it reflects the number of employees during peak time and a buffer for potential growth. (operating costs)

These costs will be offset by the savings of a minimum of 1.0 FTE in time savings between Payroll Administration done by Payroll and Supervisory staff throughout the organization. This has been estimated a value of approximately $105,000 – either through repurposing the current position or cost avoidance from future FTE growth.

On a net basis, the Town can expect savings in the form of improved level and quality of service delivery and future cost avoidance in the immediate term

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Cost sensitivity from vendor	Low range	High range	Months	Number of employees (1200 employees)	Adjusted user costs	Adjusted user costs
Subscription user cost	10	20	12	1200		
Total annual costs					**$144,000.00**	**$288,000.00**

where future annual cost benefits and savings can be realized and better quantified once the system is implemented.

Cost sensitivity:

The following factor increase (+) or decrease (-) the cost:

- Pricing largely depends on the product category – payroll processing can be accomplished through stand-alone payroll platforms, as part of a larger HRIS and also as a finance function.
- Payroll software typically is priced with a base fee, then per user per month (or year) licensing arrangement.
- In addition to payroll software, the Town should consider banking charges related to the Electronic Funds Transfer (EFTs), and ensuring all reporting, paystubs and T-Slips are provided with the services (sometimes come at additional cost).
- Additional costs can be found in implementation, data cleansing, data migration, training, and ongoing support of system.
- Integration points that need to be considered include:

    - Time and attendance integration should be considered. This is especially important if there are multiple or complex payroll rules associated with the recording and calculation of pay.
    - Integration with finance system, budgeting, core HR records.

- Pricing can vary widely just based on the wide product market, but also on factors including:

    - Number of employees
    - Frequency of pay – every week/every two weeks
    - Product offering – HR Records, forms, banking, government reporting, additional features

Alternative 3: Costing for this alternative would depending on a number of variables that are specific to the provider as there are various components of payroll that can be outsourced, such as benefits, T4s, sick day tracking etc. The price will vary based on the number of functions to be performed. In addition, the number and type of staff will also impact the costing of this alternative. Once the third-party provider has been selected, these characteristics will be examined with their appropriate pricing.

Potential Savings

Potential savings from this opportunity will be primarily in the form of time savings within the organization. Within Payroll and HR there will be a reduction in manual intervention within the payroll process. Departmental staff can also be expected to realize significant time savings as a result of the time and attendance workflow and reporting tool enhancements (and many others such

as. onboarding, etc.). In many cases, these savings may likely translate to opportunities to reallocate staff time to higher value activities.

In the long term, given the degree of growth expected for the Town the largest potential savings may be in the cost avoidance that can be expected by moving from manual to automated solutions, as less growth in staff will be required to absorb the higher volumes expected in Payroll and HR.

A stronger process and workflow through automation will also reduce the risk that are inherent within a large volume service such as Payroll, which in the long run will represent a financial benefit to the Town.

Summary

Based on alternative 2 chosen:

Level of capital investment: Medium =$TBD* (Please see above note for details) (one-time)

Level of reoccurring costs: Medium = $100K - 250K (on-going costs)

Level of potential savings: High = >$100K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Town's staff

Key issues/concerns: the impact of the new payroll system on staff obtaining and accessing their payroll data as well as overall service delivery. In addition, acceptance and adoption of a new system and as well as training required for Town staff to feel capable and supported using the new system.

Impacted stakeholders: The IT division

Key issues/concerns: the number of resources and time needed to tend to this implementation and the integration to the applicable systems currently in place and subsequent maintenance/oversight

Impacted stakeholders: The Accounting and Payroll sub-division

Key issues/concerns: the ease of use of the payroll system and impact on other processes within the sub-division. In addition, training on new processes and workflows within the sub-division.

Impacted stakeholders: HR division

Key Issues/concerns: will have better information and reporting available in order to better support program areas in the planning, acquisition and management of the Town's human capital

The following steps should be taken accordingly:

Change management plan:
Please see Appendix A.2 for details.

Communication strategy/plan:
Please see Appendix A.2 for details.

Assumptions

Assumption that the alternative service delivery model will not meet the needs of the organization. (type of employee groups and complexities of full time, part time and unionized pay)

Appendices

Please see below Appendix FIN19A for details.

Appendix FIN19A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	The number of employees continues to increase as the Town grows, program offerings increase, and services expand. Tracking time and attendance is a manual exercise that could require more staff to maintain as the Town grows. Linking payroll to the new HRIS or an alternative delivery model can expand with this growth.
Service innovation	Automating payroll with the new HRIS or an alternative delivery model to track time and attendance would allow the Town to explore the opportunity to modernize and automate processes that are currently completed manually. By investing in innovative solutions, the Town can help to improve overall operations and services provided

	within the Accounting and Payroll sub-division. Payroll automation has the ability to enhance and streamline the communication between the HR, management and employees, with increased transparency regarding various payroll workflows and payments. Payroll automation can help to improve processing times and reduce potential errors, especially with time and attendance and expense reimbursements. Payroll workflow and imaging can help with HR, Payroll and management and accessibility of documentation for the Town and its auditors.
Community Attractiveness and Competitiveness	Payroll automation, i.e. time and attendance workflow and imaging can support the Town's effort to reduce consumption of paper and other materials in support of environmentally sustainable solutions.
Increase in revenue potential	Exploring the opportunity of further automation of payroll linked to a new HRIS can help the Town to manage its expenses related to payroll activity within the Accounting and payroll sub-division. Utilizing digital solutions can improve and streamline the Payroll process. This may not increase revenue but will free up the time of the HR division to perform other valuable activities.

*Source: Council Staff Work Plan 2020-07-20

Town of Milton Business Case (HR06)

Develop Human Resources (HR) related training and supporting resources for people leaders and explore related learning and development modules within an HRIS system

Background and Context

Current state analysis

Supervisory and leadership training opportunities are minimal within the organization which can lead to insufficient knowledge among leaders and inconsistent management practices. There is no training program for new supervisors that formally goes over Human Resources (HR) policies, performance management, relevant employment legislation, employee communication or employee programs. In addition, there are very few resources or materials to support people leaders such as commonly used performance related templates or access to quick reference information and frequently asked questions. Due to the minimal resources available for people leaders, there is a heavy reliance on HR staff in some areas, whereas in other areas no consultation is done with HR or organizational policies. This creates inconsistent management and employee relation practices. In addition, without resources or formalized training for managers, HR staff are constantly "recreating the wheel" in providing reactive advice or ad-hoc materials instead of having this information and support readily available

The research done through the development of the People Strategy identified opportunities to focus on Performance Management/Career Framework and Leadership Development. This was based on feedback and research done by the consultant which included findings indicating that leaders have strong technical skills but that there is opportunity to improve on key soft skills to enhance engagement and build a high performing culture.

The Human Resources Business Partner complement increased from 3 to 4 in 2017 as a result of the reactive support needed. There is an opportunity to build capacity within HR through efficiencies and proactive support so that HR resources can be repurposed to focus on driving the People Strategy forward.

Town Strategic Priority Linkage

Please see Appendix HR06A for details.

Business Case Rationale

Purpose: Explore the opportunity to develop HR related training and supporting resources for people leaders to provide better leadership and support to all staff related to their job and career development.

Objectives: Create a consistent and improved leadership training experience through the development of training and related resources. As a result, this will build leadership capability and HR capacity.

Services provided: Training of 85 people leaders that manage 305 non-supervisory full-time staff and over 700 part-time staff. In addition, the HR division also provides the following services related to training:

- Access to legislative training courses through HRdownloads (Accessibility for Ontarians with Disabilities Act (AODA) and Workplace Hazardous Materials Information System(WHMIS)). This platform has pre-created trainings and tracks when employees complete trainings.

-Tracking of corporate training requests (technical and continuing education) is done using Excel and the reimbursement process is very manual using paper forms and requires several steps for approval.

- In-class training related to health and safety (Defensive Driving, Working at Heights, First Aid). This is typically delivered by a third party.

Benefits:

The benefits of exploring this opportunity are the following:
- Increase in capacity within HR as less coaching and ad-hoc creation of documentation will be required; enabling HR to focus on pro-active support strategies and implementing initiatives related to the People Strategy
- Increase in employee engagement and satisfaction among staff
- Better retention and alignment with careers and skills growth and development
- Enhanced and consistent service delivery due to better training and tools provided and elevated skill set of staff
- Standard and formal training materials to better manage and support employees in their roles

For additional benefits, please see "description of alignment to the Town priority areas" above and details under alternative 2 and 3 within "identify and analyze alternative options" below for further details.

Key stakeholders: The Human Resources division, the IT division, the Strategic Communications division and the Town's People Leaders.

Desired Outcomes (Value obtained)

The overall goal is to explore the opportunity to develop HR related training and supporting resources for people leaders to help build stronger leadership capabilities, ensure equitable treatment of full-time and part-time staff, provide consistent administration of corporate policies and employment legislation and faster response rates in terms of HR advice and support. This training and related resources can eventually be incorporated into an HRIS Learning and Development module by expanding the scope of the HRIS project to promote efficiencies through a centralized training database. Success of this initiative will include improvements in the process of transitioning new leaders, ongoing training of people leaders to better support their staff and performance which should result in improved employee satisfaction, contribute to lower employee turnover rates and enhanced service delivery of HR overall.

- KPI: employee engagement survey – satisfaction around access to training and resources to effectively lead staff; staff satisfaction around support from supervisors and management. Baseline should be established in 2021 as the last employment engagement survey was in 2016. Training and resources should be in place for at least one year in order to have an impact on responses.
- KPI: employee turnover rates over time – Decrease in employee turnover rates, most notably part-time employee turnover rates.

Progress with respect to employee satisfaction may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Human Resources with participation from IT, Strategic Communications and people leaders. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state and continuing with the existing process. The advantage is that no changes or training are required for the new process as everything remains within status quo. The disadvantage is that as the Town grows, the demand for increased HR training and support resources will grow and become unsustainable resulting in a decrease in the Town's ability to retain staff.

Alternative 2: Develop HR materials internally

The Town could explore the opportunity of developing HR related training and supporting resources for people leaders internally. The advantages of this alternative would be lower costs associated with the implementation and increased tailored materials given the team's familiarity with current HR processes.

Current capacity constraints within HR should be acknowledged, where comparator municipalities are operating with FTE complement that is approximately 2.2 -2.3 times larger than the Town (please see below), which would make delivering this alternative very difficult to achieve.

FTE by Corporate Services Division against Comparators

	Milton	Comparator #1	Comparator #2
Human Resources	7.4	17	16.1

Alternative 3: Engage a consultant/third party company to develop HR materials and training

An alternative is to engage a consultant or a third-party company to develop the HR materials and training. This alternative could transfer the development and implementation tasks to an external party, reducing the current pressure on the Town's HR division. This alternative would require time commitment from the HR team to effectively deliver the project. Acting as an extension to the HR division, this option could provide the Town access to skilled experts within HR, enhanced service delivery and a greater opportunity to focus on value-add activities for the Town overall. Alternative 3 can be explored to see if it is a cost-effective solution or can be incorporated into an HRIS solution (i.e. an HRIS solution that also provides training services).

Alternative selected:

Alternative 3 - Engaging a consultant or a third-party company to develop HR materials would be the most appropriate solution at this time as the solution meets the objective of creating a consistent and improved training experience

and process and provides benefits that are advantageous to the Town overall. With current capacity constraints in the HR division, engaging a consultant/ third party would not disrupt current team complement and allows for industry best practices to be applied to the HR materials being developed and enhancing the overall training experience resulting in enhanced service being delivered.

Implementation

High level implementation plan: this opportunity contains the following stages:

1. **Issue a Request for Proposal (RFP) for consultant/third party sourcing:** Issue a request for proposal that provides a detailed description of the work to be performed and the requirements and qualifications needed for the opportunity.

2. **Select the consultant or third-party company:** the Town would review the RFP submissions and select their preferred external party to provide the services of the project. This would be based on the submission that best aligns with their scoring criterion and business needs.

3. **Kick off meeting with the chosen external party to execute contract**: Ensure what has been promised is what will be delivered through rigour and documentation. Connect with the core delivery team and the chosen external provider to align on the process to delivery the work.

4. **Current state & develop learning objectives:** A series of meetings would be scheduled with the people leaders to define their learning and support objectives to gain a clear understanding of the current process, pain points and the type of training and support materials that should be developed to align with their future state vision for HR.

5. **Develop and source the HR materials:** Roll-out a project plan with various sprints in preparation for the development implementation of HR training and support resources. Building off the results from the current state assessment, The Town would define the scope of the HR training and support materials to be developed, connect with the team leaders to gain their input and develop and source the materials to be tailored accordingly.

6. **Develop the central repository of HR materials:** Once the materials have been developed, develop a central repository of all training and support materials for all staff to access as appropriate for their level. Consider uploading documentation as part of a training module within HRIS.

7. **Roll out the new HR training and support materials to all staff:** With support from the Strategic Communications team, team leaders will roll out the new materials and introduce the new HR process to all staff.

Timing implication: Short-term - Depending on the alternative chosen, this can be accomplished in 1 year or less.

Level of difficulty: Depending on the alternative chosen, this is a low level of difficulty to implement.

Service level impact: The result of this implementation could be an increase in level of service for the Human Resources division.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The HR division will still continue to offer support and coaching to people leaders however, it will continue to impact the efficiency and the level of service provided by the division to a higher degree in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies	High	The current state assessment will determine the type and variety of issues currently experienced within HR to ensure and understand the magnitude and priority of issues that need to be addressed with respect to training.
Resistance to change and lack of adoption by the people leaders	Moderate	Ensure proper communication and training to the people leaders on the use of the new HR training and supporting materials. Provide change management support around the appropriate roll out of the materials to their staff and team.
Liability to Town – legislative non-compliance	High	Ensure training incorporates applicable employment and health and safety legislation to ensure ongoing compliance, equitable treatment of staff and avoiding potential unnecessary legal costs

| Increased turnover rates | Moderate | Ensure staff feel treated fairly and equitably through effective leadership, performance management and coaching techniques | |

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will have a Town wide impact and improve the efficiency of the operations within various processes across the organization. Additional training can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. It will have an impact on the FTE count and would equate to approximately 0.5 FTE – either through repurpose of current workforce or cost avoidance from future FTE growth (please see below "cost and funding requirements/implications" under alternative 3 for details. It will also provide resources to people leaders to provide better training and support to all staff related to their job and career development.

Temporary resources - The Town most likely would engage a third party to lead them through the HR materials development process. Development and roll out of the new HR materials will include internal resourcing and participation. HR Business Partners and the HR Associate will need to temporarily free up capacity to support the implementation of the training and resources. People leaders will need to commit time to the training as required.

Cost and Funding Requirements/ Implications

Total cost of the alternatives:

Alternative 1: no costs associated with this alternative.

Alternative 2: Please see below.

Total costs are $0 for the opportunity as it is being internally delivered.

The costs associated with this alternative would be in terms of time and effort required by existing FTEs, however, it has already been determined that the

division currently does not have the people or budgetary resources to tend to this implementation internally and therefore, is not a viable solution.

Alternative 3: Please see below.

Final costing for this alternative would be based on the quote provided by the third party, however, would include approximately these following elements:

Total costs are approximately $39K for the opportunity. This costing is based on similar work in nature completed (2015's performance management program for supervisors) and therefore, has been used as a benchmark in costing for this opportunity accordingly.

- Current state/future state assessment: $TBD* (one-time cost)
- Develop and source the HR materials: Approximately $39K[5]* (Costs are subject to change and adjusted accordingly to account for complexity and scope of the HR materials) (one-time cost)
- Develop the central repository of HR materials: To Be Determined (TBD). The cost is highly dependent upon the third party chosen and the scope of the repository and the customized requirements chosen by the Town. Costs are also subject to change if developed as part of a module within a HRIS system (one-time cost)
- Roll out the new HR training and support materials to all staff: $TBD* (one-time cost)

*Internal costs in terms of time and effort will also be incurred to properly assess current processes and to determine the materials required to achieve and support its future state prior to the development of the HR materials. Further internal costs will also be required to roll out and implement the new HR training and support materials to all staff. Assessment and implementation costs are vendor specific and can be better determined once a vendor is selected.

These costs will be offset by the savings of the HR Business Partner time which could be spread over 4 HR Business Partner positions and would equate to approximately 0.5 FTE - either through repurpose of current workforce or cost avoidance from future FTE growth. This has been estimated at a value of

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[5] $7,520 in HR staff time and $250 in material costs per 1 program or training material developed. For the purpose of our calculation, we are estimating that approximately 5 types of HR materials will be developed through this opportunity and HR staff costs that would have been incurred internally would now be considered as a cost to the development of the HR materials conducted by a third party. As such, total costs equate to $38,850, rounded to $39,000. HR staff time costs use current day hourly rates, including benefits.

approximately $65K[6] annually. The intent would be to utilize this time to be proactive and move the People Strategy forward, creating greater value at the organizational level. Consideration should be given to other factors such as a reduction in recruitment related costs and Ministry of Labour (MOL) fines/orders for non-compliance that are difficult to predict due to the nature of the costs and could impact overall cost savings.

On a net basis, the Town can expect savings in the form of improved level and quality of service delivery and future cost avoidance in the immediate term where future annual cost benefits and savings can be realized and better quantified (such as recruitment related costs over time and potential savings related to additional Human Resources Business Partner (HRBP) FTE resources required due to less coaching and ad-hoc creation of documentation) once the HR training materials are developed and implemented.

Summary

Based on selection of alternative 3:

Level of capital investment: Low = <$100K (one-time)

Level of reoccurring costs: $0 (on-going costs)

Level of potential savings: Medium = $50K-100K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Human Resources division

Key issues/concerns: the impact of the new HR materials and process on staff across the organization. In addition, training on new processes and workflows within the division.

Impacted stakeholders: The IT division / The Human Resources division

Key issues/concerns: the number of resources and time needed to tend to the development of the central repository.

Impacted stakeholders: The Strategic Communications division

Key issues/concerns: the potential resistance to change and lack of adoption by the people leaders.

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[6] Assuming a salary of $104,081 per year plus 25.41% benefits equates to $65,263 for 0.5 full time FTE, rounded to $65K

Impacted stakeholders: The Town's people leaders

Key issues/concerns: Time commitment to participate in new training and the application of the new HR training and materials.

The following steps should be taken accordingly:

Change management plan:
Please see Appendix A.2 for details.

Communication strategy/plan:
Please see Appendix A.2 for details.

Assumptions

Assumption that the new HRIS system will take into consideration a learning and development module that could house the development of the new HR training and support resources.

Appendices

Please see below Appendix HR06A for details.

Appendix HR06A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	The learning and development needs of employees will continue to evolve as the Town grows. This will result in an increase in demand for training and support for leaders and staff. Developing training and related resources for people leaders could help to support this growth and allow the leaders to effectively foster high performing teams.
Service innovation	This initiative is aligned with the "People Strategy" noted within the Council Staff Work Plan. The development of HR related training and supporting resources for leaders help build leadership capabilities and support leadership accountability to inspire and coach employees to reach their full potential. It also allows the Town's staff to enhance their skill

	set and knowledge base, resulting in better quality and level of services provided. Increased capacity within HR, as less coaching and creation of documentation will be required, enabling HR to focus on proactive support and strategies and drive the People Strategy forward. Having these resources considered as part of a learning and development module within the HRIS would promote further efficiencies. This would be a centralized database for all training and would track related data that is standardized and consolidated in one area. This would allow the Town to explore the opportunity to modernize and automate training processes. Investing in innovative HRIS training solutions can help the Town improve overall operations and services provided within the HR division.
Increase in revenue potential	Exploring the opportunity of developing HR related training and supporting resources can help the Town to manage its expenses related to HR activity within the division. By providing access to staff to proper training materials skill sets and performance can be improved. This may not increase revenue but will free up the time of the HR division to perform other valuable activities.

*Source: Council Staff Work Plan_2020-07-20

Town of Milton Business Case (IT07)

Reassess how the Information Technology (IT) Help Desk provides services

Background and Context

Current state analysis

At present, the Town has one dedicated IT help desk technician who is responsible for monitoring all incoming channels for all new IT service requests (phone, email, chat, self-service and in-person), triaging and providing first-call resolution to reported issues. The person also is responsible for escalating isolated complex issues to relevant IT team members for review and resolution, as well as following up with clients for in-process or previously closed requests.

Due to the volume of requests and time spent triaging, resolving and engaging in the subsequent follow-up, other members of the three-person tier 1 team (IT Help Desk Technician, Support Technician, Hardware Technician) are often called upon to assist with various IT help desk functions. The Help Desk Technician is the central point of contact into the IT division with roughly 75%-80% of all tickets logged and completed within the IT division passing through this individual. Amongst all the calls coming into the IT help desk from January - September 2020, 66% (or 4,428) of the 6,707 tickets received were assigned to and were completed/resolved within this tier 1 team. Leaving the remaining 33% to be escalated.

Of the tier 1 requests, 43% were considered minor, low-impact issues which could be addressed through self-help such as the knowledge base in the help desk ticket system. If a staff member is available to receive a tier 1 request, these items can typically be resolved in a timely manner, limiting the accumulation of requests that impact the overall timeliness of service delivery.

Based on the current workload, oftentimes the help desk staff are unable to act in a timely manner and many requests which would otherwise be subject to a first-call resolution status are logged and dealt with at a later time. When IT help desk staff are tied up working through simple first level calls or being the conduit of communication and final closure of second tier calls, they become unable to assist with other time-sensitive or urgent/complex issues. This hampers problem resolution as they are having to collect more info or are closing off a call for a second tier / second level request. Staff working within the help desk team oftentimes have additional capital projects or operational tasks to which they assist with which further competes for their time.

In some circumstances, the IT help desk staff are required to escalate otherwise tier 1/first call requests to second level resources in response to not having access or permissions to perform the necessary steps to resolve the issue. Some of the escalated calls may also result from a lack of training or skillsets to perform adequate troubleshooting and resolution. When this occurs, the second level subject matter experts redirect their attention to resolving the logged requests and are unable to focus their attention on key prime directives such as infrastructure improvements, application enhancements, security provisions and/or IT optimization tasks.

Further adding to the current workload of the IT help desk team is the fact that there are no clear guidelines or policies set forth dictating the responsibilities of the team. Staff may call the IT help desk for information/guidance/training-related purposes that could be otherwise resolved through people or means outside of the IT division staff directly.

To date in 2020, 55.6% of all requests were made via e-mail and a further 22.4% were via telephone call, which resulted manual ticket creation by the help desk of 78%, as opposed to users using the new online IT self help portal. Manual ticket creation/population alone occupies hours per work week which is time that could be better spent in resolving support requests.

The numbers of service requests coming into the Town has grown 82% since 2018 with 3,676 requests versus 2020, where there have been 6,707 logged to date so far. At this rate of growth and the current staffing levels, it is not possible to continue to deliver the high level of service currently provided.

It is important to note that during the all staff Service Delivery Review (SDR) survey conducted as part of this review, the IT help desk was highly regarded as being a high performing team dedicated to customer service. In addition, the help desk's team rating, using the feedback report within the ticketing application is a 98.7 % rating (5 out of 5 stars).

To begin addressing current operational workload concerns, IT has recently introduced an on-line service portal for IT requests ("IT self service portal") that will assist in redirecting initial email/phone/in-person request entry from the IT Help Desk Technician to individual requesters. Staff who opt to self create a service request through the IT self service portal will be given the option to resolve their request on their own through documents published in the central knowledge base. The user adoption rate for this system currently is 14% of all IT requests since launch in July 2020.

There is a desire to increase this rate, as it will remove the task of initial ticket creation from the IT help desk team and afford them more time to actively troubleshoot and resolve logged requests, along with working on other assigned

tasks. As the team is afforded the ability to efficiently resolve requests coming into the group, more time becomes available to analyze request patterns, trends and proactively address common issues impacting staff.

The data contained within the IT ticketing platform allows the group to continue building processes and populating knowledge repositories, which will further empower end users towards self-resolution or a reduction in overall calls to the IT help desk.

Town Strategic Priority Linkage

Please see Appendix IT07A for details.

Business Case Rationale

Purpose**:** Reassess how the IT help desk provides services to staff in an effort to streamline internal IT operations, increase throughput of service requests, and maintain customer satisfaction. In addition, allow staff within the IT help desk roles to expand skillsets and knowledge of Town systems to permit growth in both current and future roles.

Objectives: Understand the various services offered by the IT help desk in their current state. Increase the use of the self-service portal (including built-in knowledge base) to educate and empower staff to access resources required and self-resolve issues where possible. Reduce staff time spent working on these administrative tasks. Increase the knowledge, skillsets and access of IT help desk staff in order to improve overall response time and throughput for IT-related service requests.

Services provided: The IT help desk acts as the central point of entry for all service requests and inquiries into the IT division. This team provides first-level support for all IT hardware/software/systems used across the organization. This team owns the end-to-end processes involved with client hardware and software provisioning, configuration and deployment. They undertake exercises to help develop, implement, and support custom client solutions to solve unique challenges across the organization.

Benefits**:** Please see "description of alignment to the Town priority areas" above. Most importantly, the benefit of this opportunity is to free up relevant IT staff's time to be reallocated to higher value activities or into other high need areas in the corporation. Additional benefits include:

- Increase resolution time and support of Town staff through self-help for IT inquiries, which will aid in driving efficiency of complimentary departments / areas and reduce down time awaiting support.
- Freeing up relevant staff's time to focus on high impact / strategic areas of IT operations.
- Freeing up relevant staff time could allow for an increase of services offered and innovation of offerings for The Town of Milton which could positively affect other departments.
- Freeing up time allows focus on development of people assets and training, along with shifting focus on proactive support and metrics versus reactive.
- Freeing up existing staff time could reduce the future need for additional staff and costs associated with ongoing operational activities as the Town grows.
- Maintain customer satisfaction. Maintaining service levels as it relates to customer satisfaction is an important benefit. Staff that enjoy technology expect and demand digital and online access to their help desk 24/7.

Key stakeholders: All Town staff including the IT division

Desired Outcomes (Value obtained)

The following are the desired outcomes of this opportunity:

- Understand the help desk services in the current state – measure the number of requests handled manually or through the portal
- Increase the self-service portal use over time and increase data tracking and knowledge of common requests. Continue building and publishing Frequently Asked Questions (FAQs) and self-service resources. The measurement of the number of requests that are handled by IT staff should decrease over time
- Reduce staff time spent addressing non-urgent/ low-impact IT customer service-related issues
- Provide more productive and effective use of senior IT resources by training front line staff to handle tier 1 requests or outsource such requests to third parties. This could also free up the time taken by senior staff to address requests
- Maintain services by measuring similar customer satisfaction ratings
- On a longer-term basis, the IT self-serve portal could be replaced or integrated with an organization-wide customer relationship management system (CRM) and/or work order system

The following KPI's may provide some insight with respect to the desired outcome of increased efficiency and effectiveness within the IT workflow and process.

- KPI: First call resolution rate over time
- KPI: Ratio of requests logged vs closed (over time period)
- KPI: Self service utilization percentage
- KPI: Mean Time To Resolve (MTTR) service requests
- KPI: Customer satisfaction rates

Progress with respect to certain outcomes such as customer satisfaction, may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This opportunity is owned by IT. It will affect the entire Town staff, the IT help desk staff and others in the IT division that are fulfilling these requests.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state, especially since the self-service portal is new and its effect on the issue of staff utilization and customer satisfaction is unknown at this time. The disadvantage is that as the Town grows, the time it takes to address the service requests manually will grow and will become unsustainable. This also increases the load on staff due to inadequate resourcing which could lead to turnover or burnout for current staff thus straining support levels further.

The Town can select to do one or more of the following alternatives:

Alternative 2: In house improvements
2.1: Create service standards/ service level agreement

The Town could create a service level agreement that would reflect guidelines that IT staff will follow when providing IT services. These service standards would include metrics such as estimated response times and hours of operations for the IT help desk. These standards would allow a consistent level, or improved quality of service provided across the board. Clear metrics would be established indicating when escalation to Senior IT staff is necessary. This will help staff better understand their responsibilities and provide a framework around delivery of the service.

2.2: Create a policy for IT help intake

The Town could create a policy for IT help intake, including making the IT self service portal mandatory to gain access to the IT help desk. This would

eliminate the option to email inquiries and minimize call in or walk-in requests as requests would be directed to the IT self service portal, allowing the IT division to better manage the volume of requests. Consideration should also be given to reducing the hours of operations on the phone help line and in person availability – to allow for increased focus on responding to ticket request from the IT self service portal. The disadvantage to this alternative is that Town staff could be resistant to going through the IT self service portal when they are used to knowing the staff they deal with. The IT team would need to include provisions for highly time-sensitive issues that may not be well-suited for the self-service portal.

2.3 Continuous improvement mandate

The Town could explore drafting and rolling out a mandate that is centered on continuous improvement within the IT division. Various improvement points have been raised within the IT team; however due to the lack of capacity, improvements have not been communicated to staff or executed (including expanding IT staff permissions). For example, a need for further training has been raised as staff do not have a full understanding in all the IT self service portal functionalities which could save time in responding to tickets. IT help desk staff can be trained to better handle the type and volume of requests. This training would enable support staff to service more tier 1 requests and possibly learn expert support for more complex requests. This training would free up more senior staff time from handing these requests. Focusing on continuous improvement with the lessons learned from the tickets will drive further efficiencies.

2.4 Training staff, enhancing communication and expanding self help database

Building off alternative 2.3, there has been a demand to broaden the IT service desk knowledge base and increase staff awareness of this information. Currently, there is a lack of documentation available for staff to troubleshoot their own IT issues without logging a ticket, which has contributed to a high volume of tier 1 requests. Consideration should also be given to increase the proactive communication to internal stakeholders about any technologies, processes, or knowledge applicable to staff in their day-to-day tasks. Proactively communicating information would decrease the reliance on the help desk team to answer common /repeated questions. Important messages could be pushed to employees with a link back to an applicable long-term knowledge base article for future reference. Consideration should also be made to allow staff an avenue to comment/communicate back their thoughts, ideas, or challenges with current IT operations, communications, or processes to allow for continuous service improvement.

If capacity permitted, the development and maintenance of the documentation could be done in house or by hiring a third-party contractor. Identifying who would provide the training would also need to be considered, as this would take

senior time to train the staff if done internally. If done externally a partner would need to be identified and procured.

Alternative 3: Outsourcing or shared service partnering

The Town could engage a third party with skilled IT professionals to provide common IT help desk support. Through this, the Town could achieve similar benefits to training its own staff. The benefits as well can include:

1. Possible cost savings – Third parties can usually provide services for less per call volume as internal services. Technology, overhead and other savings can be realized as these investments are made by the third parties.
2. No hiring or training costs – Third parties must keep up with the latest issues and concerns in common platforms such as Microsoft (MS) Office or Adobe, etc.
3. Increase efficiency and ability to grow with needs – A dedicated and skilled team responsible for managing the IT help desk could scale up if required, increasing the time available for the rest of IT team to focus on other tasks that are crucial for growth and success within the organization.
4. Possible service level change – Customer service satisfaction surveys can be part of the offering to ensure that Milton clients are receiving the support they expect and maintain service levels

The disadvantage is that staff may not feel they are getting the same level of personal service they are used to (which was rated high in the staff survey). The outsourcing may not be able to address the user needs of the many disparate systems that the Town's IT now supports.

To assess this alternative, an RFI should be sent to the market to understand what third parties would be interested in providing support, and the services they can offer. A cost benefit analysis would need to be done through an RFP to ensure that saving or improvement would result from outsourcing. In addition, discussing sharing IT help desk services with other like Municipalities could result in a shared service model that brings similar benefits of an outsourced model of service delivery with the benefit of having more Municipal focused resources.

These alternatives could be explored further through reassessment of the current and future state of the IT help desk services completed internally or by an external consultant.

Note that these alternatives are not exclusive. In this case, training would not be recommended if outsourcing is selected.

Alternative selected:

Alternative 2 - Executing on one or more of the in-house improvements above would be the most appropriate solution at this time. This solution meets the objective of improving the efficiency and effectiveness of the IT help desk and new self service portal process. As there are various elements of the IT self service portal, a combination of the improvements could provide the most benefits, as it addresses all areas of the IT self service portal; enhancing the software itself but also focuses on developing the skills set of the staff using it. This could result in shifting of time and alleviating senior resources to more beneficial tasks for the Town and help deal with the growth of these requests. This would result in overall improvement of the quality and level of service provided.

Implementation

High level implementation plan:
1. **Current state assessment:** This would require a deeper understanding of how the IT help desk currently operates and how the services are currently provided. This would include interviews with users and staff providing the service to gain an understanding of what is working and what is not. Data from the new IT self service portal would be analysed to understand needs and requirements of the IT help desk role. This could be accomplished by current staff levels or utilizing a consultant. This would be a few weeks of work.
2. **Future state assessment:** Gain an understanding of the ideal future state of IT help desk services for the Town now and in the future. Address which of the alternatives above fit most closely with the future state.
3. **Update IT Division Policies:** Staff from IT should write new policies on the service standards and the use of IT self service portal. This would take about a week of staff time to rewrite the policy and get it approved. It would take another two weeks of time to roll out and communicate the new policy to all staff. A timeline to disallow other forms of requests would also need to be established.
4. **Training on IT self service portal:** Additional objectives of training of Town staff on the use of the IT self service portal and its database should be defined. Training should be delivered to Town staff to achieve these objectives. The time line for rolling out this training would be over a few months as it involves the whole Town,
5. **Vendor selection (if applicable)**: If chosen to outsource, the Town needs to investigate and perform an Request for Information (RFI) and

then Request for Proposal (RFP) selection process, as well as discuss the possibility of shared services with other Municipalities for the IT help desk services. Selection of a vendor that best meets the needs of the Town if applicable, would take a few months. Finding a training vendor if applicable would take a few weeks time.

6. **Implementation (if applicable)**: the roll out of this project plan should include various sprints in preparation for the cut over to the external IT support if applicable. If training is the solution, this can be accomplished over a few months time.

Timing implication: Medium-term-Depending on the alternative chosen, this can be accomplished in 1-3 years time.

Level of difficulty with implementing: Depending in the alternative chosen, this is a low to moderate level of difficulty to implement

Service level impact: The goal of the project is to increase the service capacity of the IT division itself, however depending on the alternative chosen, this should not affect the service level of the IT help desk.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is low as this is a loss in opportunity to better utilize the time of the IT division staff but not a critical element for Town success. This risk will rise over time as demand for these services grow.

Key risk	Impact	Response strategy
Continued inefficiencies – IT help desk staff and/or outsourced group can't provide services due to complexity of system requests	High	Current state assessment can determine the type and variety of help desk requests to understand if they are too complex to be resolved by others
Decrease in customer/ Town satisfaction with service	Moderate	Ensuring surveys of customer satisfaction should be part of any of these changes. If third party, compensation can be tied to results

IT help desk fatigue	Moderate	Relying on self-help resources, paired with service level decreases tied to applicable IT policies can balance the risk of staff fatigue associated with delivering consistently high service delivery.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will improve the efficiency of the operations within the IT division by freeing up resources for higher value activities. Additional training can increase employee satisfaction. In the long term, the utilization of automated solution will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. This would result in the savings of approximately 0.5 – 1 FTE - either through repurpose of current workforce or cost avoidance from future growth. Although not a net costs savings, this time does have inherent value and can alleviate pressures for staff to increase their efficiencies and complete the various tasks within their roles.

If the opportunity is resourced internally, it will take the time of a staff to monitor the self-service portal, formulate and update the FAQs and other self-serve resources for Town staff.

Temporary resources- The Town will require internal staff dedicated to this project. The Town could also engage a third party to support them through the current and future state assessment. Investigating outsourcing resources will take the time of IT and procurement. Depending on the solution selected, this may or may not require backfilling of staff on a short-term basis.

Cost and Funding Requirements/ Implications

Total cost of the alternatives:

Alternative 1: - no cost in the short term , more IT help desk staff would need to be hired to keep up with demand.

Alternative 2.1: Creating a service level agreement would utilize one staff person's time (full time) for approximately 3 to 4 weeks. This alternative would require interviews within the division to gain a clear understanding of the current service standards, define what the metrics should be moving forward and to draft the overall agreement.

Alternative 2.2: Making a change to the policy for usage of the IT self service portal is minimal and would utilize one staff person's time for a week. Rolling out the changes to the policy would involve the use of the strategic communications team and training of staff on the benefits of using the IT self service portal and take a few weeks.

Monitoring the use and type of activities occurring in the IT self service portal would take a resource. This same resource could start and continue the development of Frequently Asked Questions (FAQs) and other communications. This could be completed with the current staff compliment if call centre activity decreases.

Alternative 2.3: Drafting a continuous improvement mandate would utilize one staff person's time (full time) for approximately 3 to 4 weeks. This alternative would require interviews within the division to gain a clear understanding of the improvement activities that should take place moving forward and to define the scope of the improvements in order to draft the overall mandate. Rolling out the mandate would involve the use of the strategic communications team which could take a few weeks to communicate to the team.

Alternative 2.4: Training could be accomplished internally over several months or by utilizing and external consultant for less than $50,000

Alternative 3: A cost benefit analysis would need to be completed to ensure outsourcing, or collaborating with another Municipality, is a cost-effective solution.

Finally, a resource or external consultant would be required to assess the current and future state of the IT help desk services. This would not be a large engagement.

Potential Savings

Potential savings from this opportunity will be primarily in the form of time savings within the organization. By implementing one or more of the recommendations outlined in the opportunity, the following positions will be positively impacted in seeing their time spent on low impact/ non-IT tasks reduced:

- Help Desk Technician (5-10 hours per week savings)
- Support Technician (3-5 hours per week savings)
- Hardware Technician (2-3 hours per week savings)

- Network Analyst (1-3 hours per week savings)
- Supervisor, Client Services & Technology Support (3-5 hours per week savings)
- Enterprise Business Systems Analyst (1-2 hours per week)

This equates to approximately 0.5 – 1 FTE – either through repurpose of current workforce or cost avoidance from future FTE growth. This has been estimated at a value of approximately $44K - $83K annually considering both salary and benefits. It should be noted that any initiatives that are undertaken through external means (i.e. hiring third party consultants to assist with the implementation) will reduce the potential savings in the first year.

Summary

Based on selection of alternative 2:

Level of capital investment: Low=<$100K (one-time)

Level of reoccurring costs: 0 (on-going costs)

Level of potential savings: Low/medium = <$50,000- $100,000 in related time savings

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The IT team and Town staff utilizing IT help desk services

Key issues/concerns: the number of resources and time needed to tend to this implementation

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

Communication strategy/plan:

Please see Appendix A.2 for details.

Assumptions

N/A

Appendices

Please see below Appendix IT07A for details.

Appendix IT07A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	The reassessment of the IT help desk and the new self service portal will support the business and long-term investments in innovation, which is part of the economic growth plan.
Service innovation	The reassessment of the IT help desk and a new self service portal can help to improve the lead-time between request/issue initiation and fulfillment/resolution. The reassessment will allow an understanding of the current inefficiencies within the process and the areas that will need to be addressed and considered when exploring this opportunity. Furthermore, through the reassessment of the IT help desk and the new self service portal, the Town will have the ability to enhance and streamline the communications between IT and their stakeholders, with increased transparency regarding service and IT request workflow and quicker troubleshooting of issues.
Increase in revenue potential	Exploring the opportunity of reassessing the IT Help Desk and new self service portal can help the Town to manage its expenses related to IT activity within division by providing access to staff and citizens to action their own IT activities instead of having to reach the IT division for specific requests. This may not increase revenue but will free up the time of the IT division to perform other valuable activities.

*Source: Council Staff Work Plan 2020-07-20

Town of Milton Business Case (LL03)

Revise staffing and service delivery model of Municipal Law Enforcement Officers (MLEO), Animal Services Officers and Parking Enforcement Officers.

Background and Context

Current state analysis

Municipal law enforcement officers (MLEO) are responsible for the enforcement of municipal by-laws, as well as coverage of Animal Services and Parking Enforcement. Currently, there are currently 8.5 FTEs across Municipal law enforcement, Animal Services and Parking Enforcement within the Town. (please see Appendix LL03A to this business case for details) Historically, the summer months experience a higher demand for these services than the other months of the year. For example, additional overtime of $10K (Please see Appendix LL03B for details) was incurred in 2020 due to staffing shortages within the Legislative & Legal division.

Additionally, it is common for MLEOs in larger, urban muncipalities to be assigned territories or routes for patrol and enforcement. Currently, the Town's MLEOs complete their work both actively in the field (around the Town), as well as in the office. There is no system in place to standardize or optimize the routes taken by the officers when out in the field. There is currently a reactive approach to enforcement, as opposed to a proactive approach.

Relative to two comparators, it is noted that there are various differences between operations between municipalities.

	Milton	Comparator # 1	Comparator # 2
FTE	MLEOs – 7 full time, 1 part time, Animal Services – 2 full time Parking Control – 1 full time, 1 part time; overnight services are outsourced	MELOs - 19 full time, 4 part time Officers are generalists and do all disciplines (Parking, Property and Animal). Shifts for days, afternoons and overnight for short-term projects. (e.g. overnight parking)	MLEOs - 33.8 full time This number includes coverage for by-law enforcement, licensing and parking operations.
Population (Statistics Canada -2016 Census)	101,715	159,458	193,832
Square Kms (Statistics Canada -2016 Census)	363.22	145.64	138.89
By-law coverage	24/7	24/7	24/7

In 2019, a total of 4,984[7] service requests were received across By-law, parking enforcement and Animal Services. Within the current complement of 8.5 FTEs, this would equate to an average of 3.4 service requests[8] responded to and closed within the Town per officer per shift. It is important to note that neighbouring municipalities operate at a lower level of service yet with a higher amount of staff members (some adjustments should be made for relative population size and geographic foot print). As the Town and population continues to grow and density increase, the current FTE complement will not be able to sustain this level of activity as the number of service request will grow accordingly.

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[7] The total does not include duplicate service requests or inquries. As such, the total does not reflect the full amount of activity undertaken

[8] Calculated as total requests divided by total shifts annually (365 days, 2 shifts daily) divided by 2 working officers per shift; = 4,984 / (365 x 2) / 2 = 3.4

Furthermore, the existing 8.5 FTEs will not be able to maintain the service levels required. The Town is looking to maintain the 24/7 enforcement coverage, however, has struggled to deliver this service due to staffing capacity constraints. Relative to its peers, who also provide this coverage, they operate with a total FTE structure that is 2-4 times larger than the Town's current complement.

It is true the enforcement services see an influx of calls related to community standards (clean yards) in the summer months and in parking. Supervisory staff are concerned with emphasis on seasonal staff due to recruitment, retention and level of service. Recruitment in the summer months is often summer student recruitment for municipalities. With seasonal staff, there is considerable investment of time for training and mentoring for potentially four months (ie. summer months) and seasonal enforcement staff would likely be dedicated to specific duties, rather than enforcement of all by—law areas. Seasonal enforcement is usually focused solely on issuance of parking tickets and the enforcement of specific by-laws ie. community standards. Due to the length of an investigation, follow-up and potential court proceedings for certain by-law enforcement (ie. noise, site alteration, property standards, etc.), seasonal staff would not be our first choice. Additional FTEs or permanent part-time staff would be ultimately preferred, so that we would have improved service delivery.   Permanent, part-time staff could respond to any call, and could provide assistance with overall coverage for vacations, vacancies, etc. within the team.

Please see Appendix LL03B to this business case for further historical and relevant data over the past 3 years regarding the services within the division.

Town Strategic Priority Linkage

Please see Appendix LL03C for details.

Business Case Rationale

Purpose: Revise staffing and service delivery model and re-allocate resources from within, as necessary, to provide and enhance the level of service being deliverd to the Town.

Objectives: Improve the efficiency and effectiveness of the staffing and service delivery model.

Services provided: Municipal law enforcement officers (MLEO) are responsible for the enforcement of Town by-laws, as well as coverage of Animal Services and Parking Enforcement. These services include:

- Educating the public about by-laws, responding to complaints and conducting investigations related to by-law offences, issuing warnings and penalties for by-law violations when needed and maintaining community standards
- Ensuring that municipal parking regulations are adhered to in order to maintain safe conditions for pedestrians and traffic and to maintain traffic flow
- Responding to animal-related calls and animal-related by-law complaints

Benefits:

This business case is to revise the staffing and service delivery model and re-allocate resources from within as necessary. Some of the benefits of this opportunity are:

- Minimized downtime spent traveling from one location to another or back to the office
- Reduced mileage costs
- Potential reduction in overtime costs
- Enhanced service delivery

Adjust staffing model for other improved efficiencies (e.g. mobile plate reading (see business case LL10) or changes to animal services. (see opportunity LL02, not selected for business case) Please note that the mobile plate reading will improve proactive and reactive parking enforcement and will be particularly helpful for the overnight contractor. However, this plate reader will not assist with the reactive enforcement related to all other by-law enforcement (noise, community standards, property standards, animal control, site alteration, etc.), all of which the division would be responding to as the result of a complaint. As such, further consideration should be given to the current staffing model and team complement.

Additionally, when developing the staffing model, the Town has an opportunity to introduce additional full-time or part-time positions in the Licensing & Enforcement sub-division, specifically over the summer months. Management should ensure tasks assigned to part-time positions fit within their capabilities and time frame available to the Town with a focus on alleviating routine tasks of full time MLEOs. Added position(s) could alleviate the increase in service demand and the associated workload of full-time MLEOs.

For additional benefits, please see "description of alignment to the Town priority areas" above and details under alternative 2 and 3 within "identify and analyze alternative options" below for further details.

Key stakeholders: the Licensing & Enforcement sub-division, the Legislative & Legal Services division and the Town's citizens.

Desired Outcomes (Value obtained)

The overall goal is to improve and enhance the staffing and service delivery model for better allocation of resources for improved service response for the community. The desired outcome would be increased efficiency and effectiveness of the model through the development of routes or territories of responsibilities within Town staff.

- KPI: average amount of time (hours) spent responding to service request per week
- KPI: lead time between service requested initiation and response by the officer per week (time to resolve)
- KPI: Number of charges/orders issued per FTE
- KPI: Number of requests for services received

Progress with respect to certain other outcomes (departmental and citizen satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Legislative & Legal Division in Corporate Services. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state and continuing with the existing staffing and service delivery model. The advantage is no changes or training required by remaining with status quo. The disadvantage is that the Town is on a growth phase and not addressing current constraints which will result in unsustainable growth and a decrease in service levels. From an HR perspective, this alternative also poses greater risk of employee burnout and an adverse effect on productivity and turnover rates.

Alternative 2: Address the imminent FTE gaps in current by-law enforcement structure

The Town should perform a detailed current state assessment to have a clear understanding of the service offerings and the time that is required to deliver these services. A thorough assessment will inform and allow the Town to identify FTE gaps and staffing levels that needs to be met on an immediate basis.

In relation to the following opportunity:

- LL10 – Implement automated plate reading software technology to increase the speed and accuracy of the ticket issuances process.

Assuming that this opportunity will be implemented, significant time savings could be incurred through these opportunities. After further considering these savings, the Town will need to consider what the remaining FTE gaps are and how they should be filled. Further consideration should be given to the number of employees currently on leave as this will affect the FTE count, required staffing level, and the increase in capacity needed to be filled. It is important to note that the by-law enforcement FTE count in comparison to other comparators is low. The time savings possibly achieved through these other initiatives could be better allocated to maintain growth in the Town for these services.

This alternative would address the immediate staffing shortage with the intention to repurpose and utilize the roles in a revised delivery model in the future. Please see below for a breakdown of the work shift under this alternative:

Alternative 2: work shift schedule breakdown*

MLEO FTEs – Monday to Friday

> Shift 1 – 8am – 4pm – 4 officers on shift
> Shift 2 – 4pm – 12am – 4 officers on shift

*Please note that Animal Control would continue with 24/7 coverage via shift work and on call services via outsourcing to avoid on call, gaps in service and relying on generalist MLEOs for backup.

With a current FTE complement of 8.5 FTEs, this option would require addition of 2 Full time MLEOs and 3 Part Time MLEOs. This would require Saturday and Sundays to be covered by Part-time complement. Scheduled time-off for full time officers would be covered by contract staff and, thus, creating no gaps in service. This would reflect adequate coverage within the existing service delivery. Further consideration should be given to the 2-hour gap in MLEO service from 6am – 8am.

This alternative would be an easier fix that would quickly address the capacity and resourcing issues the division currently faces. Adding part time compliment would cover weekends and time away from work through the week, thus, preventing any service gaps. Furthermore, addressing the gaps would not cause any disruption to the service operations and would alleviate the current pressure of the team regarding volume of requests.

Alternative 3: Revise the service operating delivery model

Building on the analysis performed in Alternative 2, once the scope of services of the Licensing & Enforcement sub -division is determined, the Town should reconsider the roles and responsibilities within the overall division. This could include:

- Redefining roles and responsibilities of MLEOs, Animal Services Officer and Parking Control Officer – the Town may want to consider a single title for officers, which are responsible to cover all by-law enforcement services.
- Adding routes or territories to MLEOs responsibilities – this would ensure appropriate coverage of the full Town geography as well as increase efficiencies of travel between locations.
- Reconsider service levels

It is suggested to divide the Town into two wards, with each ward having both urban and rural responsibilities. Please see below for a breakdown of the work shift under this alternative:

Alternative 3: work shift schedule breakdown*

Team 1 – 10hrs/day:

Shift 1 – 6am to 4pm

Shift 2 - 2pm to 12am

Week 1 Monday / Tuesday / Thursday / Friday

Week 2 Saturday / Sunday / Wednesday /Thursday

Team 2 would work opposite days with crossover days being every Thursday.

Gaps in service with this model occur with scheduled and non-scheduled time away from work. To ensure no gaps in service, each shift requires a minimum 3 officers per Ward (i.e. if Ward 1 employee books off a day and a second Ward 1 employee calls in sick, the Town would still have 1 officer for Ward 1.) By dividing the Town into two wards, it could decrease mileage, travel time and enforcement would be more consistent in each ward.

Current MLEO compliment is 8.5 FTE. In order to provide 24/7 coverage, this model would require 12 FTEs, comprised of an additional 2 full time and 2 part time MLEOs from current FTE complement.

* Animal Control Officer is considered within the 12 FTEs noted above. Animal Control would continue with 24/7 coverage via shift work and on call services however consideration should be given to outsourcing the Animal Control service to avoid on call, gaps in service and relying on generalist MLEOs for backup. The position should then be repurposed for a generalist MLEO.

These changes could streamline the operations of the services and could increase overall efficiency of the operating model in terms of improved coverage and accountability. However, consideration should be given to an increase in response time length as time between shifts are long and the significant amount of statutory holiday bank time throughout the year as the team that is already scheduled off on holiday receive bank time. This creates a challenge with years schedule and trying to prevent gaps in service. Guidance for these changes should be benchmarked against other peers within the municipal/regional space.

Alternative 4: Reduce service level

Considering the 8.5 FTE, the Town should determine the appropriate service coverage with the existing staff complement. Consideration should include expected turnaround time for service requests (which may be longer than currently promised). Once these service levels are determined, communication to residents and staff should be made accordingly to ensure clear understanding of the new service levels given the number of resources provided to Municipal Law Enforcement.

Alternative selected:

Alternative 3 - Revise the service operating delivery model would be the appropriate solution and should be the chosen opportunity. This solution meets the objective of improving the efficiency and effectiveness of the overall service delivery process and provides various benefits that are advantageous to the Town overall. The revised operating delivery model will likely identify gaps between current and required FTEs, which should be filled. With additional FTEs identified and service model revised accordingly, this alternative would not only address the imminent staffing gaps but will also enhance the team complement and strengthen the division's position to deliver an increase in level and quality of service to the Town. It is important to note that comparator municipalities operate at a lower level of service yet with a higher amount of staff members, therefore, this alternative will also position the Town to be more competitive relative to its peers. Furthermore, not only would the additional FTEs under this

alternative address the short-term issues but can also be leveraged for further use under the revised staffing model and for other FTE considerations in the future.

Implementation

High level implementation plan: this opportunity contains four stages:

1. **Current state assessment:** This assessment will include a thorough understanding of the current system and operations within the division. This will also contain a clear understanding of the service offerings and the time required to deliver the services. This will allow the Town to gain a better understanding of the appropriate staffing and service delivery model to be achieved going forward.
2. **Service operating delivery model changes:** Determine the operating delivery model changes which the Town wants to enact. This will require a clear documentation of the new roles and responsibilities of the officers and updated organizational chart of the division. The Town should consider change management techniques, including engaging MLEOs, Animal Services Officer and Parking Control Officers as new roles and responsibilities are determined.
3. **Gap identification:** Based on the results of the current state assessment, the Town could identify the gaps within the service delivery, staffing levels and look to fill these gaps accordingly.
4. **Development of a staffing plan:** Devise a plan that is based on the changes to the service delivery noted above. This step would give consideration to the reconfiguration of the roles and responsibilities divided amongst the officers to ensure the most efficient and appropriate model as well as appropriate coverage of these service areas.
5. **Recruitment and hiring**: For the resulting FTEs that are required, the Town should complete an analysis to determine if the most effective way to meet the business's service delivery needs is to provide in-house service or outsource.

Timing implication: Short-term - Depending on the alternative chosen, this can be accomplished in approximately 1 year or less.

Level of difficulty: Depending in the alternative chosen, this is a low level of difficulty to implement.

Service level impact: The result of this implementation could be an increased level of service for the Legislative & Legal division.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town's Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The Legislative & Legal division will still be able to operate however, it will continue to impact the efficiency of the division to a higher degree in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies	Medium	Current state assessment can determine the type and variety of issues currently within Licensing and Enforcement sub – division to understand the magnitude of the gaps and the priority of gaps to address.
Resistance to change	Medium	Ensuring proper communication and training to staff on use of the revised staffing and service delivery model and its advantages to ensure seamless transition to their reconfigured roles and responsibilities.

Issue management strategy and project escalation approach:
Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will have a Town wide impact and improve the efficiency of the operations within services across the organization. Depending on revised staffing levels, needs and updated roles and responsibilities, this opportunity could have an impact on the FTE count due to additional FTEs required. Training and new roles and responsibilities can increase employee satisfaction. In the long term, this opportunity will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources.

Depending on the alternative chosen, the following reflects the FTE impacts under each alternative:

Alternative 2: this option would require addition of 2 Full time MLEOs, 3 Part Time MLEOs and 1 Animal Service FTE outsourced.

Alternative 3: this option would require addition of 2 Full time MLEOs, 2 Part Time MLEOs and 1 Animal Service FTE outsourced. Consideration should also be given to any existing FTEs from alternative 2 that could be repurposed as cost savings within this alternative.

Please see below "cost and funding requirements/implications" for further details.

Temporary resources - The current state assessment process does require the time of the Town staff to attend interviews and validate gaps/findings. Furthermore, the Town most likely would engage a third party to lead them through the process of outsourcing additional services.

Cost and Funding Requirements/ Implications

Total cost of the opportunity:

Alternative 1: No costs, in the current time.

Alternative 2: The following are the costs associated with this alternative:

- **Current state gap assessment:** The Town will incur internal cost to perform this activity. This will require the time and effort of the Legislative & Legal division to tend to the current state assessment. This would be the equivalent of up approximately 2 weeks' worth of work depending on availability and contingent on the number of individuals involved in the current state interviewing process.
- **Incremental FTEs and outsourcing costs (if required):** The Town will incur further payroll expenses due to the incremental FTEs needed to fil the service and staffing gap identified. Based on the work shift break down presented above, it was identified that this option would require addition of 2 Full time MLEOs, 3 Part Time MLEOs[9] and 1 Animal Service

FTE outsourced. This has been estimated at a value of $385K to $555K annually[10].

Alternative 3: The following are the costs associated with this alternative:

This alternative will incur and leverage the same costs noted above within alternative 2 however, will include these incremental costs to action the following elements:

- **Redefining roles and responsibilities of MLEOs, Animal Services Officer and Parking Control Officer**
- **Adding routes or territories to MLEOs responsibilities**
- **Incremental FTEs and outsourcing costs (if required):** The Town will incur further payroll expenses due to the incremental FTEs needed to fil the service and staffing gap identified. Based on the work shift break down presented above, it was identified that this option would require addition of 2 Full time MLEOs, 2 Part Time MLEOs[11] and 1 Animal Service

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[9 , 11] Part time MLEOs salary calculation

Hourly rate (low range-base)	Low range hours	Hourly rate (high range-base)	High range hours	Adjusted low range	Adjusted high range
$ 36.87	16	$46.08558	24	**$ 39,263.74**	**$ 73,618.94**

[10]

	# of FTE	Low range*	High range*	Adjusted low range	Adjusted high range
Full time MLEOS	2	$ 98,159.36	$ 122,698.24	$ 196,318.72	$ 245,396.48
Part time MLEOS	3	$ 39,263.74	$ 73,618.94	$ 117,791.23	$ 220,856.83
Outsource Animal Services	1	$ 70,938.88	$ 88,675.84	$ 70,938.88	$ 88,675.84
Total Cost				**$ 385,048.83**	**$ 554,929.15**

*All salary ranges are inclusive of 28% benefits.

FTE outsourced. This has been estimated at a value of $346K – 481K annually[12].

Based on the results of the current state assessment, these two elements will require additional time and effort of the Legislative & Legal division to discuss and determine therefore, total costs are subject to change accordingly.

Consideration should also be given to any existing FTEs from alternative 2 that could be repurposed as cost savings within this alternative.

Potential savings

The Town can expect to save approximately 15K[13] annually in overtime costs under both alternative 2 and 3. Though overtime could be greatly reduced, consideration is also given to special events in the community and other circumstances that would warrant overtime. (i.e. elections etc.)

On a net basis, the Town can expect savings in the form of improved level and quality of service delivery, time saved and future cost avoidance in the immediate term where future annual cost benefits and savings can be realized and better quantified once the opportunity is implemented.

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	# of FTE	Low range*	High range*	Adjusted low range	Adjusted high range
Full time MLEOs	2	$98,159.36	$122,698.24	$196,318.72	$245,396.48
Part time MLEOS	2	$39,263.74	$73,618.94	$78,527.49	$147,237.89
Outsource Animal Services	1	$70,938.88	$88,675.84	$70,938.88	$88,675.84
Total Cost				**$345,785.09**	**$481,310.21**

*All salary ranges are inclusive of 28% benefits.

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Type of Overtime	Annual costs
Parking Enforcement and MLEOs	$3,500
Animal Services	$11,180
Total overtime costs	**$14,680**

Summary:

Based on alternative 3 chosen:

Level of capital investment: $0 (one-time costs)

Level of reoccurring costs: High = >$250K (on-going costs)

Level of potential savings: Low = <$50K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Licensing & Enforcement sub-division

Key issues/concerns: the impact of the revised staffing and service delivery model on their roles and responsibilities and as well new training based on the new service delivery model.

Impacted stakeholders: The Legislative & Legal Services division

Key issues/concerns: The number of resources and time needed to tend to this opportunity.

Impacted stakeholders: The Town's citizens

Key issues/concerns: the impact of the revised staffing and service delivery model on the level and quality of service provided when initiating a request.

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

Communication strategy/plan:

Please see Appendix A.2 for details.

Assumptions

Assumption that the following opportunity mentioned below (LL10) will be implemented.

Appendices

Please see below Appendices for details.

Appendix LL03A: current FTE complement

Currently, there are currently 8.5 FTE's, please see below for the breakdown:

01 full-time temporary Parking Enforcement Officer
06 full-time permanent MLEOs (01 vacant position)
01 Animal Services Officer (ASO)
01 part-time permanent MLEO
Overnight parking enforcement is contracted to a third-party service provider.
TOTAL: 8.5 (plus administrative staff 1 FTE Manager, 1 FTE Supervisor, 3 FTE
Licensing and Enforcement Clerks)

Note: Other than ASO and parking enforcement

Appendix LL03B:

Requested OT figures:

Licensing and Enforcement
2020 – approved budget $7,066.00, actual $5,067.00
2019 – approved budget $6,832.00, - actual $1,211.00
2018 - approved budget $8,904.00, - actual $10,065.00

Parking Control
2020 – approved budget $1,413.00, - actual $4,401.00
2019 – approved budget $2,733.00, - actual $4,285.00
2018 – Used $614.00

Animal Control
2020 – approved budget $4714.00, - actual $1175.00
2019 - approved budget $4557.00, - actual $967.00
2018 – approved budget $4351.00, - actual $2654.00

Combined approved budget:
2020 - $11, 212.00
2019 - $14,122.00
2018 - $13, 255.00

Actual OT used:

2020 - $10, 643.00
2019 - $6,463.00
2018 - $13,333.00

Budgeted figures:

Licensing and Enforcement
2020 Budget – Expenses $1,266,486 Revenue $274,514
2019 Actual – Expenses $1,060,729 Revenue $225,439
2018 Actual – Expenses $1,077,920 Revenue $363,602
2017 Actual – Expenses $1,033,555 Revenue $332,746

Parking Control
2019 Actual – Expenses $581,947 Revenue $1,519,365
2018 Actual – Expenses $285,967 Revenue $967,343
2017 Actual – Expenses $307,997 Revenue $889,812

Animal Control
2019 Actual – Expenses $240,398 Revenue $109,768
2018 Actual – Expenses $277,211 Revenue $67,274
2017 Actual – Expenses $218,039 Revenue $55,802

Number of requests for service:

Licensing and Enforcement
2020 to date (Sept 23, 2020) - 2828
2019 – 2714
2018 – 3144
2017 – 2551

Animal Control
2019 – 506
2018 – 416
2017 – 619
2016 – 730
2015 – 839

Parking Control

2019 - 1,764

2019 Infractions Issued – 40,655 Total Fine Amount $1,711,435.00

2018 Infractions Issued – 20,831 Total Fine Amount $860,200.00

2017 Infractions Issued – 19,734 Total Fine Amount $833,105.00

Appendix LL03C: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	Historically, during the summer months, the Town experiences a higher demand for these services than other months in the year. As the Town grows, this demand will increase. Revising staffing and service, delivery model can help to better plan with this growth.
Service innovation	Revising staffing, the service delivery model and re-allocating resources would allow the Town to explore the opportunity to enhance the service level currently provided by the Town. By standardizing or optimizing the routes taken by the MLEO out in the field, the Town can help to improve overall operations and service provided within the Town.

*Source: Council Staff Work Plan 2020-07-20

Town of Milton Business Case (LL07)

Pilot a Corporate-wide Customer Relationship Management (CRM) System within one division to develop the foundation for a more comprehensive business case for a CRM

Background and Context

Current state analysis

Each division or sub-division within the Town is responsible for managing their own customer requests and relationships, which has resulted in significant amount of time and effort coordinating with other departments within the Town to obtain the information required. Queries and other requests are currently submitted to departments or on the Town website with no system in place for citizens to follow up on request progress and completion. In order to confirm the status of a request, citizens may contact Town staff or their local Councillor who then forward the query to the appropriate Town staff in order to follow-up request details. This has created inefficiencies in customer service and additional work for Town staff and Councillors. This problem will only continue to increase as the Town grows in population. Corporate Services, Corporate Reception, Taxation, Operations during the winter and By-Law enforcement are the most significantly impacted as they see large influxes of customer inquiries throughout the year; however, many other divisions and departments also face similar challenges.

The Customer Service Strategy, as directed by the Council-Staff Work Plan will be developed. It is critical to first complete this strategy prior to moving forward on the CRM implementation.

Town Strategic Priority Linkage

Please see Appendix LL07A for details.

Business Case Rationale

Purpose: pilot a CRM within one division to develop the foundation for a more comprehensive business case for a Corporate-wide CRM to provide and enhance the level of customer service being delivered and strengthen its relationships between the Town and its customers/citizens.

Objectives: Improve the efficiency and effectiveness of the customer service experience and relationship by removing the current manual/siloed processes and ways that the Town delivers customer service.

Services provided: Corporate services interacts with citizen requests through Corporate Reception, Licensing & Enforcement, Taxation, Operations in the winter, cashiers, and a number of other areas.

Benefits:

This business case is to pilot a CRM within one division to develop the foundation for a more comprehensive business case for a Corporate-wide CRM after the Customer Service Strategy is complete. The benefits of this opportunity are the following:

- Instilling a "customer-first" culture throughout the organization
- Efficient sharing of information between departments
- New collaborative processes to increase operational efficiency
- Improved end-user and customer experiences
- Self service functionality enables flexibility to access information anywhere anytime
- Provide management and staff with real-time status of specific citizen requests
- Increase ability to use data analytics to understand citizen requests and align resources with evolving Town needs
- Enhances service delivery
- Enhances the customer service experience in the Town as both external and internal service requests are being addressed
- Single intake point for all customer inquiries coming into the organization

Additionally, this opportunity would be a Corporate wide CRM and would include other departments/divisions and would need to be in alignment with a robust Customer Service Strategy as noted within the Council-Staff Work Plan. There are many CRM opportunities in most areas of the Town and as such, a CRM would be necessary in other areas in the organization and would have a Town wide impact.

For additional benefits, please see "description of alignment to the town priority areas" above and details under alternative 2 and 3 within "identify and analyze alternative options" below for further details.

Key stakeholders: the Legislative & Legal Services division, the Corporate Services department, all Town Departments, Milton Council, and the Town's citizens and customers.

Desired Outcomes (Value obtained)

The overall goal is to improve and enhance the level of customer service being delivered and improve the management of relationships between the Town and the customers/citizens. The desired outcome would be an increased efficiency and effectiveness of service delivery and strengthen relationships enabled through the Corporate-wide CRM.

- KPI: time to resolve service requests over time
- KPI: number of inquiries/service requests received

Progress with respect to certain other outcomes (departmental and customer satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Legislative & Legal in Corporate Services. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

An alternative always is to maintain the current state and continuing with the existing operations regarding customer service and relationship management. The advantage is no changes or training required and no capital outlay for the new CRM by remaining with status quo. The disadvantage is that as the Town grows, the manual time it takes to follow up on requests will grow and become unsustainable.

Alternative 2: Implement a Corporate-wide CRM, piloted in By-Law Enforcement with the intention to roll it out to other high impact departments upon their own business cases and projects

Perform a detailed system selection to assess the requirements of a CRM. A thorough system selection will provide the Town with the planning and investigation that can result in finding a solution that meets the requirements of the Town. This CRM would be applied across the Town and would initially be implemented in Licensing and Enforcement, with the intention to be implemented Corporate-wide to other departments/divisions. This would align well with the Council-staff work plan's focus on a Corporate approach.

In addition to the benefits above, this specific alternative provides the following benefits:

- Applying the CRM to only one area of the business provides an opportunity to the Town to do an agile approach to implementation and

adjust accordingly using any learning points prior to rolling the CRM to other departments/divisions
- Alleviates current resourcing pressures

This alternative enables efficiencies and reduces the volume of customer requests through its self-service functionality. Implementing the CRM in By-Law Enforcement will enable a consistent level of service through the sub-division as the service requests will automatically be directed to the appropriate individual for resolution. The intent will be to roll out the CRM in other high impacted areas such as Operations in the winter through their own business case and project. Furthermore, the initial roll out to one department minimizes the level of risk associated with this implementation and exposure to the organization overall.

Alternative 3: Implement a Corporate-wide CRM

Perform a detailed system selection to assess the requirements of a Corporate–wide CRM. A thorough system selection will provide the Town with the planning and investigation that can result in finding a solution that meets the requirements of the Town. This CRM will be implemented across all areas Corporate-wide at once.

In addition to the benefits above, this specific alternative provides the following benefits:
- Cost savings through implementation across all departments at once resulting in volume discounts when purchasing software licenses
- Synergies are created across departments/divisions and within the overall organization
- Increased flexibility as citizens are able to access and follow up on their requests on their own within different departments/divisions without the assistance of Town staff
- Centralized areas to access all information and requests

This alternative could streamline the operations of the services and could increase overall efficiency of the services provided in terms of increased transparency, coverage and alignment across the organization as a whole.

Alternative selected:

Alternative 2 - Implement a CRM to be piloted in Licensing and Enforcement and rolled out to other departments/divisions upon their own business cases and projects would be the appropriate solution. This alternative meets the objective of improving the efficiency and effectiveness of the overall service delivery and strengthens relationships with its citizens through various benefits

that are advantageous to the Town overall. As there are other major changes and projects that are currently in flight, it is important to note that there are various initiatives taking place within the Town. As a result, it is important to ease in the changes from a CRM perspective as this change can significantly impact the operations of a specific department. By completing implementation in one area, it would allow for a more seamless and integrated transition when implementing the CRM capabilities into by-law and other departments. In addition, further consideration should be given to ensure that the solution could also be integrated with other departments/divisions Corporate-wide. Beyond the initial pilot, the rest of the CRM would have a more Corporate-wide lens in order to achieve the cross-departmental usage and application. This would result in complete alignment Corporate-wide and with the Customer Service Strategy.

Implementation

High level implementation plan: this opportunity contains three stages:

1. **Current state assessment:** This assessment will include a thorough understanding of the current operations within the department. This will also contain a clear understanding of the service offerings that will be utilized by the CRM and identification of the customers that the Town would be servicing. This will allow the Town to gain a better understanding of the appropriate scope of the CRM implementation going forward. Consideration should be given to the broader enterprise systems in place (ERP, capital planning and accounting, HRIS etc.) to properly assess the systems in place and their expansion to the alignment of business requirements.

2. **System/vendor selection**: Investigate and perform a thorough selection process for the new CRM in consideration and select a system that best meets the needs of the business. This stage contains the following steps:

   - **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements
   - **Options Analysis:** Conduct preliminary market research to gain an understanding of options available on the market
   - **Obtain pricing and demo the solution:** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions
   - **Proof-of-concept evaluation:** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit
   - **Contract execution:** Ensure what has been promised is what will be delivered through rigour and documentation

- **Implementing planning:** Develop roadmap for solution success
3. **Implementation:** Once the software has been chosen, roll-out a project plan with various sprints in preparation for the implementation of the system. This step would also include configuration of the CRM to meet business needs and requirements.

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in approximately 1-3 years.

Level of difficulty: Depending in the alternative chosen, this is a High level of difficulty to implement.

Service level impact: The result of this implementation could be an increased level of service for the Legislative and Legal division and Corporate Services department.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project. Specifically, to this business case, approval from the team lead of the Corporate-wide customer service strategy project should be required as well.

Risk level: The risk to the Town of not implementing this opportunity is high. Continuing to work in the manual, staff heavy environment the Town is currently in is not sustainable without significant staffing increases which have been deemed unlikely.

Key risk	Impact	Response strategy
Continued inefficiencies	Medium	Current state assessment can determine the type and variety of issues currently within the department to understand the magnitude and the priority of the issues to address.
Resistance to change	Medium	Ensuring proper communication and training to staff and customers/citizens on the use of the new CRM and its advantages to ensure seamless transition to the new processes and system.
The new CRM may not integrate properly with	Medium	By exploring this issue prior to any implementation, it will be known if the

the other systems in place (i.e. ERP)		project should go ahead or if alternate solutions are needed.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will have a Town-wide impact to staff and Council and improve the efficiency of the operations within services across the organization. It will reduce the time required to follow up on the status of the request and repurpose FTE time to addressing the request within the areas of Corporate Services. Training and new roles and responsibilities can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate – either through repurpose of current workforce or cost avoidance from future FTE growth. This time can be redirected and would require updated roles and responsibilities for those staff once the FTE time savings can be determined.

Temporary resources - The current state assessment process does require the time of the Town staff to attend interviews and validate gaps/findings. Furthermore, he Town most likely would engage a third party to lead them through the system/vendor selection process and CRM implementation.

Cost and Funding Requirements/ Implications

Total costs of the alternatives:

Alternative 1: No costs.

Alternative 2: Costs associated with this alternative will be similar in nature to alternative 3 however, will take into consideration the selected softwares ability to scale to the needs of a single service. Some costs may be fixed and irrelevant adopted to a single service or to the full Town; but would not need to be re-incurred upon further adoption of the CRM. Other costs may be scaled (including software costs and consulting fees) on smaller scoped implementations.

These costs will be offset by the savings of employee time which could vary between FTEs – either through repurpose of current workforce or cost

avoidance from future FTE growth. At this point in time, cost savings in the form of time and effort saved per FTE cannot be determined. Once the software is chosen and the full capabilities of the CRM are understood, an accurate estimate can be provided once the opportunity is implemented. However, a rough estimate of $50K -$100K in related time savings can be estimated.

The cost savings are also supplemented by significant increases to service delivery and customer service experience.

Alternative 3: Please see below.

Total costs range between approximately $1.0M – $1.2M for the opportunity over 5 years.

- Software costs: Approximately $500K – $600K in software costs over 5 years (on-going costs)
- Services costs: Approximately $500K - $600K in consulting fees and other related service costs (one-time costs)

Summary:

Based on selection of alternative 2:

Level of capital investment: High = >$250K (one-time costs)

Level of reoccurring costs: High = >$250K (on-going costs)

Level of potential savings: Medium = $50K-$100K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: Corporate Services department/ The Legislative and Legal Services division

Key issues/concerns: the impact of the new CRM on their roles and responsibilities and as well new training based on the new system.

Impacted stakeholders: The IT division

Key issues/concerns: the number of resources and time needed to tend to this implementation.

Impacted stakeholders: The Town's citizens, customers and members of Council

Key issues/concerns: the impact of the new CRM on the level and quality of service provided when requests are initiated.

The following steps should be taken accordingly:

<u>Change management plan:</u>
Please see Appendix A.2 for details.

<u>Communication strategy/plan:</u>
Please see Appendix A.2 for details.

Assumptions

The implementation of this opportunity is contingent on the completion and finalization of the Customer Service Strategy as noted within the Council-Staff Work Plan.

Appendices

Please see below Appendix LL07A for details.

Appendix LL07A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	As the Town continues to grow in size, customer requests will result in an increase in volume and a potential increase in level of complexity. A corporate-wide Customer Relationship Management (CRM) system can help to better plan with this growth across the Town in better managing the customer service requests and overall customer relationships.
Service innovation	Developing the business case for a Corporate-wide CRM would allow the Town to provide an enhanced level of customer service. This opportunity would be aligned with the Customer Service Strategy as noted within the Council-Staff Work Plan which emphasizes modernizing process that are subject to high service volumes. By exploring the idea of a Corporate-wide CRM, the Town can help to improve overall operations and service provided within the Town.

Increase in revenue potential	Exploring the opportunity of developing the business case for a Corporate-wide CRM can help the Town to manage its expenses related to customer service requests within the division by providing staff access to a centralized CRM system. This would improve efficiencies and help to streamline the process. This may not increase revenue but will free up the time of the Legislative and Legal division to perform other valuable activities.

*Source: Council Staff Work Plan 2020-07-20

Town of Milton Business Case (LL09)

Implement a Council meeting management software system to streamline and modernize manual/outdated processes related to agenda creation and to improve the end-user experience when accessing Council agendas and related documents

Background and Context

Current state analysis

Currently, Council agendas are created manually by staff within the Legislative & Legal Services division. Council reports are saved and stored on hard drives on the Town's servers by report authors. The approval process of Council reports involves a considerable amount of email communication between report authors, report approvers and staff within the Legislative and Legal Services division. Once final Council reports are received by Legislative and Legal Services staff, all reports are compiled manually by merging each individual Council report into one agenda document. Council reports are often saved in various locations on the Town's servers at each step or touchpoint along the Council report approval process. This process has resulted in various inefficiencies, duplication of records and duplication of staff efforts across all departments involved in the overall service delivery.

Currently, finalized Council agendas, with approved Council reports linked within, are posted online to the Town's website as PDF documents. This PDF format requires the end user (ie. Council, members of the public, etc.) to download of each Council agenda document separately, as well as each individual Council report and document that they wish to view. This format for the Council agenda requires the storage of documents on the end user's computer or devices drives and limits the ability to search the entire agenda.

A Council meeting management software system aligns with the work that is currently underway in the Town to implement an Enterprise Content Management (ECM) system for the Town. The ECM project seeks to house the Town's digital documents with better access and security control, promote better recordkeeping practices (e.g. create one source of truth; reduce unnecessary transitory records), improve internal business processes, and eventually be able to dispose digital records with the appropriate audit trail. It should be noted that the agenda meeting management software should be compatible and/or integrate into the Town's appropriate system (i.e. the ECM and SharePoint platform.).

At present, all municipalities within Halton Region (Oakville, Burlington, Halton Hills and Halton Region) have implemented a Council meeting management software system to create, distribute and provide access to Council agendas. Council agendas are created faster, are more accessible to staff, members of the public and Council and are posted in PDF and HTML format for improved viewing and search functions.

Town Strategic Priority Linkage

Please see Appendix LL09A for details.

Business Case Rationale

Purpose: To improve the efficiency of the Council report approval and agenda creation processes, enhance the end-user's experience in accessing Council agenda documents, reduce the duplication of records and duplication of staff efforts across the overall service delivery for all Departments within the existing process.

Objectives: Modernize and automate council agenda and materials processes through the use of a Council meeting management software system.

Services provided:

Council meeting management is responsible for:

- Coordinating the decision-making processes of Council, including creating and publishing agendas and minutes, and managing delegations and correspondence
- Coordinating the appointments to Boards and Committees

Council meetings are held every 3 weeks on average and Council agendas contain business items for which Council approval is required.

Benefits: please also see "description of alignment to the Town priority areas" above.

This business case is to perform a systems selection for a Council meeting management software system for implementation at the Town. The benefits of performing a proper system selection is ensuring the software you eventually purchase meets the requirements from both a functional and business point of view. Please see below for the steps involved in the process.

The actual software has the following benefits as it can:
- Reduce meeting prep and follow-up time for all staff involved
- Create meeting agendas and minutes automatically
- Streamline workflows and approvals for the entire pre and post Council meeting activities
- Give staff, citizens and Council easier access to all agendas, records and reports
- Save and post audio and video recordings all within one system. Sync agenda items to videos so that residents/staff/Council can locate a specific agenda item on a video without having to watch the entire video.
- Collaborate within a secure environment
- Provide insights and analytics through the data

Key stakeholders: Legislative and Legal division, all Town Departments, senior staff and Council.

The Town is currently experiencing inefficiencies within its process and as a result, there is a gap in its service delivery. The Council meeting management software system provides a more efficient and effective service delivery for report authors, report approvers, Members of Council and the public. In addition, a Council meeting management system could also integrate well into the current Enterprise Content Management project within the Town (a project to replace the use of aging shared drives as an official records repository and to leverage enhanced information governance features to better manage and protect the Town's information and records)

Desired Outcomes (Value obtained)

The desired outcome is the selection of a system that meets the requirements of the Town including the Town's budget and the framework for the implementation of this software system.

A successful systems selection can be measured by meeting the time and budget of the engagement, with the resulting vendor/product chosen, that addresses at least 80% of the Town's requirements for the system.

The value obtained for the Town by selecting this type of software is the following:
- Have all the information online for stakeholders to access
- Improve workflow and accountability
- Go green and/or go mobile (depending on the software)
- Increase efficiency of all staff when compiling, updating and distributing materials
- Engage the public by instantly publishing meetings and documents

(See also benefits above)

Important key performance metrics to measure the effect if the software on outcomes would be:

- Number staff hours (report authors, report approvers, Legislative and Legal Services staff) spent throughout the Council report approval process
- Number of staff hours spent manually compiling the Council agenda
- Costs associated with the printing and delivery of Council agendas

Progress with respect to certain other outcomes (departmental and employee satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This can be an approximation however; you would want to see a significant reduction in time spent through the use of this software tool. This metric will measure the efficiency benefit of the software. Some tools claim an 80% reduction in meeting preparation time.

An additional key performance metric in the measurement of efficiency is the reduction of the size of the footprint of this information on the Town's drives on its servers. Currently, multiple versions of reports are stored within multiple department drives, taking up significant space. Using an agenda management system should result in a reduction in that footprint once all those documents are transferred to one system.

Similarly, e-mail activity surrounding agenda preparation should be entirely reduced as all tracking activity will be accessible instantaneously within the system.

Identify and Analyze Alternative Options

Alternative 1: Do nothing

The current method of Council agenda management although manual, could continue as a less efficient process for the Town. The current process would only be able to continue for a short period of time as the Council-approved Enterprise Content Management (ECM) software intends to reduce and eliminate the use of Department drives. Council agendas are distributed to Councillors, and minutes and documents are posted on line in a downloadable PDF format. With the status quo, there would be no need for change management and training on a new way of doing things. There would also be a missed opportunity to streamline this process and alleviate the amount of staff

time taken throughout the organization in preparing and following up on Council meetings, without this tool.

Alternative 2: Perform a detailed system selection to assess the requirements of Council meeting management software system and implement selected software

A thorough system selection will provide the Town with the planning and investigation that could result in finding the most appropriate software solution that meets the requirements of the Town, including integration with the proposed ECM. There are numerous agenda management software choices available in the marketplace, with various available features at various price points. Assessing the selection of the most appropriate software will help ensure the efficiencies desired both in processes and in staff time are realized in its implementation. Once selected, the Town should implement the software selected. A new system will allow for quicker, easier access to Council documents to the public, members of Council and will align Milton with the other Halton Municipalities (and all the other neighbouring municipalities) with respect to the delivery and management of Council documents.

Alternative selected:

Alternative 2 - Performing a detailed system selection to assess the requirements of Council meeting management software system and implement selected software would be the appropriate solution and should be the chosen opportunity. There are software solutions in the market that would fit the needs of the Town. This would cover a wide range of processes within the division where efficiencies can be gained across the organization. Performing a detailed system selection and implementation of the software can be led by Town staff.

Implementation

High level implementation plan: this opportunity contains four stages:
1. **Current state assessment:** To ensure the processes are well established prior to implementing the new agenda meeting management software system.
2. **Explore opportunities**: The Town could look to leverage technology and other related tools and hardware options.
3. **System/vendor selection**: Investigate and perform a thorough selection process for the agenda management software system in consideration and select a system that best meets the needs of the business. This stage contains the following steps:
   - **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements

- **Options Analysis:** Conduct preliminary market research to gain an understanding of options available on the market
- **Obtain pricing and demo the solution:** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions
- **Proof-of-concept evaluation:** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit
- **Contract execution:** Ensure what has been promised is what will be delivered through rigour and documentation
- **Implementing planning:** Develop roadmap for solution success

4. **Implementation:** roll-out a project plan with various sprints in preparation for the implementation of the system.

This type of selection should take approximately 3-6 months to complete.

Timing implication: Short-term: less than 1 year

Level of difficulty with implementing: Medium

Service level impact: The result of this implementation could be an increase in level of service for the public and Council regarding meetings managed by the Legislative and Legal Services Division.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is medium. The Legislative and Legal Services division will still be able to operate however, it will continue to impact the efficiency of the Legislative and Legal Services division to a higher degree in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Agenda software is not targeted to the public sector Town Council environment	High	The system selection process will ensure that a public sector/ government solution is one of the requirements to ensure the correct fit
Agenda software is not implemented to its full	Moderate	By gathering the requirements prior to going to market, the software chosen can align with the needs of the Town.

potential thus not saving time		Proper training and implementation of all aspects of the software over time will reduce this risk
Adoption of the technology	High	Proper change management and training are key to this project as it will affect many stakeholders in the Town.

Issue management strategy and project escalation approach:
Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will have a Town wide impact and improve the efficiency of the operations within various processes across the organization and will have an impact on FTEs.

Training can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate. Within Legislative & Legal division, there will be staffing savings of the 4 FTE's involved in the agenda compilation and approval process. Please note that it is estimated that between 30% to 50% of time savings will be incurred as there are still some manual tasks that still need to be performed irrespective of the implementation. These time savings can either be repurposed for current workload or cost avoidance from future FTE growth.

Temporary resources - The system selection process does require the time of the Town staff to attend interviews and validate findings. The Town would also need dedicated internal FTE time or external support to effectively implement the selected software tool.

Cost and Funding Requirements/ Implications

Total cost of the alternatives:

Alternative 1: No costs associated with this alternative.

Alternative 2: Please see below.

The costs of a systems selection by a third party is relatively inexpensive. The software itself can range depending on the system selected. For example, the

Town has been provided with and existing quote of approximately $50,000 for the opportunity.

- Software selection: $0 (if internally delivered)
- Software implementation: approximately $16,150 (software cost is included in the quoted implementation fees- one-time cost)
- Software purchase: approximately $32,125 subscription annually (on-going costs)

Additional costs could be incurred depending on additional modules available to add onto the software. These costs will be offset by the savings of staff time. Although staff time across the whole organization will be impacted – this is difficult to quantify.

Within Legislative and Legal division, there will be staffing savings of the 4 FTE's involved in the agenda compilation and approval process. This has been estimated at a value of $24K to $40K in annual savings[14]. Please note that it is estimated that between 30% to 50% of time savings will be incurred as there are still some manual tasks that still need to be performed irrespective of the implementation. In addition, costs savings of approximately $11,000 annually will also be saved to reflect the costs associated with the courier and printing costs. These savings can either be repurposed for current workload or cost avoidance from future FTE growth.

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[14]

Positions	Low range of salary	High range of salary	Midpoint of salary	Approximate % of time spent on agenda activity in a year	Adjusted salary
Legislative Coordinator	$67,000	$83,000	$75,000	51%	$38,250
Law Clerk	$60,000	$75,000	$67,500	25%	$16,875
Manager, Legislative and Legal	$103,000	$129,000	$116,000	15%	$17,400
Director, Legislative and Legal	$130,000	$163,000	$146,500	5% (	$7,325
Total					**$79,850**
Savings at 30%					**$23,955**
Savings at 50%					**$39,925**

Based on Appendix LL09B, the Legislative Coordinator spends approximately 51% of their efforts towards the agenda compilation and approval process in a year.[15]

On a net basis, the Town can project to save or repurpose value of up to $19K annually[16] plus time outside of Corporate Services.

Summary

Based on selection of alternative 2:

Level of capital investment: Low = <$100K (one-time costs)

Level of reoccurring costs: Low = <$100K (on-going costs)

Level of potential savings: Low = <$50K in related time and money savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: all Town Departments, senior staff, Council and residents/all members of the public

Key issues/concerns: the ease of use and time it will take to implement the new software solution (potential interruptions and impact with current operations)

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

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[15] Based on appendix A, approximately 51 hours are spent on this activity for 1 agenda. Taking into consideration 19 agendas are compiled in a year (number subject to change), the Legislative Coordinator spends approximately 24 weeks a year towards this activity. The 51% approximation is applied against 47 work weeks in a year after taking into account 3 weeks of vacation and approximately 1.29 weeks of holidays.

[16]

Net Cost	Cost savings at 30%	Cost savings at 50%
Courier and printing costs for agenda	$11,000	$11,000
FTE time and salary costs	$23,955	$39,925
Software and related costs	$(32,125)	$(32,125)
Total Net Savings	**$(2,830)**	**$18,800**

Communication strategy/plan:
Please see Appendix A.2 for details.

Assumptions

N/A

Appendices

Please see below Appendices for details.

Appendix LL09A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	An agenda management software system would be supporting the business and long-term investments in innovation, which is part of the economic growth plan. Through the use of technology, the agenda management software system would allow the Town to operate more efficiently and would be a best practice for Council meeting management in a growing Town.
Service innovation	The agenda management software system can help to address the current inefficiencies within the Town. Through the use of technology, there is an opportunity to modernize the process to enable the Town to operate more effectively for Council meetings across the entire organization. In addition, the Town has the ability to enhance and streamline the communication between the Town's departments and Council, with improved document management regarding the topics/issues discussed and oversight regarding Council meetings that take place. This system would improve access and search functions for members of the public and Council.
Increase in revenue potential	Exploring the opportunity of implementing an agenda management software system can

	help the Town to manage its expenses related to organizing and administering the Council agendas and meetings. This would improve efficiencies and help to streamline the process through the use of a software system instead of paper. This may not increase revenue but will free up the time of the Legislative and Legal division to perform other valuable activities.
Community attractiveness and competitiveness	Through the use of a software system, this opportunity demonstrates the Town's commitment to demonstrating leadership in sustainability. By adopting a digital solution would significantly reduce the Town's footprint in terms of paper usage which would increase the Town's attractiveness for prospective talent and investment.

*Source: Council Staff Work Plan_2020-07-20

Appendix LL09B: Agenda compilation process

Below, reflects a very draft and rudimentary estimates from the perspective of the Legislative Coordinator. A more detailed analysis would have to be completed from a Corporate wide perspective to capture full efforts. Please note that this is very specific to the one main person assembling the agenda.

Pre-Meeting Functions

1.	a. Prepare internal documents for the tracking of reports for each Council meeting and for tracking of follow-up	For internal use only	15 minutes
2.	Regularly check intranet site to identify expected reports from Departments and tack progress	To complete my tracking sheet	5 hours
3.	Send appropriate reminders to Departmental staff about report deadline.	Three Wednesday's	5 minutes

		before the Meeting	
4.	Reports: Convert Word documents and other formats to a PDF version and add any attachments to the PDF, add signature and file documents into appropriate folders	CORS reports only; 15 mins. per report; Ave 3 reports per	2 hours per agenda
5.	Reports: Compile and relocate report versions to appropriate folders for records management and access for appropriate staff	All other reports; 10 mins. per report; Ave 10 reports per	2 hours
6.	Inform Executive Services office that all of the reports are ready for approval.	By email	5 minutes
7.	Amend any reports that have changed or received edits during the report approval process.	Either by Andrew or the report author	2 hours
8.	Add approval signature from Executive Services once approved	5 minute per report, average 8 reports per	40 minutes
9.	Various correspondence with Department staff with respect to details and logistics related to staff reports ie. presentations, speakers and related by-laws	Approx. 80 emails per meeting @ 5 min ea.	6.5 hours
10.	Create a 'Draft' agenda for Director to review and make changes before publishing	Ongoing process, worked on during the week	5 hours
11.	Check and ensure that all reports are in an accessible format for posting to the website.	Average 8 reports per meeting @ 5 min ea.	40 minutes
12.	Finalize agenda document for publishing	This does not take into account addendums	3 hours

13.	If required, the creation and coordination of an addendum to the agenda	Creating	6 hours
14.	Manually compile a printable version of the Full Agenda (with all the reports, by-laws, etc.), to provide upon request	Adding all of the content and page numbering	1.5 hours
15.	If required, manually compile a printable version of any addendum agendas and a Full Consolidated Agenda (with all the reports, by-laws, etc.)	Capturing all amendments	1.5 hours
16.	Create and include cover pages for printable version of the full agenda	To replace the agenda pages above	1 hour
17.	Create and check all numbering for printable version of the full agenda	To replace the agenda pages above	1 hour
18.	Email appropriate staff that the agenda is ready to be posted to the Town's website.		5 minutes
19.	Email Executive Services to notify them at the printable version of the full agenda is ready for printing		5 minutes
20.	Staff links agenda and reports onto the web. (G / Unsigned) Manager (appropriate staff) ends an email **with the link** to Council Agenda and Report to Council and SMT once it is on the web.	One week before the Council meeting	30 min-1 hour per agenda/ per addendum
21.	Update staff intranet site with reports and by-laws in libraries for staff access	Before meeting	30 minutes
22.	Contact Members of Council, if applicable, for movers and seconders to motions in advance of the meeting for efficiency	By Wednesday	15 minutes
23.	Draft Minutes to be ready for next Council meeting. (Open, Confidential)	This is an ongoing process	2 hours
24.	Prepare resolutions and give to the Deputy Town Clerk for review.	By Friday	1.5 hours
25.	Prepare by-laws	Assist Law Clerk in advance of	2 hours

		agenda being published	
26.	Preparing presentations and creating PDF & PP	Naming and saving in the appropriate folder – 15 minutes per presentation; average 2 per meeting	30 minutes
27.	Notifying appropriate staff and Members of Council of any registered delegations in advance of the meeting	Average 15 minutes per delegate x average 2 per meeting	1 hour
28.	If required, coordinate any delegations or correspondence received after the deadline for delegation registration, including updating addendum items if required and notify appropriate staff and Members of Council.	After 12:00 pm on the Thursday before the meeting (2 days)	3 hours
29.	Make any last minute changes to printable version of agenda, if required due to delegations or correspondence received after the deadline for delegation registration.		30 minutes
30.	Take minutes for the meeting		4 hours

Meeting Functions / Post Meeting Functions

31.	Set up Council Chambers and distribute Council mail and leave on their desks.	This is normal practice but not for remote meetings	30 minutes
32.	E-mail appropriate staff asking to post webcast and make it live.	After the meeting	5 minutes
33.	Prepare draft minutes for Council and give to the Director for approval, including Confidential Minutes if applicable. (Open & Confidential)		3 hours

34.	Once draft minutes are approved, convert to a PDF version save them in the appropriate drive	By 12 pm Tuesday	30 minutes
35.	Ensure that the Council-approved minutes are no longer watermarked with DRAFT and coordinate this posting on the Town website	By 12 pm Tuesday	30 minutes
36.	Follow-up with appropriate staff about any notations or direction requested by Council members at the Council meeting.	Not a regular occurence	1 hour
37.	Prepare any correspondence from direction by Council (to external parties)	Not a regular occurrence	2 hours
38.	Check and ensure that all by-laws approved at the Council meeting are in an accessible format for posting on the Town's website		45 minutes
39.	Relocate approved by-laws from draft by-law folders to appropriate folders for approved by-laws.	Completed by the Law Clerk	30 minutes
40.	Add Resolution Numbers to intranet site for staff reports		1 hour

41.	**Total Estimated Times** • **Pre-Council** • **Post Council**		• **50 hrs.** • **9:45 hrs.**

Items not included in this estimate:
1. Document signing
   a. By-laws
   b. Resolutions
2. Printing and filing of Staff reports
3. Printing and filing of By-laws
4. Printing and filing of Resolutions
5. By-law Prep
6. Testing delegates (system)
7. Director, Manager & Law Clerk's meeting time

Town of Milton Business Case (LL10)

Implement automated plate reading technology for parking enforcement

Background and Context

Current state analysis

Currently, when officers are issuing parking tickets, they are typing plate and required information into a ticketing system that is in the form of a handheld device (app on a phone). While this is a less manual process than hand-written tickets, this process has also impacted the speed at which tickets are produced. As a result of the manual intervention required, errors in tickets can lead to voided tickets and lost collection in funds related to the tickets.

Voided Tickets:

Below are the total number of void tickets for each year.

Tickets voided in 2020 (YTD) – 682, of which it is estimated that 83 were due to plate errors.

Tickets voided in 2019 – 2026 of which, of which it is estimated that 173 were due to plate errors.

Tickets voided in 2018 – 957, of which it is estimated that 201 were due to plate errors.

Other reasons why tickets may be voided: obtained a consideration, printer error, wrong address, wrong offence, ticket already issued by another officer, vehicle drove away, vehicle ticketed when parked in an active stay away street due to construction, requested by property management, lack of signage, officer error.

Administrative Monetary Penalties (AMPs)

In January 2021, staff received direction from Council to proceed with AMPs, with a 2021 implementation date.

The Provincial Offences Act (POA) is the current system in place to prosecute parking violations within the Town of Milton. Tickets can be paid or disputed in trial at the POA court. Tickets need to be affixed and cannot be mailed.

An AMPs is an alternative system to the lengthy and costly provincial courts process. It provides an objective, efficient and improved customer service

process where penalty notices are issued, managed and reviewed. In addition, AMPS could allow for the mailing of penalty notices in some instances.

Automated plate reading software

Staff are aware of two different types of plate reading software: fleet installed devices or handheld devices.

Automated plate reading software would be particularly useful with the following:

1) Enforcement of overnight parking restrictions (2am-6am) by our private contractor – there is no need for an officer to chalk tires (i.e. when enforcing a 5-hour parking limit)

School zone enforcement – municipalities, such as Oakville, have communicated success with these readers in an AMPs system. Instead of drivers driving away before a ticket is issued or in the process of being issued, an AMPs penalty can be mailed after plate reading photos are taken.

Town Strategic Priority Linkage

Please see Appendix LL10A for details.

Business Case Rationale

Purpose: Engage in a proper system selection process for parking ticket issuance software and implement automated plate reading software technology to increase the speed and accuracy of the ticket issuance process.

Objectives: Improve the efficiency and effectiveness of the ticket issuance process.

Services provided: Parking enforcement officers issuing parking tickets to citizens and users of parking in the Town. Other services provided include:

- Ensuring that municipal parking regulations are adhered to in order to maintain safe conditions for pedestrians and traffic and to maintain traffic flow
- Provide proactive enforcement and respond to complaints as part of reactive enforcement

Benefits:

This business case is to implement automated plate reading software technology. The benefits of this software the following:

- Data is consolidated and centralized in one area
- Increase efficiency and, potentially, accuracy when issuing tickets through the automated license plate reading system
- Can reduce time spent issuing tickets due to time saving from manual entry
- Additional coverage and ability to address more value-add activities within by-law enforcement
- Reduce risk of error due to manual intervention and tracking

For additional benefits, please see "description of alignment to the Town priority areas" above and details under alternative 2 within "identify and analyze alternative options" below for further details.

Key stakeholders: the Licensing & Enforcement sub-division, the Legislative & Legal Services division, the IT division and the Town's citizens.

Desired Outcomes (Value obtained)

The overall goal is to automate, improve and enhance the ticket issuance process through the implementation of an automated plate reading software technology. The desired outcome would be increased efficiency and effectiveness of the process and a reduction of manual efforts within the process. Success of this initiative would include a re-allocation of resources from manual input to value-add services, cost avoidance as the Town continues to grow, and greater transparency within the ticket issuance process.

- KPI: number of tickets issued per FTE

Progress with respect to certain other outcomes (departmental and citizen satisfaction, for example), may require survey or other forms of new data collection, or alternatively may require qualitative forms review.

This project will be best governed by Legislative & Legal Services and IT in Corporate Services and the Licensing & Enforcement sub-division. A project manager and project steering committee would be recommended.

Identify and Analyze Alternative Options

<u>**Alternative 1: Do nothing**</u>

An alternative always is to maintain the current state and continuing with the existing manual ticket issuance process. The advantage is that no changes or training are required, and no capital outlay is needed for the new software. The disadvantage is that as the Town grows, the manual time it takes to type in plate numbers into the ticket system will grow and become unsustainable.

<u>**Alternative 2:Perform a system selection process and implementation of a parking ticket issuance software and hardware with automated plate reading[17]**</u>

Perform a detailed system selection to assess the requirements of a parking ticket issuance software and hardware, including considerations for type of hardware (fleet or handheld) as well as possible provider. Upon a selection of a software to meet the Town requirements, the Town should implement the parking ticket issuance software.

Considerations for type of technologies:

Fleet: Municipalities, such as Oakville, in have installed plate readers on their fleet. These readers require significant investment ($100,000) and have been known to pose challenges in bad weather and with the integration of GPS technology. This would pose some issues for the Town, as our private contractor uses its own fleet. Oakville has implemented the AMPs system.

Handheld: Staff are aware of handheld solutions that could potentially integrate into our current systems. Staff see benefits associated with this option, as it could be used by both internal staff and our private contractor.

Alternative 2 would meet the objective of reducing the need to track license plates and related ticket information manually and significantly improve the efficiency and effectiveness of the overall process. This enables improved accuracy in analysis and reporting. Due to the efficiencies gained through this implementation, the time and capacity of the parking enforcement officers would open up and could help support and alleviate the pressures they are currently facing in other enforcement activities. (Please see the business case for LL03 for further details)

<u>**Alternative selected:**</u>

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[17] Upon implementation of Adminstrative Monetary Penalities (AMPs) and in accordance with direction from Council

Alternative 2 - Performing a system selection process and implementing a parking ticket issuance software[18] would be the most appropriate solution at this time as the solution meets the objective of improving the efficiency and effectiveness of the ticket issuance process and provides benefits that are advantageous to the Town overall. Leveraging technology reduces the manual efforts for the Town staff, a greater opportunity to focus on value-add activities for the Town overall and enhanced service delivery.

Implementation

High level implementation plan: this opportunity contains four stages:

1. **Current state assessment:** In the current state, the following would be investigated further to ensure the best path forward is achieved. This assessment would include a thorough understanding of the operations and all manual activities within the process. This would include interviews with parking enforcement officers and staff providing the service to gain an understanding of what is working and what is not.

2. **Explore opportunities**: the Town could look to leverage technology and other related tools and hardware options.

3. **System/vendor selection**: Investigate and perform a thorough selection process for the automated plate reading software. This stage contains the following steps:

   - **Requirements Development:** Engage stakeholders to develop functional & non-functional requirements
   - **Options Analysis:** Conduct preliminary market research to gain an understanding of options available on the market
   - **Obtain pricing and demo the solution:** Measure against the established criteria (sample scoring presented in this section) and move forward with the leading solutions
   - **Proof-of-concept evaluation:** View the product in real world scenarios to get to the bottom of true capabilities and establish organizational fit
   - **Contract execution:** Ensure what has been promised is what will be delivered through rigour and documentation
   - **Implementing planning:** Develop roadmap for solution success

4. **Implementation:** roll-out a project plan with various sprints in preparation for the implementation of the system. This step could include the following:

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[18] Upon implementation of Adminstrative Monetary Penalities (AMPs) and in accordance with direction from Council

- **Develop plan**: scope out the activities that will be part of the implementation and create a timeline for carrying the execution gradually
- **Process design** – develop and organize the processes in which you will execute the activities, adjusting the processes to the logic used within the chosen software
- **Solution design** – develop the roadmap of business requirements and processes
- **Configuration and customizatio**n – install the software and customize the software to meet the specific business environment, processes and needs
- **Integration** – migrating data from one system to another (if required)
- **Reporting** - understanding what information and metrics are valuable to the team and developing a standard reporting layout in order for users within the organization to digest the information easily
- **Training and testing** – there are four different types of testing: unit, project team, integration and end-user testing. Each of them should be carried at different stages of the software implementation process to guarantee that everything works accordingly the plan. Testing is an ongoing process that should be done throughout the software implementation process but also after the software has been in use for a while by the team.

Timing implication: Medium-term - Depending on the alternative chosen, this can be accomplished in 1-3 years time – dependent on the AMPs implementation.

Level of difficulty: Depending in the alternative chosen, this is a medium level of difficulty to implement.

Service level impact: The result of this implementation could be an increase level of service for the Legislative and Legal Services division.

Risk Assessment and Response Strategy

Level of approval required – As with all of the business cases, the recommendation would be made by the Town Strategic Management Team to Council for approval to proceed with the project.

Risk level: The risk to the Town of not implementing this opportunity is low. The Licensing & Enforcement sub-division will still be able to operate however,

it will continue to impact the efficiency of the sub-division in the event the opportunity is not implemented.

Key risk	Impact	Response strategy
Continued inefficiencies	Moderate	Current state assessment can determine the type and variety of issues currently within the parking ticket issuance process to understand the magnitude of the issues and the priority of issues to address.
Resistance to change from Town staff.	Low	Ensuring proper communication and training to staff on use of the new technology and its advantages to ensure seamless transition to the plate reading system's digital capabilities.
The plate reading system that is implemented may not integrate properly with the rest of the systems currently in place	Moderate	When exploring opportunities and system/vendor selection, consideration should be given to the integration capabilities of the chosen tool relative to the overall system within the Town (including CRM – see business case LL07, or EPR)
Privacy issue. Storage of plate information Automated plate reading software may not be fully supported by citizens of the Town.	Moderate	Currently parking tickets issued manually contain license plate information that is stored in the Town's systems. These Privacy safeguards should be maintained or enhanced with a new system.
Citizen reaction to the change in the way parking tickets are issued.	Moderate	Change management for citizens and education regarding the new system should be rolled out to ensure parking offenders understand their rights and responsibilities regarding the automated issuance of parking tickets.

Issue management strategy and project escalation approach:

Please see Appendix A.1 for details.

Human Resources Implications

Long-term implications - This opportunity will affect the parking operations staff and should free up their time that could lead to a change in their roles and responsibilities or increase their efficiency in issuance of tickets. Training and new roles and responsibilities can increase employee satisfaction. In the long term, the utilization of automated solutions will provide the Town with cost avoidance opportunities as the Town will be better positioned to manage growing volumes with existing staff resources. Through efficiencies gained, any existing FTE time may be redeployed elsewhere where priority needs dictate – either through repurpose of current workforce or cost avoidance from future FTE growth once the FTE time savings can be determined.

Temporary resources - The system selection/implementation process does require the time of the Town staff to attend interviews and validate findings. The Town should consider engaging a third party to lead them through the system selection/implementation process. Furthermore, implementation of the software will include internal resourcing and vendor participation.

Cost and Funding Requirements/ Implications

Total costs of the alternatives:

Alternative 1: no costs associated at this time.

Alternative 2: Please see below.

Total costs range between $100K – $150K for the opportunity. Based on data from comparable peers, this total provides an estimate of the system and the associated costs. Consideration should be given to existing devices and hardware the Town currently possesses such as town issued phones/other handheld solutions. This should be leveraged in conjunction with the new system and therefore, should be excluded from the overall cost.

The Town can likely anticipate to pay licensing and maintenance fees on an annual basis. The on-going costs of an automated plate reading technology is highly dependent upon the system chosen. These characteristics will be determined through the system selection process.

These costs will be offset by the savings of employee time which could vary between FTEs – either through repurpose of current workforce or cost avoidance from future FTE growth. At this point in time, cost savings in the form of time and effort saved per FTE cannot be determined. Assuming that the software is working well and identifies license plates appropriately, an accurate estimate can be provided once the opportunity is implemented as performance standards will be implemented and can provide a more appropriate and

accurate estimate of approximate FTE time saved. However, the level of potential savings can be roughly estimated to be approximately $50K – 100K in related time savings.

Summary:

Based on selection of alternative 2:

Level of capital investment: Medium = $100K - $250K (one-time)

Level of reoccurring costs: TBD (on-going costs) – please see note above regarding on going costs

Level of potential savings: Medium = $50K - $100K in related time savings (annually)

A number of costs could be considered depending on the alternatives chosen above.

Change management (Communications and Stakeholder Engagements)

Impacted stakeholders: The Town's citizens

Key issues/concerns: the impact of the new parking ticket system on citizens obtaining and accessing their ticketing data as well as overall level and quality of service delivery. In addition, privacy concerns regarding storage of parking data.

Impacted stakeholders: The IT division

Key issues/concerns: the number of resources and time needed to tend to this implementation and the proper integration to the applicable systems currently in place.

Impacted stakeholders: The Legislative & Legal Services division/ Licensing & Enforcement sub-division

Key issues /concerns: the ease of use of the plate reading system and impact on other processes within the division. In addition, acceptance and adoption of a new system and as well as training required for Town staff to feel capable and supported using the new system.

The following steps should be taken accordingly:

Change management plan:

Please see Appendix A.2 for details.

Communication strategy/plan:

Please see Appendix A.2 for details.

Assumptions

N/A

Appendices

Please see below Appendix LL10A for details.

Appendix LL10A: Town Strategic Priority Linkage

Town Priority Areas*	Description of Alignment
Planning for growth	The number of citizens will increase as the Town grows. Tracking plate numbers into the ticket system is a manual exercise that could require more parking enforcement officers to maintain service as the Town grows. Implementing an automated plate reading software technology can expand with this growth.
Service innovation	Automating the plate reading process would allow the Town to modernize and automate process that are currently completed manually. By investing in innovative solutions, the Town can help to improve overall operations and services provided within the Legislative and Legal Services division.

*Source: Council Staff Work Plan 2020-07-20

Appendix A.1 – Issue management strategy

Each business case may encounter issues during implementation. The following guidance can assist with managing and resolving any issues encountered.

Issue management strategy and project escalation approach:

Proper, timely escalation of project risks, issues, decisions and change requests is critical to keeping a project on track. Through the establishment and use of a RAID log as a planning tool to identify key Risks, Assumptions, Issues and Dependencies will allow the team to keep track of all issues within the implementation.

If a risk or issue is identified while performing a project-related activity, the item should be understood, and a solution plan agreed upon. The plan should seek to resolve the item as soon as possible.

If the issue remains unresolved after three days, the functional lead must be informed. They will review all concerns and assess potential impacts on the project. If a project risk or issue is perceived, the PMO must be informed and the RAID log updated.

Each week, all open risks contained in the RAID log will be discussed by the project team. Items will be prioritized based on their impact to the project (i.e. likelihood of having an impact and magnitude of potential impact).

Critical issues, which are those that may have a significant impact on the scope, timing or execution of the project plan, and risks will be discussed at the bi-weekly Steering Committee meetings until a resolution is reached.

Appendix A.2 – Change management and communication plans

Each business case results in an organizational change. Therefore, appropriate change management techniques can improve the success of implementation and should be adopted at the beginning of each project. The following guidance can assist with change management and communication during business case implementation.

Change management plan:
1. Review solution assessment
2. Determine changes to people and process
3. Define communication plan (please see details below)
4. Define training plan
5. Communicate the change management plan (which includes determining a change committee) to the stakeholders
6. Provide adequate lead time and transition time to the new solution

Communication strategy/plan:
Determine the major communication and engagement activities related to the opportunity. This would include:
1. Kick off meeting – with key internal stakeholders and project team to provide an overview of the implementation roadmap and activities
2. Transition meeting – provide overview of the transition and the implementation roadmap. In addition, discuss dependencies and collaborations between stakeholders and project team on implementation activities
3. Schedule regular face to face interactions and email communication to keep stakeholders updated on progress
4. Establish a steering committee to manage and own the implementation
5. Establish a Project Management Office (PMO) team to provide oversight on the implementation

Appendix B – Complete opportunities listing

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
1	FIN01	Purchasing & Risk	Finance	Create a procurement workflow to improve processes between Purchasing and Financial Planning, supported by a software system or SharePoint or Excel.	Throughout the procurement process, the Financial Planning and the Purchasing sub-divisions must collaborate when tracking purchase data. Currently, manual excel spreadsheets are tracked by both sub-divisions with a substantial amount of time being spent by both sub-divisions in comparing and reconciling data and creating reports in excel. For example, issues such as changes to budget approval amounts and the GL coding are not verified at the early stages of a purchase resulting in delays in the award of work.	There is an opportunity for the Town to create a procurement workflow in order to improve the procurement process, including purchase order approvals. This workflow would be supported by a procurement software or function such as SharePoint in order to ensure centralization of functions such as the excel schedule, contract and general documentation management. If the Town invests in a Document management system (DMS), these supplier contracts should be included in this implementation.	Low	Low	Short-term	Low	Increase	Low
2	FIN02	Financial Planning	Finance	Implement an application for report writing or another reporting software to decrease the duplication of report writing and centralize information.	The Financial Planning sub-division uses a variety of different software systems to carry out functions including financial reporting and budgeting. Currently, FMW (the budgeting software) only pulls information from CMiC (the financial reporting software) at an account level (without the detailed transactions). Given the lack of detailed data, Finance staff and Department managers need to pull reports from both FMW and CMiC to analyze financial results and understand the details of various transactions. This process of pulling information from multiple systems has led to cumbersome processes that takes time to work through when considering the analysis and reconciliation of data across the two systems.	There is an opportunity for the Town to implement a software system to integrate information from disparate systems, including spreadsheets, presentation documents, emails and other unstructured data, into single reports. Most report writing software solutions are roles based and are capable of interfacing with most ERP's and other systems (FMW). This would decrease the work required to reconcile information pulled from multiple systems and streamline data retrieval and analysis saving time.	Medium	Medium	Short-term	Medium	Maintain	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
3	FIN03	Financial Planning	Finance	Grant all Financial Planning Analysts read only access to Class or its replacement system.	Within the Financial Planning sub-division, the software system, Class, is used for recreational transactions and aggregates a daily group of transactions to post to CMiC. Currently, not all Financial Planning Analysts have access to Class and this has created inefficiencies in the analysis of the daily transaction data. For example, if a value is imported into CMiC from Class (in an aggregate value for a single day), the Financial Planning Analyst must reach out to someone who has access to Class to obtain the details of the transactions from the system, when further analysis is needed.	There is an opportunity for the Town to grant Financial Planning Analysts read only access to Class and the new system replacing Class in order to allow for detailed analysis and improved efficiencies. This would limit the number of individuals required to be involved in the download and understanding of transaction values, enabling the recreation department more time to focus their time on their responsibilities.	Low	Low	Short-Term	N/A	Maintain	Low
4	FIN04	Financial Planning	Finance	Automate the cash flow analysis to improve efficiencies and improve workflow and reduce signoffs where possible.	The Financial Planning sub-division is responsible for managing the Town's investment decisions and associated approvals. Monthly, the Senior Financial Analyst determines the projected cashflows, manually, using an excel model and collecting information from accounts payable and capital projects, etc. This process relies heavily on a large, complex Excel file, that is only maintained by the one person. Currently, the sub-division processes an average of 25 purchases per year with values ranging from $600,000 to $16,500,000 and there are a number of individuals required to approve investment decisions.	There is an opportunity for the Town to automate the cash flow analysis using a cash flow software system instead of excel in order to improve efficiencies and information available in the investment decision making process. Automation should populate from systems automatically and provide scenarios to show the potential excess cash to invest for certain periods of time with buffers. This will ensure that the cash flow information being used to make investment decisions is both accurate and complete, resulting in optimized use of the Town's excess cash and possibly greater revenues for investments.	Medium	Medium	Short-term	Medium	Increase	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
5	FIN05	Development Finance	Finance	Create an automated financial security administration workflow	The Development Finance sub-division is responsible for the tracking of Security Deposits and Letters of Credit associated with developments within the Town by way of the Financial Security Administration workflow. Currently, there is no software system in place to track the payments as they are received and remitted to developers over the life of the project. For example, the Financial Security Administration workflow involves physical Letters of Credit and uses excel as the method of tracking process of payments.	There is an opportunity for the Town to create and formalize a financial security administration workflow to move manual tracking from excel into a software system. This would involve putting together the business and technical requirements needed for the system and performing a system selection working with the IT division to understand if the software systems currently used by the Town would serve such needs (for example AMANDA). If these tools do not meet the requirements, the Town should consider sourcing a software system externally. The benefit would be more efficient and accurate tracking and release of deposits.	Medium	Medium	Long-term	Medium	Increase	Low
6	FIN06	Development Finance	Finance	Create policies and procedures for the use of the Building and Development Review Model to understand who should provide input and standardize data collected.	The Growth Forecast Model was developed by the Development Finance sub-division to forecast the revenue associated with development fees within the Town, for budgeting and forecasting purposes. Additionally, the Development Services Department creates its own quarterly tracking excel spreadsheet to track adjustments to development fee estimates, using data from AMANDA and information gathered directly from the developers. As a result, currently, there two sets of data, or truths, when it comes to forecasting development fees. The Finance division adjusts their model, while they have limited insight to when things are supposed to happen in the site plan application process.	There is an opportunity for the Development Finance sub-division and Development Services Department to co-create a model using the existing Building and Development Review model and Development's excel spreadsheets. This joint model would aim to meet the needs of both areas, be created with the best available information and provide a single source of truth for development fee revenues estimates. When developing the model, considerations of using data from AMANDA as well as most current relevant information from sources, such as developer planning estimates. This would improve the understanding and support for the use and maintenance of the model by the Development Finance sub-division and the Development Services Department.	Low	Medium	Medium-term	Low	Increase	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
7	FIN07	Development Finance	Finance	Create policies and procedures for the data input into AMANDA to ensure completeness and accuracy of information.	The AMANDA software can automatically calculate development charges using the square footage information input multiplied by the applicable rates. The Assessment Roll Analysis and Audit also relies on building occupancy dates as a completeness check for MPAC data. These automated calculations are not always accurate within AMANDA, as input values may not have been validated by the Development Services department. This is apparent when the Planning Application form (hard copy) has a different square footage value than AMANDA.	There is an opportunity for the Town to create and implement policies and procedures to protect the integrity and accuracy of the data within AMANDA. These policies and procedures would decrease the need to rely on the manual Planning Application form and decrease the work required to manually validate inputs and recalculate and instead rely on the automated functionality. This opportunity also impacts Tax Assessment Roll Analysis and Audit, as this would provide correct new occupancy dates data for the completeness checks done by the tax sub-division.	Low	Low	Medium-term	Low	Maintain	Low
8	FIN08	Accounting	Finance	Increase Accounts Payable (AP) automation to create process efficiencies and improve service levels.	The Accounting sub-division is responsible for the accounts payable function, including payments made to vendors of the Town. Annual transactions include over 6,000 vouchers, over 4,000 utility bills, around 500 AP/Visa adjustments as well as between 13,000 and 20,000 Visa transactions. Between the various payment types such as EFT, wires and cheques there are around 8,000 payments made. Currently, the AP process is very manual in nature and is reliant on hard copy records. This has created inefficiencies within the organization, specifically creating additional time and effort required to process and track payments and respond to inquiries from vendors and staff.	There is an opportunity for the Town to create an accounts payable workflow, use invoice imaging, and increase the automation of the AP process in order to minimize the time required to trace and make payments to vendors. AP automation refers to technology that is used to streamline and automate accounts payable processes, removing manual tasks and providing better visibility and control over important financial data.	Medium	Medium	Medium-term	Low/Medium	Increase	Low

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9	FIN09	Tax	Finance	Increase automation for Tax Roll audit - including pulling in and reconciling to external data automatically.	Currently, much of the work that is completed within the Tax and Assessment sub-division involves the auditing of the assessment roll, including the reassessment impacts and tax rate analysis. This process is manual in nature as the majority of files are received as excel documents. This creates inefficiencies within the department as time is spent manually investigating or comparing the data with external sources such as Municipal Connect (MPAC data), OPTA (exception reports) and CoStar (non residential transactions).	There is an opportunity for the Town to increase the automation of the Tax and Assessment roll audit. Automation software or other Robotic Process Automation (RPA) could be explored to decrease the manual effort to perform this task. This would include the pulling of external data from sources such as Municipal Connect, OPTA and CoStar in a more automated way in order to minimize the time and effort required reconciling the external tax assessment data to internal data.	Low	Medium	Short-term	Medium	Maintain	Medium
10	FIN10	Tax	Finance	Continue to investigate new tax software due to significant limitations with current provider (letter writing, manual re-work required to record J/E)	Vailtech is the tax software the Town implemented in 1998, and the software has not experienced an upgrade in 10 years and it has limited support. This lack of system updates has created process limitations, as many of the functions are not automated. For example, the system is configured to only record tax collected to one school board, while Milton has allocations to 4 school boards. This means that the automatically created journal entries within Vailtech must be manually modified to appropriately record the allocation to the 4 school boards. It should be noted that tax specific letters cannot be generated within the system and Word-based templates are used and maintained on local hard drives. The Town has begun to investigate possible new software and has not yet found a software to meet its needs.	The Town should continue the software selection processing including further refinement of the requirements list for new software selection and monitoring the available tax software in the marketplace. When a suitable replacement is found, implementation should be done as soon as possible	High	High	Medium-term	High	Increase	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
11	FIN11	Tax	Finance	Investigate automating the activities relating to the processing of tax installments (i.e. cheque data entry)	As a part of the Town's taxation cycle, the Town prints and mails out two tax bills per year with two stubs each (equaling four payments per year). Most residents will pay the required tax amount on each of the four instalment dates. Currently, there are limited opportunities for self-service such as the ability to see bills online. Payments can be made through mortgage payments and in online banking but not through the tax software. For each installment collection date, the Taxation sub-division is responsible for responding to citizen inquiries, processing mortgage payments and processing cheque and online payments - adding up to over 230 hours for each tax installment date.	There is an opportunity for the Town to investigate opportunities to automate activities related to tax installments. The Town would need to refine and document processes related to payment processing (mortgage, bank and online payment). Once the process is documented, the Town can investigate automation tools, such as Robotic Process Automation RPA, to automate the processes for payment processing. This would provide time for the Tax sub-division to provide more high value and customer service-related services.	Medium	Medium	Medium-term	Medium	Maintain	Medium
12	FIN12	Tax	Finance	Create a self-service web-based portal for tax activity. This includes a wide range of activities including: status and transactions check of a tax account, Tax statement purchase, Tax receipt retrieval, duplicate tax bill generation, purchase of a Tax Certificate, join the Auto-pay program, bank account information changes, Auto-pay program cancelation, name correction on a Tax account, email and mailing address change and enrollment	One of the Tax sub-division's responsibilities is answering the requests and questions of citizens related to their tax assessments and tax rate. The sub-division currently spends upwards of 35 hours per week tending to the tax needs of citizens given the lack of online, self-serve options available for citizens to use before approaching the sub-division for specific needs. It should be noted that the sub-division received 20,061 emails related to tax assessments and rates in 2019.	There is an opportunity for the Town to evaluate the current self-service and web-based service offerings to determine if they can add tax activities that the citizens could use instead of approaching the Tax sub-division for specific requests. The self-service portal will offer address, property, owner- level validation and verification functions to permit only authorized individuals to submit information to be updated within the central taxation system. All data submitted will flow through appropriate safeguards and checks to maintain data integrity, sanitization and accuracy within the system. Where appropriate, the ability to charge for and accept payment for service should be integrated.	Medium	Low	Medium-term	Medium	Increase	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
				in e-mail for tax billings.								
13	FIN13	Purchasing & Risk	Finance	Implement a work order system to track Town maintenance activities to facilitate efficient access for insurance claims, Region and Freedom of Information (FOI) request purposes.	When residents make insurance claims against the Town for damage to personal property, their insurance company requires the Town to refute the claim with maintenance records. The Town performs and holds maintenance records on behalf of the Region as well and all maintenance records are manually kept in hard copy in the Town's offices. Town employees experience inefficiencies locating work papers, as they must not only track down the file but be present at the office. It should be noted that locating maintenance work papers consumes at least ~20% of the work week for one FTE.	There is an opportunity for the Town to implement work order software which would alleviate the current strain on resources, allow for reallocation of time otherwise spent locating paperwork and provide for more accurate record keeping which will assist in the successful defense of claims. This would ensure that a streamlined process is in place when considering Town maintenance and improve the level of service as Town employees could quickly access information related to maintenance.	Medium	Medium	Medium-term	Medium	Increase	Low
14	FIN14	Purchasing & Risk	Finance	Source an Enterprise Risk Management tracking software as the ERM program is being rolled out.	Currently, the Town is rolling out a new Enterprise Risk Management program (ERM) over the next 5-years. During this roll-out, the Town will create a risk register within excel or word (this has yet to be determined) to collect, manage and track reports related to the implementation of the ERM program.	There is an opportunity for the Town to source an ERM tracking software during the system roll-out to eliminate the use of excel when tracking reports throughout the implementation. This would decrease the risk of human-based error from the use of programs such as word or excel.	Low	Low	Medium-term	Low	Increase	Low

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15	FIN15	Financial Planning	Finance	Refine roles and responsibilities with regards to budget variances and reallocations for forecasting	Detailed variance review is performed three times during the year (May, September, and December). In accordance with the Budget Management Policy No 113 section 4.6.ii, staff may approve spending in excess of the budget for a particular expense line by making the necessary balancing decisions in other expense lines, as long as the program is still within the approved service levels. These changes must be processed and approved by Finance. This policy is not well known by other departments as the feedback was that minor variances are questioned and that there is a lack of autonomy over spending within their programs.	There is an opportunity for the Town to revise the roles and responsibilities of the Supervisor, Financial Planning and Financial Analysts to increase their roles as business advisors and increase capacity and abilities to provide proactive input and insights to departments. This could include increasing the thresholds for variance investigation, investigating total differences per program above a set threshold, and developing a threshold for the approval of changes to the budget in order to limit the number of individuals required to approve a minor change. The design should consider stakeholder input on which type of analysis would aid the departments in effective delivery of their services within budget.	Medium	Medium	Medium-term	Low	Increase	Medium
16	FIN16	Purchasing & Risk	Finance	Implement a more automated Expense Management Program to reduce the administrative burden of VISA cards, including investigating automation opportunities through US bank, the Visa bank.	The Visa card documentation and payment process is very manual in nature. There are currently over 250 cards issued to employees or used as ghost cards for single vendor purchases. Employees who use visa cards must submit hardcopy receipts to Visa Administrators in each department. Direct supervisors approve transactions and support. The Visa Administrator will compile support for all Visa transactions within the department to be provided in a package to the Director/LMT member. The Visa Administrator, who are members of other departments and are not accountants, are responsible for coding transactions and selecting the correct sales tax treatment. Once the package is approved, it is provided to Accounts Payable. There is often a	The Town has an opportunity to implement an employee self-service expense management platform to support credit card transactions. Expense management platforms create an electronic workflow from purchase to reimbursement with employees uploading pictures of receipts, appropriate approvals and pre-programmed accounting treatment based on expense type drop down menus. The Town should investigate the options that work with US bank, or others and perform a system selection to determine which provider meets their needs – number of employees, types of transactions, sale tax rules, etc. This would reduce the reliance on paper records, improve the timeliness of reporting and reduce the manual manipulation and auditing done by accounts payable.	Medium	Medium	Medium-term	Medium	Increase	Low

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					time delay between the required timing to pay credit card and the receipt of this package, resulting in payments being disbursed prior to completed support being received. Once accounts payable receives the package, they are required to check the sales tax treatment to catch errors through excel data manipulation. Overall, the process is time consuming and not timely.							
17	FIN17	Accounting	Finance	Digital workflow and possible automation for Journal Entries	Each journal entry is required to be supported by a hard-copy package including signed approvals page and supporting back-up or schedules. These journal entries are filed in a manual binder. There are approximately 110 JEs monthly and over 450 at year-end. The reliance on hard-copy documentation presents inefficiencies in follow-up, the risk of missing documentation and having back up on paper in only one place.	There is an opportunity to implement an electronic workflow and document storage system to support digital documentation, approval and posting of journal entries. This will reduce the additional effort to print and organize manual journal entry support, reduce the risk of missing documentation and reduce time and increase flexibility of how and when journal entries are approved and posted. The Town should investigate the abilities for their current ERP (CMiC) to perform this functionality. An additional software selection process may be required to find the right software to fit the Town's needs. Automation software or other RPA are software tools that can support automation of JE processes.	Medium	Medium	Medium-term	Medium	Maintain	Low
18	FIN18	Accounting	Finance	Auto-creation of AR invoices	Currently, CMiC requires the creation of accounts receivable invoices one-by-one. The Town issues over 100 accounts receivable invoices monthly. The customer information is auto populated; however, the invoice memo and amounts must be typed in each time. Reoccurring invoices (e.g. monthly rental contracts) must be recreated each month.	There is an opportunity to streamline process through auto-creation or upload of accounts receivable invoices. The Town should investigate the abilities for their current ERP (CMiC) to perform this functionality. An additional software selection process may be required to find the right software to fit the Town's needs.	low	Low	Medium-term	Low	Maintain	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
19	FIN19	Payroll	Finance	Increase further automation of payroll linked to a new Human Resource Information System (HRIS) or an alternative delivery model.	The payroll process is highly manual and has resulted in various inefficiencies (i.e. manual worksheets, duplication of effort, payroll analysis, employee file data integrity, etc.)	Having a strong Employee Core Records and Payroll module in a new HRIS for payroll processing, time and attendance tracking, employee file data integrity, payroll analysis, etc. would be beneficial and reduce manual data entry (i.e. automated time entry and approval workflow), thereby creating efficiencies throughout the organization and improving data integrity. Alternatively, there are numerous payroll providers that process pay for organizations. leveraging their software could be a benefit to the Town of explored though a business case analysis.	Medium	High	Medium-term	TBD	Increase	High
20	CS01	Corporate Services	Corporate Services	Reconfigure the organizational structure of Corporate Services	The Town is experiencing significant growth and along with it there is a need to support the back-office functions of the Town to enable this growth. Some changes to the Corporate Services Department organizational structure move already been made, however, additional lessons could be gleaned from peer municipalities regarding their organizational structure of Corporate Services. What divisions work best reporting to a commissioner of Corporate services and which ones should not. In addition, there are also several existing vacant FTEs that should be either filled or re-examined in cases of technology advancements. The current level of FTE in CSD is lower than peer municipalities.	There is an opportunity to reconfigure the organizational structure of Corporate Services, and its divisions, to follow best practices, adapt to alternative service delivery and be best suited for future growth in service delivery. Considering changes to the organization structure as well as other initiatives as part of the service delivery review, the Town should also re-evaluate the requirements of the existing vacant FTE positions in comparison to other organizational structures within the jurisdictional scan.	Medium	High	Short-term	Low	Increase	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
21	CS02	Corporate Services	Corporate Services	Communication Audit: Increase part- time staff access to internal platforms and means of communication.	The Town has a large number of part-time employees, especially throughout the summer months were part-time is ~70% of the total employee distribution. The nature of the work that these employees are conducting includes road maintenance and leading summer camps. These part-time employees are unable to access Town computers to receive information as they do not have an internal email, which is required to access the intranet. The intranet is used to distribute information pertinent to all employees, such as upcoming holidays and health and safety policies. This lack of access to the intranet results in difficulty sharing information to all employees.	There is an opportunity for the Town to grant part-time employees further access to internal platforms and methods of communication. This would ensure consistency of information distributed and reduce the risk of information being misused as a result of increased confidentiality. An example its benefit would be the ability to communicate the Town's updated health and safety policies in regard to COVID- 19.	Low	Short-term	Low	Low	Increase	Low
22	HR01	HR Information	Human Resources	Improve documentation and knowledge transfer for HR positions	The Town has faced a lot of turnover in the past five years in HR and does not have established procedures to document the operational tasks of each position. This has created inefficiencies across departments given a lack of continuity and a sense of 'starting fresh' each time a replacement is found.	There is an opportunity for the HR division to improve the transfer of knowledge on how to perform responsibilities for new hires. By using defined documentation of roles and responsibilities across the organization, HR could better equip themselves to handle turnover.	Medium	Medium	Medium-term	Low	Increase	Low
	HR02	Finding and opportunity combined with another finding and opportunity presented.										
23	HR03	Occupational Health, Safety, and Wellness	Human Resources	Dedicate further time and resources to policy management to reflect the size of the organization	The HR division has not been able to dedicate time and resources to update Corporate HR policies as frequently compared to best practices. There are policies such as Harassment and Discrimination and Workplace Violence that legislatively (OSHA) need to be reviewed on an annual basis. In addition, there are numerous policies in the areas of	There is an opportunity to invest in temporary resources to focus more time into the development, design and management of policies for both part-time and full-time employees. For example, the Town could consider separating the Health and Safety Manual into specific policies to address risks associated with specific service areas. Separation of these policies would allow for easier	Medium	Low	Medium-term	Low	Maintain	Low

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					health and safety, employment, programs, benefits and compensation that should be reviewed on a regular basis to ensure legislative compliance and best practice consideration.	tracking of updates and ensure risks pertaining to each division within the organization are mitigated in a timely manner. The revised policies should be posted on a platform accessible to all full-time and part-time employees. (identifying what needs to be reviewed annually and for the remaining schedule policies, have them reviewed in a 5 yr. cycle)						
24	HR04	Recruitment, Organizational learning & Development	Human Resources	Digitalized tracking of basic job requirements and qualifications such as criminal background checks and other training (1st Aid, Working at Heights, job specific certifications as examples) across the organization, most likely as part of a new HRIS system	The approach in tracking job related qualifications and certifications is not consistent throughout the organization, from onboarding to requirements for re-certification for existing employees. This is especially challenging in the areas where there is a high volume of part-time staff. This results in inconsistent tracking, incomplete employee files and can potentially lead to presumed non-compliance in areas where the Town may be required to produce health and safety related certifications. There is a large compliance risk from not being able to produce some records which could result in fines levied against the organization.	There is an opportunity to leverage a centralized digital tracking system to improve compliance tracking of job-related requirements and qualifications. Implementing a centralized digital tracking system would enable the organization to know when requirements or qualifications have been completed, up for renewal, and provide the ability to report on. This can be done by ensuring this is a required function in an HRIS system. As well as, they should consider Ministry of Labour requirements, the database's integration with learning platforms and other systems, related workflows to update and maintain accuracy of information and the access rights and responsibilities of the key user groups (administrators, People Leaders, and individual employees). This would ensure compliance with legislation, reduce time investment, and eliminate financial risk.	Medium	Medium	Short-term	Low	Maintain	Medium
25	HR05	Organizational Learning and Development	Human Resources	Implement centralized database of training records, most likely as part of the new HRIS system	Corporate training approvals are currently tracked within Excel and other training is maintained at facility/departmental levels. There are very manual mechanisms in place to trigger completion of training, which leads to incomplete staff training	There is an opportunity to create a centralized training database to enable easy recall of records (which courses, who completed, when, approval dates, reimbursement status) and ability for stakeholders to see when training is approved or completed. Many HRIS databases have the	Medium	Low	Short-term	Low	Increase	Medium

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					records. Similar to HR04, this has caused difficulties in tracking corporate training for staff.	functionality to track learning; the Town could prioritize this functionality within the system requirements of the potential new HRIS. Along with the implementation of the centralized training database, the Town should prioritize the implementation of the overall workforce learning and development strategy as identified in HR's strategic plan.						
26	HR06	Employee Relations	Human Resources	Develop HR related training and supporting resources for people leaders and explore related learning and development modules within an HRIS system.	Supervisory and leadership training opportunities are minimal within the organization which can lead to insufficient knowledge among leaders and inconsistent management practices. There is no training program for new supervisors that formally goes over HR policies, performance management, relevant employment legislation, employee communication or employee programs. In addition, there are very few resources or materials to support people leaders such as commonly used performance related templates or access to quick reference information and frequently asked questions.	There is an opportunity to provide all staff further resources and training opportunities on items such as on conflict resolution, communicating with employees, and incident management in relation to a broader People strategy that should include details on talent strategy and employee development. The Town should also require managers to consult with HR when certain incidents occur and use appropriate templates set out by HR to ensure standardization. This will create a standard approach to incidents and lead to greater employee satisfaction and department morale.	Medium	Low	Short-term	Low	Increase	Low
	HR07	Finding and opportunity combined with another finding and opportunity presented.										
27	HR08	Compensation and Benefits	Human Resources	HR & Payroll Communication	HR has not been able to dedicate resources or time on the streamlining of processes and workflow between payroll and HR due to competing priorities. Compensation and benefits make up a part of an HRBP's portfolio in addition to regular client group support. For this reason, payroll can receive payroll documentation from 4 different HRBPs and the HR Associate on a bi-weekly basis. This can	There is an opportunity to streamline the workflow process and roles and responsibilities to improve the working relationship between HR and Payroll by formalizing the procedures regarding how they work together and taking advantage of automation wherever possible. The implementation of a new HRIS can significantly impact the coordination of information by minimizing overlaps/gaps of the two	Medium	Medium	Medium-term	Low	Maintain	Low

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					result in various inefficiencies within the workflow processes between parties.	areas, utilization of one central database for information to be input and stored directly and ability to leverage workflow capabilities.						
28	HR09	Human Resources	Human Resources	Execute and resource the People Strategy	HR moved to a client-based service model in 2016. There have been significant challenges with staffing levels within HR and significant turnover (including 5 HR Directors in 5 years). As a result, the division has been challenged to implement the HR strategic plan - The People Strategy. Without the implementation of the People strategy, there is confusion within the organization on the role of HR and missed opportunities for collaboration with HR at the LMT and SMT levels. Comments from the employee surveys reflect shortfalls in response times and service provisions as a result of HR resource capacity. Further, the initial comparator review noted that the comparator municipalities had 15- 16 HR FTEs for workforces of a similar size or slightly bigger compared to the Town's HR FTE's of 7.	There is an opportunity for the Town to consider the appropriate delivery and staffing model for the implementation and execution of the People strategy. This should include the investigation of possible partners for shared service models, considerations for responsibilities which can be shared with another organization, re-alignment of internal roles and responsibilities and the required internal resources to execute (i.e. # of HRBPs required).	Medium	Medium	Medium-term	Low	Increase	Low
29	HR10	Organizational Learning and Development	Human Resources	Develop corporate wide training, development strategy and evaluation framework	The Town's training and development program has not been updated or modified in over a decade. As a result, the training program may not provide an acceptable level of value to staff or the organization, and the benefit of learning and development programs may not be realized. There has not been an established framework for learning and development programs and no system in place to measure any	There is an opportunity for the Town to develop a corporate wide training and development strategy. By having a training program, it will allow the Town's staff to strengthen and improve their skill set. Furthermore, defining a set training and development strategy, will provide a clear direction and understanding to all staff members the training and development opportunities and materials that are available. This should include an evaluation framework to	Low	Medium	Medium-term	Medium	Increase	Medium

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					return on investment or other metrics. This has been due to the lack of available resources in HR over the years. The Town does not have a dedicated resource for organizational learning and development.	track and measure accordingly the progress within the program. In addition, this would allow the Town an opportunity to update their program to current standards and against best practices.						
30	IT01	PMO	Information Technology	Move the Project Management Office (PMO) from IT division to a Corporate wide PMO and include the development of a Project Management Mandate, policies and materials to equip the PMO and Town staff with a common set of tools to effectively manage projects for all departments.	The Project Management Office (PMO) falls under the responsibility of the IT division of the Corporate Services Department. Currently the PMO does not have a budget and the Project Manager salary is funded from specific project budgets. Since the PMO falls under IT, the PMO is primarily being utilized by departments when the project has an IT component but not always. This results in other projects being run by Town staff without the assistance of the PMO, causing increased demands on staff resources and potentially siloed decisions. In addition, the Project Management Office (PMO) only has one certified Project Manager and does not have an established set of project management tools that can be utilized by Town staff on projects that do not involve the PMO. The current PMO project portfolio is large and the single Project Manager is not available to work on all Town outstanding projects. This results in projects being run without proper PMO oversight, including planning, scoping and resources.	Depending on the extent and scope of a Corporate PMO throughout the organization, the Town has an opportunity to develop a strategic path for the Project Management Office (PMO). By positioning the PMO as a town-wide resource, with a dedicated budget, all significant projects can benefit from a dedicated Project Manager who can bring a town-wide perspective and expertise. Each department will still be in charge of its own projects, however the central PMO can act as a catalyst by providing a consistent framework and more interdepartmental communication and coordinate with department PMOs. The Town will need to establish an appropriate budget and reporting structure to implement the new PMO approach. Depending on the estimated number of projects in the mid-term horizon, the Town may need to expand the capacity of the PMO. Part of this strategic path for the Town would also include the development of a project management framework specific to the Town's needs. By developing this framework, the Town can effectively grow the capacity of the PMO and ensure the successful management of significant projects. The framework will establish checkpoints and criteria for employees to follow without the day-to-day guidance of a Project Manager - including project sponsorship, budgeting and reporting and	Medium	Low	Medium-term	Medium	Increase	Low

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					project plan. These resources can be effective in the project planning phase by ensuring that projects are scoped correctly and that the necessary implementation resources are available for a successful outcome.							
	IT02	Finding and opportunity combined with another finding and opportunity presented.										
31	IT03	PMO	Information Technology	Provide key participants access to Clarizen (project management software) for their project to improve project communication.	The Project Management Office (PMO) has Clarizen software to manage project timelines and tasks. However, key members of the project teams from other departments do not have access to the software. This results in excess work being done to track project progress and the creation of side systems for other team members to stay organized. Additionally, Clarizen contains some stale dated projects which will need to be cleaned up. Additionally, current project data housed within Clarizen should be reviewed and cleaned up to ensure integrity and completeness of data, alignment to standard processes across the organization and proper security controls implemented to ensure staff have access to relevant project information.	The Town could expand the access to the software to allow other project team members to utilize its benefits. Each key project team member should have appropriate training and access to Clarizen but only for their active project. Additionally, reporting writing could be developed to allow individuals run reports on their own projects without the involvement of the PMO. This will reduce the time spent on each project by improving the teams' ability to monitor their progress in one location. This will also increase the visibility of projects to the organization allowing for more accurate updates on project progress and resource availability.	Medium	Medium	Medium-term	Medium	Increase	Low
32	IT04	All	Information Technology	Prepare a comprehensive Information Technology (IT) Strategy	The IT division does not have a long-term IT Strategy. We are aware that there is a digital strategy that has been identified as a need on the horizon, however this is only one component of a comprehensive IT strategy. Not having a plan has led to inconsistent and short-term decision making with regards to IT	The Town should develop a comprehensive IT Strategy, which will ensure that IT decisions are aligned to the Town's goals. Having the IT division know the future direction, as set out in an IT Strategy, will increase their confidence in decisions to understand life cycles and when end of life (EOL) decisions are coming, manage integration between	Medium	Low	Short-term	Medium	Maintain	High

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					investments. The Town does have a complete list of IT vendors but does not have a system map that shows how the all of their systems and programs are connected. The Town's IT infrastructure is at a point where long-term decisions need to be made. These decisions include what to do with end of life software (EOL) the renewal of licensing agreements, hardware purchasing decisions and operating model approaches (cloud vs. on premise). Without a long-term IT strategic plan, the IT team is providing support that focuses on temporary solutions.	systems, investigate data warehousing and strategy, and online services. The strategy can refine the resourcing of both people and money, stop supporting unused software and focus on software that will be a part of the Town's future. Whether it is security provisions, online form creation, payment processing or service requests, there are multiple areas that can be enhanced by aligning the division's need to an IT Strategy. In addition, the IT Strategy should have a focus on each of the IT subdivisions (i.e. business intelligence, GIS, etc.) and cover a broad range of items (i.e. security strategy, cloud strategy, infrastructure, enterprise applications, disaster recovery, data warehousing, etc.)						
33	IT05	All	Information Technology	As part of the comprehensive IT strategy, a plan should be put in place as to the short and long-term strategy regarding the ERP	The Town's current ERP system (CMiC) is on version 10, which runs on the Windows 2008 server which is no longer officially supported by Microsoft for security and other updates. The Town purchased extended coverage from Microsoft for ~$100,000 per year for a three-year period to still receive these updates at which time Microsoft will no longer provide support (July 2022). At this point the Town has to move away from Windows 2008, as there is too great of a security and support risk. CMiC has a version 12 of their software that can be hosted on a newer server version such as Windows 2016.	The Town needs to make a short-term decision about what to do regarding the ERP and Windows 2008. Currently it has purchased extended coverage, but this will expire. It needs to understand if the difficulties of moving from the ERP version 10 to version 12 i.e. how many custom modules were written for the Town under 2008 and can they be ported, at what cost, what kind of testing environment is required, resourcing for testing from the affected departments, etc. This will require a dedicated project team across multiple divisions to migrate to version 12. The benefit of this opportunity is short to mid-term security and sustainability of the current ERP, i.e. not a full ERP replacement.	High	Medium	Short-term	Medium	Maintain	Low

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34	IT06	All	Information Technology	Investigate ERP improvements or writing custom automated integrations as part of a comprehensive IT strategy	CMiC, the ERP, caters to construction organizations and is not specific to Municipalities. It does not connect automatically to other Town systems due to the weakness in its application program interface (API) and the APIs of the older legacy systems in the Town. To upload and download data between systems, the IT division has to complete manual data transfers between them.	There is an opportunity for the Town to investigate other ERP software solutions, some of which focus more directly on supporting municipalities, as part of the Town long-term IT strategy. A new HRIS system could be a module of a larger ERP solution that could be implemented in the future. Having an ERP that integrates to the Town's other systems can reduce the manual time it takes IT to link and retrieve data from the systems. A new ERP solution or programming native integrations to other systems within the current ERP, should allow more automated processes to develop. This will free up time for the IT team to do more high value tasks.	Medium	Medium	Long-term	Low/Medium	Increase	High
35	IT07	Service Desk	Information Technology	Reassess how the IT help desk provides services	At present, the Town has one dedicated IT help desk technician who is responsible for monitoring all incoming channels for all new IT service requests (phone, email, chat, self-service, and in-person), triaging and providing first-call resolution to reported issues. The person also is responsible for escalating isolated complex issues to relevant IT team members for review and resolution, as well as following up with clients for in-process or previously closed requests.	There is an opportunity to reassess the process around the Town's IT help desk in order to reduce time spent on low impact/ non-IT tasks. The goal is to move as many service requests to the recently launched IT self-service portal as possible and encourage the usage of the IT self-service portal to log and troubleshoot IT related requests through the built-in knowledge base. Additional education, training, and access should be provided to the IT help desk staff to increase first-call resolution wherever possible and limit the accumulation of tier 1, first line, requests.	Low	Low/ Medium	Medium-term	Low	Increase	Low/Medium
36	IT08	GIS	Information Technology	Expansion of the GIS resources, including possibility expanding GIS software features	Multiple departments make requests to the GIS team for geographic information, custom applications or assistance in analyzing and visualizing spatial-based information on a frequent basis. Due to current workload and inefficient use of automation within the division, the team sometimes struggles to respond in a timely	Given the growth of GIS software capability and its potential impact on the Town, growth in the number of team members supporting it from IT maybe necessary in the future. Expanding the GIS team will give the Town access to new information that could improve service to its citizens. Including better snow removal data (possible cost savings) and improved	Low	Low	Short-term	Medium	Increase	Low

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					manner. There is positive momentum within the organization to continue to leverage GIS information to help make informed decisions. The GIS team is limited on their ability to expand on their data and information offerings due to capacity challenges.	fire emergency response times. The current GIS software vendor has additional new features that could assist with this improvement.						
	IT09	Finding and opportunity combined with another finding and opportunity presented.										
37	IT10	Finding and opportunity are confidential and for internal use only.										
38	IT11	Finding and opportunity are confidential and for internal use only.										
39	IT12	Finding and opportunity are confidential and for internal use only.										
40	IT13	All	Information Technology	Ensuring requests fit into the long-term IT Strategy, develop a business case template to guide technology investment proposals.	The IT division is currently fielding multiple requests from departments about possible technology investments. These requests are not filtered through an overall IT strategy to see if they align with other existing technologies or ongoing projects. There is no business case template to assess potential investments. This leads to an unnecessary back log of requests or purchasing of disparate systems/solutions before IT can evaluate if the request is viable.	Any requests of a certain size of investment need to fit into the overall IT strategy. A comprehensive business case would serve to standardize the approach for proposing technology investments. This would help reduce the number of systems that are being implemented by stakeholders. A robust template would include strategic factors (i.e., environment, fit, specific business need, scope), analysis and recommendations, and management and capacity considerations, i.e. both in IT and the departments. An evaluation of whether existing systems already meet the department objective would need to be made before the investment is proposed to be approved.	Low	Low	Medium-term	Low	Increase	Low
41	IT14	All	Information Technology	Create an IT position called the Business Relationship Senior Analyst to help departments with technology assessments, business cases, requirements	As mentioned above, the IT division is currently fielding multiple requests from departments about technology investments. Currently the town has to pull multiple resources in on a part-time basis to handle these requests. For example, Purchasing is looking to move away from	By adding a Business Relationship Senior Analyst to the IT division these requests can be properly evaluated against the long-term IT strategy for the Town while simultaneously not effecting the limited capacity of the other IT team members. This new position should have the skillset to	Low	Low	Short-term	Low to medium	Increase	Medium

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				gathering, monitoring updates and EOL issues and monitoring the marketplace for technology improvements. All aligned to the long- term strategic plan.	paper-based Visa approvals and legal and legislative has asked for help in moving to virtual council meetings and e-signatures. Currently IT does not have the resources (people or budget) to evaluate these requests alongside the multitude of requests that needs to be addressed for existing day-to-day activities.	evaluate the IT ask as well as the impact to existing business processes/staffing/etc.						
42	IT15	All	Information Technology	Increase FTE resources to web applications and clearly define the responsibilities of IT and Strategic Communications in this regard	The Town is pushing for more web-based applications and options. The departments would like to put more services online, build more self-service portals, build intelligent forms, etc. During COVID, there are multiple requests per day coming to the IT division about custom online forms that need to be developed. The IT division has 0.6 FTE resource that looks after web compliance, website administration, online LMS administration, and all custom form development /maintenance (currently 65 online custom developed web forms). In addition to this, there are over 40 legacy PDF forms that still require conversion to an accessible medium. The IT division does not have adequate resourcing to manage the influx of additional form requests coming in daily from departments.	As more requests flow into the IT division for enhanced web capability, it has been unable to respond in reasonable time. The demand from each department continues to increase as the need to make their web forms and applications more accessible to their users grows. There are a subset of tasks and lack of overall governance with respect to which website-specific administration tasks will be handled by IT. Specifically what is to be handled by IT and what should be handled by the Strategic Communications division (AODA compliance, page cleanups/additions, broken links, security compliance), In order to properly expand the web capability of the Town, IT will need to increase FTE resources in this area. The Town can explore outsourcing or increase the staff complement to handle the influx of requests and meet the department's needs.	Medium	Low	Medium-term	Low to medium	Increase	Low
43	IT16	All	Information Technology	Investigate tools to use for KPI and other analytics reporting for end users to have at their fingertips.	Data warehousing and Business Intelligence within the organization have no strategic direction including whether these capabilities should be centralized or pushed down to departments. The Town lacks reporting, KPIs,	In the overall IT strategy, one component to address specifically is data management and warehousing. Tools used in this regard need to be investigated and planned so that the Town end users of data have the ability to	Medium	Medium	Medium-term	Medium	Increase	Medium

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					metrics, AI for decision making. Self-serve reporting and analysis does not occur.	access it without burdening the CSD. Tools exist that can design and populate KPIs or other insightful reporting (RPA, AI, Report writers, etc.) that the end can utilize based on a well thought out warehousing plan.						
44	LL01	Animal Services	Legislative & Legal Services	Use animal shelters for control drop off to reduce travel time.	Currently, the Legislative & Legal division is responsible for carrying out Animal Services which includes the pick-up and relocation of stray pets. The Animal Services Officer has identified that the most time-consuming activity is dropping off any animal that needs to be brought to the Town's contracted shelter. The shelter is located in Burlington resulting in up to 2 hours of driving time for the service call. It should be noted that the contract with the shelter has not been reviewed since 2015.	The Town has an opportunity to evaluate the current contract via an RFP process to best understand if there are changes that can be made to reduce the transit time current required of the Officer. This would increase the time available to the Animal Services Officer in order to take on other service calls.	Low	Low	Medium-term	Low	Maintain	Medium
45	LL02	Animal Services	Legislative & Legal Services	Reduce 24/7 coverage for animal services	Currently, Animal Services operates on a 24/7 coverage schedule for animal calls and emergencies. This involves paying staff for on-call hours, even when the call rate has historically been minimal outside of regular business hours.	The Town has an opportunity to reduce the coverage for animal services which would decrease the wage expense associated with the after-hours portion of the service. The Town could look to partnering with local organizations and other Town services to provide the service outside of regular business hours in order to alleviate Town employees of this duty.	Medium	Low	Short-term	Low	Increase	Low
46	LL03	Licensing & Enforcement	Legislative & Legal Services	Revise staffing and service delivery model of Municipal Law Enforcement Officers (MLEO), Animal Services Officers and Parking Enforcement Officers.	Municipal law enforcement officers (MLEO) are responsible for by-laws as well as coverage of Animal Services and Parking Enforcement. Currently, there are currently 8.5 FTEs across Municipal law enforcement, Animal Services and Parking Enforcement within the Town. (please see Appendix A for details) Historically, the summer months experience a	There is an opportunity for the Town to improve the service delivery and allocation of MLEO resources by redefining MLEO roles, developing routes or territories of responsibilities and minor adjustments to service levels. This alternative should include a staffing plan to provide appropriate coverage to deliver the service. Therefore, MLEOs can plan their shifts to minimize	Medium	Low	Short-term	N/A	Increase	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
					higher demand for these services than the other months of the year. For example, additional overtime of $10K (Please see Appendix B for details) was incurred in 2020 due to staffing shortages within the Legislative & Legal division. Additionally, it is common for MLEOs to be assigned territories or routes for patrol and enforcement. Currently, MLEOs complete their work both actively in the field (around the Town) as well as in the office. There is no effort to standardize or optimize the routes taken by the officers when out in the field. There is a reactive approach to enforcement as opposed to a proactive approach.	downtime spent traveling from one location to another or back to the office. This should result in reduced mileage costs as well as a potential reduction in overtime costs. Additionally, when developing the staffing model, the Town has an opportunity to introduce additional full-time or part-time positions in the Licensing & Enforcement sub-division, specifically over the summer months. This added position(s) could alleviate the increase in service demand and the associated workload of full-time MLEOs and administrative staff.						
	LL04	Finding and opportunity combined with another finding and opportunity presented.										
47	LL05	Legislative & Legal	Legislative & Legal Services	Centralize the legal oversight to reduce duplication of resources (internal and external contractors) as well as ensure risks are addressed within risk management plan and fess are appropriate	Currently, the Town uses a variety of external legal representatives when considering non-routine and specialized tasks. While there is a legal firm that is the primary point of contact for the Town, departments are able to source elsewhere when they feel specialized legal knowledge is required. This has created risks when considering the consistency in the language used within the documentation being presented to Council and other external users. It could also not be resulting in the best pricing for legal services.	There is an opportunity for the Town to centralize the legal oversight associated with hiring legal representation for specialized tasks. Consultation with the Clerk can ensure that the external resources hired fit the needs of the users and follow the best procurement policies such as Vendor of Record (VOR) arrangements	Low	Low	Short-term	Low	Maintain	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
48	LL06	Legislative & Legal	Legislative & Legal Services	Make a decision as to whether or not to invest in Teranet to centralize the inventory of Town easements	The Legislative & Legal division is responsible for managing the inventory of Town easements. Town easements refer to the documentation defining the Town's nonpossessory right to use and/or enter onto the real property of another without possessing it. There are two methods to search for an easement with the first being a pin number for the property and pulling the parcel register for $30 from the Teranet database in order to look at the legal description. Secondly the division could use a database that would allow them access to all easements for a one-time fee. The process for searching easements is currently manual in nature and serves as a risk when considering the lack of inventory tracking currently in place. It should be noted that the Town does not have a database of easements, but it has been discussed given the volume processed and time required to search each easement independently.	There is an opportunity for the Town to pay Teranet in order to access the easements database for a one-time software installation and annual user fee. This would eliminate the single payment transactions required each time an easement must be searched and ensure tracking functionalities are available. The Town will need to consider understanding the number of easements searched on an annual basis to best define the level of access required (impacting the price paid).	Low	Low	Short-term	Low	Increase	Low
49	LL07	Legislative & Legal	Legislative & Legal Services	Pilot a CRM within one division to develop the foundation for a more comprehensive business case for a Corporate-wide Customer Relationship Management (CRM) system	Each division/department within the Town is responsible for managing their own customer requests and relationships, which has resulted in significant amount of time and effort coordinating with other departments within the Town to obtain the information required. Queries and other requests are currently submitted to departments or on the Town website with no system in place for citizens to follow up on request progress and completion. In order to confirm the status of a request, citizens may contact Town	Once the Customer Service Strategy, as noted within the Council-Staff Work Plan, is completed and finalized, there is an opportunity for the Town to ensure customer service requests are centralized and processed within a CRM system. This could be a Corporate-wide CRM with opportunities to include other departments and would need to be in alignment with a robust Customer Service Strategy, as noted within the Council-Staff Work Plan.	Medium	High	Medium-term	High	Increase	Medium

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity *The level of difficulty associated with implementing the opportunity (High, Medium, Low)*	Timeline *Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.*	Capital Investment (One-time) *Low = <$100K Medium = $100K-250K High = >$250K*	Service Level Impact *Increase, maintain, decrease*	Savings ($$ or FTE equivalent) *Low = <$50K, or related time savings Medium = $50K-$100K High = $100K*
					staff or their local Councillor who then contacts the appropriate Town staff in order to follow-up request details.							
50	LL08	Licensing & Enforcement	Legislative & Legal Services	Ensure all by-law enforcement queries and other customer service requests are processed through a CRM system.	Many By-law enforcement queries and others are currently submitted on the Town website where with the current system, citizens are contacting Town staff to obtain updates regarding request status and progress, however, many choose to contact their Councillor directly who then contacts Town staff in order to follow-up request details. This has created inefficiencies in customer service and additional work for Town staff and Councillors. This problem will only continue to increase as the Town grows in population.	There is an opportunity for the Town to ensure that all by-law enforcement requests are centralized and processed within the CRM system. Leveraging a centralized CRM system for by-law requests could increase the customer service experience in the Town ensuring that citizens have a way to follow-up on their requests without the assistance of Town staff or Council members. Please see other opportunities for additional benefits of a CRM system.	Low	High	Medium-term	High	Increase	Medium
51	LL09	Legislative & Legal	Legislative & Legal Services	Implement a Council meeting management software system to streamline and modernize manual/outdated processes related to agenda creation and to improve the end-user experience when accessing Council agendas and related documents.	Currently, Council agendas are created manually by staff within the Legislative & Legal Services division. Council reports are saved and stored on hard drives on the Town's servers by report authors. The approval process of Council reports involves a considerable amount of email communication between report authors, report approvers and staff within the division. Once final Council reports are received by Legislative & Legal Services staff, all reports are compiled manually by merging each individual Council report into one agenda document. Council reports are often saved in various locations on the Town's servers at each step or touchpoint along the Council report approval process. This process has resulted in	There is an opportunity for the Town to consider a Council meeting management software system to provide more efficient ways for Council agendas to be created, for agendas to be distributed and for members of the public and Council members to access Council agendas and related documents.	Medium	Medium	Short-term	Low	Increase	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
					various inefficiencies, duplication of records and duplication of staff efforts across all departments involved in this the overall service delivery.							
52	LL10	Licensing & Enforcement	Legislative & Legal Services	Implement automated plate reading software technology	Currently, when officers are issuing parking tickets, they are typing plate and required information into a ticketing system that is in the form of a handheld device (app on a phone). While this is a less manual process than hand-written tickets, this process has also impacted the speed at which tickets are produced. As a result of the manual intervention required, errors in tickets can lead to voided tickets and lost collection in funds related to the tickets.	The Town should select and implement a parking ticket issuance software including automated plate reading. This will increase the speed and accuracy of the ticket issuance process and also provide the opportunity to reinvest into other high need areas in the corporation (such as in LL03).	Low	Medium	Medium-term	Medium	Increase	Medium
53	LL11	Legislative & Legal	Legislative & Legal Services	Develop the business case for a CRM (Corporate Reception)	The Town's Corporate Reception is the primary point of contact for citizens in order to address their questions, concerns and requests. The Town currently has one individual working the Corporate Reception position, but it is normally filled by two part-time employees. This has created issues when considering the ability of the individuals to provide consistent levels of service considering the time and expertise required to direct calls to various departments and hold enough knowledge about the Town functions to address concerns directly. It should be noted that the pressures associated with this job, along with the $15 hourly pay, has resulted in high turnover within the position.	There is an opportunity for the Town to ensure that all Corporate Reception requests are centralized on a client relationship management (CRM) system. This system could be used broadly for all Corporate engagement with citizens and include an online, self-service functionality where citizens can see the status of a file at any time. Leveraging a centralized CRM system for both external and internal service requests could increase the customer service experience in the Town and save time. Further, the Town should also evaluate the compensation tied to this position in order to benefit the recruiting process and retention moving forward.	Medium	High	Medium-term	High	Increase	High
	SC01	Finding and opportunity combined with another										

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
					finding and opportunity presented.							
54	SC02	Strategic Comm-unications	Strategic Communications	Creating an active Change Management Plan	The Town has experienced 30.5% growth in population between 2011 and 2016. Changes to status quo continue to be required to keep up with this growth. Throughout this growth, the implementation of a change management strategy would allow Town staff to embrace change and allow the Town to adapt to growth.	The Town can increase the success of new initiatives and projects through formalization of change management techniques alongside the implementation of these initiatives and projects. Strategic Communications, in collaboration with Human Resources, could use best practices in change management and communication to effectively communicate the rationale and benefits of the changes, drive progress forward and deal with change resistance.	Medium	Medium	Short-term	Low	Increase	Low
	SC03	Finding and opportunity combined with another finding and opportunity presented.										
55	SC04	Creative Services	Strategic Communications	Allow access to workflow in Monday.com to clients, explore if Monday.com is the appropriate software tool	There is currently no queue system for how work is prioritized within Creative Services, leaving clients with a lack of communication and unclear on timelines and prioritization. These services are for Stakeholders including councillors which can also affect external facing communications. The recent implementation of Monday.com to manage workflow of projects within the division should enable clear deadlines and checklists for team members, however, this poses a limitation, as staff outside of Creative Services who are requesting projects, are unable to track progress.	Allowing clients to access workflow management software to gauge where their projects are in the queue will reduce number of interruptions to services through answering questions. It would provide transparency to the process and free up staff time to enable shorter turnaround times. Methods of project prioritization (e.g. First in First out) could also be communicated to clients to improve understanding of project timelines. Monday could possibly be integrated with the CRM for this purpose, if the Monday tool does not provide this visibility to others.	Low	Low	Short-term	Low	Increase	Low
56	SC05	Strategic Comm-unications	Strategic Communications	Develop a strategic plan for the strategic communications division, focusing on core initiatives, and roles and responsibilities	Strategic Communications is responsible for handling of communications activities such as recreation programming and COVID-19 protocols. Currently, the division has been focused on day to day tasks and lacks an overall vision and understanding of roles and	There is an opportunity for the Town to develop and implement option one as outlined in the Boulevard Report, Review of the Town's Marketing and Communications functions, published in December 2019. This would mean that the primary goal of this division is to communicate the overall	Low	Low	Medium-term	Low	Increase	Low

No.	Opportunity ID	Service	Division	Opportunity title	Finding	Opportunity	Risk The risk to the Town if the opportunity is not implemented (High, Medium, Low)	Complexity The level of difficulty associated with implementing the opportunity (High, Medium, Low)	Timeline Short-term = <1 yr. Medium-term = 1-3 yrs. Long-term = 3+ yrs.	Capital Investment (One-time) Low = <$100K Medium = $100K-250K High = >$250K	Service Level Impact Increase, maintain, decrease	Savings ($$ or FTE equivalent) Low = <$50K, or related time savings Medium = $50K-$100K High = $100K
					responsibilities for services. The inconsistency of services provided by each advisor as a result of unclear scope of projects has contributed to unbalanced workloads between the Communications Advisors. This unclear vision results in some business lines receiving same level of support when some areas require more time than others.	message of the organization as well as fulfill individual department needs.						
	SC06	Finding and opportunity combined with another finding and opportunity presented.										

Accounting

Service Profile

Department	Corporate Services		
Division	Finance		
Service Driver	Management Directive and Legislation		
Delivered by	Town Staff		
	2019 Actual	**2020 Budget**	
Expenses	$636,526	$688,273	
Revenue/ Recoveries	($558,881)	($477,001)	
2020 FTEs	6.92		

Service Description

The Accounting sub-division is responsible for:

- Accurate and efficient processing, recording and reconciling of all of the organizations financial transactions ensuring adherence to Public Sector Accounting Standards and other legislative requirements
- The Accounts Payable (AP) function including processing payments to business partners, performing financial task (i.e. audits, reconciliations) for all corporate visa transactions, reconciling Town's utility accounts, and other AP related tasks
- The Town's centralized Account
- Receivable (AR) function, including billings to customers, follow up and collection, administering of financial agreements and leases, and other AR related tasks
- Commodity Tax (i.e. HST) calculations, reconciliations, analysis and reporting
- Banking and merchant related tasks, including reconciliations, system maintenance, liaising with Town's banking and merchant services provider as well as supporting Town staff in related matters
- Managing year-end financial audit and completing provincial Financial Information Return

Appendix C – Service profiles

- Maintaining, reconciling, and reporting of the Town's Tangible Capital Asset (TCA) inventory, as well as non-TCA inventory
- Supporting departments with financial research, data collection, variance and account analysis, and reconciliations as required
- Developing accounting policies, procedures and reporting to support optimal use of financial resources and safeguarding financial assets of the Town

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of Accounts Receivable Billings processed per FTE per year	2019 - 1,248 Accounts Receivable Billings processed per FTE.
Number of adjustments/errors identified through annual financial audit	2019 – 1 adjustment identified
Number of AP invoices/payment requests processed per FTE per year	2019 - 11,788 AP invoice requests processed per FTE.

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Accounting	35.1%	32.5%	22.5%	9.9%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Accounting	17.8%	32.2%	8.9%	6.2%	34.9%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Assessment Base Management

Service Profile

Department	Corporate Services	
Division	Finance	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$295,936	$339,758
Revenue/ Recoveries	$0	$0
2020 FTEs	2.82	

Service Description

Assessment Base Management (ABM) is a continual process that encompasses a wide range of assessment activities that are designed to ensure that assessment values are fair and accurate.

The ABM team is also responsible for:

- Reviewing and responding to Section 40 Assessment Review Board Assessment Review Board (ARB) appeals, with active participation and representation of the Town's position through the span of the appeal (negotiations, mandatory settlement meetings, full hearings, etc.)
- Analyzing and reviewing building permits, requests for reconsiderations, sales of local properties, and submitting the findings to the Municipal Property Assessment Corporation (MPAC) for any updates/outstanding concerns
- Processing all assessment changes by way of MPAC's products, reassessments, applications, land apportionments etc. for the purposes of tax billing and assessment roll maintenance
- Reviewing Municipal Act tax applications for eligibility and refunding tax monies where appropriate

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of Section 40 Assessment Review Board (ARB) Appeals & Requests for Reconsideration (RfR) within year	2019 – 184 ARB appeals and RfRs
% of Total Current Value Assessment (CVA) under Section 40 ARB appeal & RfR within year.	2019 - 8.79%
Annual write offs as % of annual levy (Town portion)	2019 - 0.87%

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Assessment Base Management	83.0%	8.8%	5.4%	2.8%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Assessment Base Management	7.5%	5.5%	9.6%	0.0%	77.4%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Development Finance

Service Profile

Department	Corporate Services	
Division	Finance	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff and external consultants	
	2019 Actual	**2020 Budget**
Expenses	$401,361	$505,768
Revenue/ Recoveries	($427,250)	($574,076)
2020 FTEs	3.02	

Service Description

The Development Finance sub-division supports the financial management of development within the Town through the provision of the following services:

- Administrating and collecting Development Charges, including the preparation of a Development Charges Background Study and associated By-law as required under the Act
- Administrating all financial securities submitted to The Town of Milton
- Coordinating the Town's residential growth forecast and guiding budget staff in forecasting financial impacts
- Liaising with the development community and the Development Services department to prepare and administer development and financial agreements, including subdivision agreements
- Leading the development of fiscal impact analyses and financial policies that guide the financial management of growth
- Providing financial support and review of various growth-related financial agreements and corporate studies, including secondary plans, tertiary plans, and master plans, and
- Participating in monthly and year end accounting processes

Key Performance Indicators (KPI) & Metrics

	Measurement
$ DC Collected[1]	2019 - $49,331,109
$ Securities Held[1]	2019 - $175,998,622
Time Spent per Residential and Non-Residential Permit (in hours)	2020 (YTD) – Residential: 0.51 Non-Residential: 0.81

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Development Finance	62.8%	26.4%	8.1%	2.7%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Development Finance	17.8%	17.1%	5.5%	0.0%	59.6%

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[1] This indicator is a metric with regard to volume and without a link to performance.

Service Level "Self" Assessment	
Service Level "Self" Assessment **How well is the Town performing the service?**	**At Standard**

Financial Planning & Policy

Service Profile

Department	Corporate Services
Division	Finance
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$1,000,378	$1,309,803
Revenue/ Recoveries[1]	($1,058,403)	($1,127,017)
2020 FTEs	9.66	

Service Description

The Financial Planning & Policy (FPP) sub-division provides financial support and analysis to the Town's program areas and Council. The unit's responsibilities include:

- Coordinating the preparation of annual budget and business plans for the Town, Milton Public Library and the Downtown Business Improvement Area
- Monitoring monthly operating and capital budgets, completing a detailed variance analysis on operating budget (May, September, December) and capital budget (June, December)
- Providing leadership in asset management strategy, practices and concepts
- Ensuring the Town meets all ongoing legislative requirements related to Asset Management Planning
- Oversight of the Town's user fee by-law and related studies.
- Submission and reporting related to Federal/Provincial Grant and Subsidy Programs
- Undertaking research and analysis in support of business cases or reviews of departmentally driven opportunities and priorities

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[1] Please note that chargeback rate includes recovery for all the overhead related to staff. Even though some of the overhead cost is reflected in other cost centres (as the Town does not have a full program-based budgeting allocation in budget) it is required as part of chargeback to ensure full cost is shared with non-tax revenue.

- Undertaking financial review in support of the Town's procurement processes and awards.

Key Performance Indicators (KPI) & Metrics

	Measurement
Ratio of operating and capital program (gross budget) per FTE[2]	2020 - $23.1M per FTE
Annual operating variance as a % budget	2019 – % Variance to Net Budget: 1.9%
	2019 - % Variance to Gross Budget: 0.9%
% Difference between levy in proposed budget to final approved budget	2020 – 1.37%

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[2] 2020 Gross Operating Budget: $145.1 million 2020 Capital Budget: $77.8 million

2020 FTEs: 9.66

Ratio = (2020 Op Budget + 2020 Cap Budget)/FPP FTE's

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Financial Planning and Reporting	46.4%	27.8%	15.9%	9.9%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Financial Planning and Reporting	18.5%	24.0%	8.2%	2.7%	46.6%

Service Level "Self" Assessment	
How well is the Town performing the service?	**Above Standard**

Payroll

Service Profile

Department	Corporate Services	
Division	Finance	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$362,737	$391,997
Revenue/ Recoveries	$0	$0
2020 FTEs	3.27	

Service Description

The Payroll sub-division is responsible for:

- Processing non-union and union related payroll as well as providing payroll related expertise, training and process/policy oversight for staff in Finance, Human Resources and program areas
- Developing and analyzing salary planning financial models and scenario analysis to support budget process as well Human Resources activities such as union negotiations, job evaluations, etc
- Completing legislative reporting related
- to Canada Revenue Agency (CRA) source deductions (i.e. T4s), Public Sector Salary Disclosure, Workplace Safety and Insurance Board (WSIB), Records of Employment (ROEs), etc
- Completing reconciliation, analysis and reporting related to pension and benefits
- Ensuring employee data management, including responding to employee inquires, ensuring systematic collection and reporting of corporate attendance data, maintaining payroll filing system, etc
- Optimizing payroll system by identifying CMiC system improvements, enhancing department workflows, minimizing errors, and ensuring efficient transaction processing

Key Performance Indicators (KPI) & Metrics

	Measurement
Value of adjustments required (retro) as % of gross annual payroll	2019 - 0.2%
Number of payroll deposits to employees	2019 - 24,084
OMERS discrepancies as % of total OMERS employee contributions	2019 - 0.2%

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Payroll	25.2%	53.6%	16.6%	4.6%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Payroll	29.5%	29.5%	7.5%	9.5%	24.0%

Service Level "Self" Assessment **How well is the Town performing the service?**	**At Standard**

Purchasing & Supply Chain Services

Service Profile

Department	Corporate Services	
Division	Finance	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$437,450	$561,600
Revenue/ Recoveries	($550,167)	($664,533)
2020 FTEs	4.24	

Service Description

The Purchasing & Supply Chain sub-division partners with all Town departments, in order to procure goods and services at the best value, for all requirements over $25,000.

Utilizing a fair and transparent procurement process, the sub-division provides leadership, contract facilitation and ensures a standard of business ethics, relating to the supply chain activates. The sub-division is committed to ensuring the Town applies open, fair, equitable and accessible business processes.

Throughout the year, the sub-division is responsible for the management of tasks such as:

- Developing policies, procedures and guidelines in the area of municipal procurement, ensuring best value, quality and cost control regarding purchased goods and services
- Managing the Vendor Performance program
- Managing the construction contract health and safety program,
- Leading the contract dispute process
- Participating in cooperative activities, mainly with the Halton Cooperative Purchasing Group (HCPG) and Metrolinx
- Supporting the Town's inventory program
- Facilitating the Corporate P-Card program

- Ensuring compliance to the various trade agreements and legislation requirements i.e. Accessibility for Ontarians with Disabiltiies Act (AODA)
- Identify training activities provided to staff

Key Performance Indicators (KPI) & Metrics

	Measurement
Number and Value of Centralized Procurement Processes per Year	2019 - 289 Awards for $54,596,201
% of Awarded Value via Cooperative Purchasing Opportunities	2019 - 11.60%
Average Number of Bids per Tender	2019 - 6.9 Bids per Tender

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Procurement	53.6%	26.5%	9.3%	10.6%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Procurement	12.2%	21.1%	10.9%	4.1%	51.7%

Service Level "Self" Assessment How well is the Town performing the service?	Above Standard in use of electronic solutions and support provided through full lifecycle. At Standard otherwise.

Risk Management

Service Profile

Department	Corporate Services
Division	Finance
Service Driver	Management Directive and Legislation
Delivered by	Town Staff and supplemented with legal service, adjusting services, insurance and management services

	2019 Actual	**2020 Budget**
Expenses	$215,956	$272,799
Revenue/ Recoveries	($36,081)	($46,839)
2020 FTEs	2.07	

Service Description

The mandate of the Risk Management service is to provide a framework committed to mitigating incidents, preserving the assets and minimizing financial loss through well-coordinated risk management guidelines.

These functions include, but are not limited to doing the following:

- Procuring and maintenance of appropriate insurance coverage suitable to meet the needs of the Town
- Ongoing review and creation of documentation and activities including, contracts, agreements, leases, special events, certificates of insurance, etc. in order to effectively address potential risk exposures
- Examining feasible alternative risk
- management techniques for dealing with those exposures
- Administrating claims, in order to achieve fair, equitable and reasonable resolvement/settlement of same
- Coordinating the investigation, processing and defense of claims by liaising with the insurance carrier representatives, insurance adjusters, solicitors and Town staff
- Coordinating witnesses and/or attend examinations for discovery, mediations, settlement conferences, etc.
- Providing ongoing risk management advice, in particular in the area of loss control, to all departments

- Promoting a risk-awareness environment ensuring precautions are taken to protect and maintain public trust and integrity
- Coordinating the provision of training related to risk management and loss prevention to business units
- Contributing to the development of appropriate policies and procedures relative to risk management and insurance, and
- Developing, implementing and evaluating the Risk Management Program as a whole

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of Claims Filed per Year	2019 – 172
Lifetime value of Claims Resolved in the Year	2019 - $436,815

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Risk Management	50.7%	37.3%	6.7%	5.3%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Risk Management	11.0%	22.1%	16.5%	0.7%	49.7%

Service Level "Self" Assessment **How well is the Town performing the service?**	**Above Average in building a risk awareness culture, education and collaboration.** **Below standard in claims handling due to delays in records collection.** **At Standard otherwise.**

Taxation

Service Profile

Department	Corporate Services
Division	Finance
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$867,654	$906,367
Revenue[1]/ Recoveries	($460,619)	($450,980)
2020 FTEs	7.37	

Service Description

The Taxation component of the Tax and Assessment sub-division provides both an internal and external benefit. Staff are responsible for:

- Billing and collecting of approximately $200M in local, Regional and educational property taxes per year
- Collecting other forms of revenue for the Town (i.e. cashier services that collect transit revenue, parking tickets, permit revenue, wedding licenses etc.)
- Producing detailed analytics for both the Financial Planning area and the Region of Halton that support recommendations for both the annual setting of the budget, and the setting of annual tax policy respectively
- Responding to ratepayer inquiries and providing an array of information to the public
- Educating the ratepayer on policy and legislation relating to property taxation

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[1] Please note that revenue figures do not include any property taxes. Those are in excess of $65M and included elsewhere in the General Ledger, this would capture items such as overdue notices and other fees or penalties applied as part of the collection process.

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of Properties[2]	2019 - 38,303 properties
Number of properties enrolled in Pre-Authorized tax payment (PTP) as % of total billable properties	2019 - 24.10%
Property Tax Receivable as % of Annual Property Tax	2019 - 3.20%

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Property Tax Billing & Collection	74.0%	16.7%	2.6%	6.7%

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[2] This indicator is a metric reflective of volume of activity and without a link to performance.

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Property Tax Billing & Collection	10.3%	9.6%	8.2%	0.7%	71.2%

Service Level "Self" Assessment How well is the Town performing the service?	At Standard

Treasury

Service Profile

Department	Corporate Services
Division	Finance
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$69,438	$88,448
Revenue*/ Recoveries	($60,358)	($62,149)
2020 FTEs	0.65	

Service Description

The Treasury sub-division is responsible for managing the Town's treasury services by:

- Developing and implementing procedures around treasury
- Coordinating treasury transactions
- Recommending policies in support of optimal use of financial resources

Throughout the year the treasury sub-division is responsible for:

- Maintaining cash flow modelling for both the short- and long-term planning horizons
- Liaising with the bank and investment dealers/institutional desk/custodian to execute investment transactions in accordance with Council approved polices and legislative requirements
- Planning and coordinating debenture issuances in support of the Town's investments in infrastructure
- Providing reserve and reserve fund management and oversight
- Performing ongoing research and monitoring of economic activity, market trends and legislative requirements

* This refers to interest revenue

Key Performance Indicators (KPI) & Metrics

	Measurement
Portfolio size	2019 - Market Value: $185.1 million
Management Expense Ratio	2019 - 0.03%
Return on Investment	2019 -2.45%

Key Takeaways from the Town Staff Survey

Finance frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Treasury (Investments)	88.7%	8.0%	2.0%	1.3%

Finance ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Treasury (Investments)	3.5%	4.9%	8.3%	0.0%	83.3%

Service Level "Self" Assessment	
How well is the Town performing the service?	**Above Standard**

Client Service & Technology Support

Service Profile

Department	Corporate Services	
Division	Information Technology	
Service Driver	Essential	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$621,173	$577,210
Revenue/ Recoveries	$(0)	$(12,283)
2020 FTEs	2.73	

Service Description

The Client Services and Technology Support services are offered by a team that is responsible for:

- Providing central point of intake for all IT inquiries, requests, incidents and escalations coming in through approved communication channels.
- Taking ownership of the end-to-end incident management and service request process including:

  - Incident Logging
  - Incident Resolution
  - 2nd Level Incident Escalation Tracking
  - Major Incident Communication
  - Knowledge Management
  - Incident/Service Management

- Managing all incidents that affect business operations, with the goal of restoring IT services as quickly as possible, supporting the client needs and getting the individual back to work
- Service Asset and Configuration Management, through planning and managing all endpoint software/equipment installations, modifications and relocations, purchasing and pro-active replacement of all approved desktop, laptop, mobile devices including software and peripherals
- Undertaking analysis to help develop, implement and support custom client solutions utilizing hardware/software to solve unique staff challenges across the organization

Key Performance Indicators (KPI) & Metrics

	Measurement
First call resolution rate over time	Measurement is unavailable. The Town has been encouraged to track underlying KPI data in the future.
Ratio of requests logged vs. closed (over time period)	Ratio of requests logged vs. closed across all IT sectors is approximately 91%. This is calculated over a 1-month period.
Customer satisfaction rates	2020 - 98.7% 5-star "satisfied" response
Self Service Utilization Percentage	14% of all tickets opened since SSP launch in July were via SSP
Mean time to resolve (MTTR) service requests	53 hours and 30 minutes[1]

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[1] It should be noted that this metric reflects the entire team average for all of IT. Everything from a quick fix issue to a lengthy outage of a major communication system is reflected in this calculation.

Key Takeaways from the Town Staff Survey

IT frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
IT Help Desk, Client Services & Technology Support[2]	6.6%	41.1%	41.7%	10.6%

IT ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
IT Help Desk, Client Services & Technology Support	64.2%	22.5%	6.7%	2.0%	4.6%

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[2] Please note that this group is often the front-face to the Information Technology division and is responsible for intake to all IT-related inquires and issues. The work that is conducted is reflected on the whole IT division and therefore, this service is used more relative to other IT services.

Service Level "Self" Assessment How well is the Town performing the service?	IT Service Management: **At Standard** Service Asset and Configuration Management: **Below Standard** Knowledge Management: **Below Standard**

Enterprise Business Systems & GIS

Service Profile		
Department	Corporate Services	
Division	Information Technology	
Service Driver	Essential	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses[1]	$1,487,068	$2,052,438
Revenue/ Recoveries	$(1,342)	$(51,368)
2020 FTEs	8.50	

Service Description

The Enterprise Business Systems and GIS services are offered by a team that is responsible for ongoing day-to-day operations involving the Town's core suite of enterprise applications. They provide business analysis, requirements gathering, solution planning, training, development, maintenance and implementation of custom applications, hotfixes, maps or reports for business users. Further, this team is responsible for ongoing lifecycle management of respective enterprise applications to ensure the functionality of the Town's key enterprise applications continue to align to the needs of the growing organization. This team also provides second-level incident investigation and resolution relating to customer-reported issues specific to enterprise applications. Application enhancements involving custom workflow development or integrations amongst other enterprise systems and/or the Corporate website are also managed by this group. As it relates to the Corporate website, this group works closely with the Strategic Communications team to ensure custom applications, integrations, form developments and workflows align to the overall Corporate branding and direction while maintaining security, compliance and adherence to accessibility standards.

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[1] Please note that a large portion of these totals are derived from the annual support/maintenance paid to vendors for the Town's Enterprise Applications suite

Enterprise applications that fall within scope of this technical team include:

- Financial/Payroll/Purchasing
- Point-of sale
- Licensing, Permitting & Compliance
- Recreation Management
- Parking enforcement
- Fuel Management
- Fire Dispatch & Records Management
- Corporate websites
- Learner Management System Geographic Information System

Key Performance Indicators (KPI) & Metrics

	Measurement
Volume of custom location-based/spatial GIS requests processed per FTE	2020 – Approximately 30 completed requests per staff per month.
Enterprise application uptime/availability	Enterprise application availability currently sits above 99% throughout 2020.
Average time to implement new applications or hotfixes	Measurement is currently unavailable. The Town is encouraged to track and calculate underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

IT frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Business Systems & GIS[2]	32.2%	33.6%	19.5%	14.8%

IT ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Business Systems & GIS	32.2%	33.6%	19.5%	14.8%	32.2%

Service Level "Self" Assessment **How well is the Town performing the service?**	Accessibility: **Below Standard** Enterprise Application Architecture, Design, and Development: **At Standard** GIS Services: **Below Standard** Website development & compliance: **Below Standard**

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[2] As this service involves the ongoing day-to-day operations involving the Town's core suite of enterprise applications, any Town staff who utilizes these applications in their role are indirectly utilizing this service.

Enterprise Data Warehousing & BI

Service Profile

Department	Corporate Services	
Division	Information Technology	
Service Driver	Essential	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$373,842	$441,191
Revenue/ Recoveries	$(0)	$(21,969)
2020 FTEs	2.86	

Service Description

The Enterprise Data Warehousing and Business Intelligence services are comprised of and offered by a team that oversees the following:

- Application Middle Tier Administration:
  - Providing installation, configuration, upgrade, patching and support of database middleware software, application server middleware and web middleware to enable connection and communication amongst multi-tiered enterprise application systems

- Data Warehouse Design and Implementation:
  - Creating, implementing and maintaining data warehouse databases, physical database objects and architecture to ensure efficiency, consistency, and stability of data usage

- Database Administration:
  - Providing installation, optimization, management and support for database and database-driven applications

- Enterprise Content Management:
  - Managing the Town's digital data hosted within the SharePoint platform.
  - Enhancing Enterprise Content Management usability and capabilities by leveraging the advanced features and functions of SharePoint

- Enterprise Data and Business Intelligence Management:

  – Managing both structured and unstructured data in order to provide formalized policies, practices, roles, processes, standards and metrics to ensure the effective, efficient, and secure use of data and information assets throughout their lifecycles

- SharePoint Platform Administration:

  – Providing installation, configuration and administration of Town's SharePoint on premises environment
  – Providing escalated support for reported SharePoint issues and change requests

Key Performance Indicators (KPI) & Metrics

	Measurement
Database performance	Database performance for corporate applications is at 97%
Recovery Point Objective (RPO) and Recovery Time Objective (RTO) Compliance	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

IT frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Enterprise Data Warehousing & Business Intelligence[1]	60.0%	22.0%	9.3%	8.7%

IT ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Enterprise Data Warehousing & Business Intelligence	11.5%	16.9%	14.2%	0.0%	57.4%

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[1] Please note that the majority of Town staff would not be direct users of this service. This team conducts a lot of work behind the scenes to optimize applications, increase database performance and support the core installation of new applications, therefore, responses do not reflect accurate representation of staff frequency directly utilizing these services.

Service Level "Self" Assessment **How well is the Town performing the service?**	Application Middle Tier Administration: **Below Standard** Data Warehouse Design and Implementation: **Below Standard** Database Administration: **Below Standard** Enterprise Content Management: **Below Standard** Enterprise Data and Business Intelligence Management: **Below Standard** SharePoint Platform Administration and Support: **At Standard** SharePoint Solution Architecture Design and Development: **Below Standard**

Project Management Office

Service Profile

Department	Corporate Services	
Division	Information Technology	
Service Driver	Essential	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget[1]**
Expenses	$271,248	$346,612
Revenue/ Recoveries	$(0)	$(205,398)
2020 FTEs	2.14	

Service Description

The Project Management Office (PMO) is an existing sub-division within the Information Technology division that delivers Project Management services to the Corporation.

The PMO works with stakeholders and assigns a dedicated project manager to lead key/strategic initiatives that span one or more departments within the Corporation. The Project Manager works alongside the project team to achieve defined objectives outlined in the project scope. The PMO utilizes the Project Management Body of Knowledge (PMBOK) framework and structures each project plan accordingly.

The division offers Project Management and is responsible for the application of knowledge, skills, tools and techniques to project activities to meet the defined project objectives.

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[1] Please note that the Project Management Office does not have an independent budget. The budget is determined based on the project(s) that is (are) being managed at the time.

Key Performance Indicators (KPI) & Metrics

	Measurement
Ratio of in-flight vs completed projects vs pipeline	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
PMO resource utilization	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
On-time on budget completion percentage	Measurement is unavailable. The Town has been encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

IT frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Project Management Services	60.0%[2]	29.3%	7.3%	3.3%

IT ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Project Management Services	15.2%	15.2%	8.6%	3.4%	57.6%

| Service Level "Self" Assessment	
How well is the Town performing the service?	**Below Standard**

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[2] Currently, the PMO is only utilized for enterprise-related projects with an IT component, therefore, the majority of Town staff would not be direct users of this service

Technology Architecture

Service Profile

Department	Corporate Services
Division	Information Technology
Service Driver	Essential
Delivered by	Town Staff

	2019 Actual	2020 Budget
Expenses[1]	$1,563,479	$1,827,989
Revenue/ Recoveries	$(0)	$(77,110)
2020 FTEs	5.76	

Service Description

The Technology Architecture service is responsible for ensuring the fast, secure and reliable transmission of data and communications flowing over the Corporate IT network and that all users and devices within the business have access to the network, the data and applications on it. This team providing these services also provides first and second-level incident investigation and troubleshooting which impacts any user or device's ability to access data, information, or applications residing within the corporate network.

- Setting up LAN and WAN networks, as well as Voice over IP and virtual teleconferencing solutions
- Analyzing, monitoring and optimizing network performance
- Providing network support and resolving connectivity issues
- Configuring hardware and software to optimize network communication
- Managing IP addressing including DHCP and DNS and resolving conflicts
- Monitoring and maintaining network servers, switches and appliances; performing required hardware/software upgrades
- Performing system administration tasks to maintain availability and stability of IT systems

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[1] Please note that a large portion of these figures reflect spending towards annual renewals of applications, hardware, appliances and related maintenance and support contracts for critical network infrastructure.
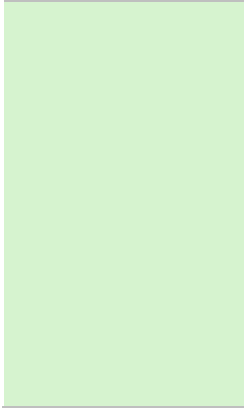
- Manage risk and implement pro-active security measures to protect information from cyber threats and safeguard the Corporate IT network
- Establishing hardware, software, video and communications technology standards to ensure a secure and reliable information technology and communications environment

Key Performance Indicators (KPI) & Metrics

	Measurement
Network utilization: capacity	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Corporate IT network uptime/availability	Corporate IT network availability currently sits above 99% throughout 2020.
Mean Time to Patch (MTTP)	Information cannot be disclosed due to sensitive and confidential information.

Key Takeaways from the Town Staff Survey

IT frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Technology Architecture[2]	47.3%	28.0%	6.7%	18.0%

IT ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Technology Architecture	18.2%	19.6%	14.9%	0.7%	46.6%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

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[2] Please note that all town staff utilize the Corporate network as it is a core service offered by this team, therefore, results above do not provide an accurate representation of staff frequency directly utilizing these services.

Compensation and Benefits

Service Profile

Department	Corporate Services	
Division	Human Resources	
Service Driver	Legislation, Employee Retention	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$138,075	$74,463
Revenue/ Recoveries	$0	$0
2020 FTEs	0.51	

Service Description

The Compensation and Benefits service is responsible for:

- Managing the administration of the corporation's staff compensation and benefits
- Ensuring related policies and practices are in compliance with legislation such as ESA and the Pay Equity Act to shield the organization from legislative risks
- Overseeing the compensation for all staff and elected officials, including market reviews and job evaluations
- Manage and maintain policies related to employee benefits such as vacation, sick time, short and long term disability, leaves, etc.
- Administer short and long term disability claims
- Perform recurring annual tasks, including compensation and vacation adjustments, and collective agreement pay adjustments
- Administering pension and benefit programs There are eight benefit plans that provide health, dental, life, etc. benefits through the applicable service providers
- Processing enrolments and changes for pension administered through OMERS and benefits administered through various insurance companies

This service is provided in collaboration with the Payroll sub-division in the Finance Division

Key Performance Indicators (KPI) & Metrics

	Measurement
Time to process changes to compensation and benefits	Measurement is unavailable at this time. The Town is encouraged to track underlying KPI data in the future.
Disability Claims	2019 – 31 Disability Claims were processed.
Number of job evaluations conducted per year	Measurement is unavailable at this time. The Town is encouraged to track underlying KPI data in the future.
Benefit satisfaction rate (as part of an employment engagement survey)	Measurement is unavailable at this time. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Compensation, benefits and pension[1]	20.7%	68.0%	10.7%	0.7%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Compensation, benefits and pension	21.6%	48.6%	8.8%	8.1%	12.8%

Service Level "Self" Assessment How well is the Town performing the service?	Compensation: **At Standard** Benefits: **Below Standard** Pension: **At Standard**

[1] All Town staff are impacted by at least one component of this service, results above do not reflect the full picture regarding users of this service.

Employee Relations

Service Profile

Department	Corporate Services
Division	Human Resources
Service Driver	Legislative Compliance, Employee Retention
Delivered by	Town Staff

	2019 Actual	2020 Budget
Expenses	$708,590	$541,490
Revenue/ Recoveries	$(4,217)	$(4,344)
2020 FTEs	2.25	

Service Description

The Employee Relations service fosters and maintains a constructive relationship between the Town and its staff. The service is provided via a client-service model (as of 2016) by Human Resource Business Partners for their respective portfolios. There is a consistent approach to Employee Relations by HR to ensure legislative compliance.

Services provided include:

- Advice on or creating policies regarding employee matters (compensation, working hours, performance management etc.)
- Partner with leadership team of assigned client group to deliver advisory services on matters related to staffing models and department structures in alignment with division/department goals and objectives
- Providing coaching and guidance to people leaders and staff as required
- Mediating disputes between employees and managers, and
- Managing legislative processes related to workplace complaints

Key Performance Indicators (KPI) & Metrics

	Measurement
Employee engagement survey rate of response	Measurement is unavailable at this time. The Town is encouraged to track underlying KPI data in the future.

Employee turnover rates over time	2019 – full-time turnover rate 6%, part-time turnover rate 30%. The Town is encouraged to track underlying KPI data in the future.
Absenteeism Rates	Measurement is unavailable at this time. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Employee Relations[1]	38.4%	47.7%	9.3%	4.6%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Employee Relations	14.9%	29.7%	20.3%	10.1%	25.0%

[1] Please note that the majority of the users are supervisory positions therefore, responses do not reflect the full staffing complement within the Town.

Service Level "Self" Assessment How well is the Town performing the service?	Below Standard

Human Resources Information

Service Profile

Department	Corporate Services	
Division	Human Resources	
Service Driver	Legislation and Reporting Requirements, MFIPPA	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$105,526	$73,530
Revenue/ Recoveries	$0	$0
2020 FTEs	0.72	

Service Description

The Human Resources Information service ensures consistent, confidential, and accurate record keeping and reporting related to employee information.

The service follows legislative requirements in regard to data collection and storage.

CMiC is the primary software used for their Human Resources (HR) system, however, is it not an Human Resource Information System.(HRIS) Excel workbooks are utilized to fill gaps within the system (examples include training records, vacancy reporting, recruitment tracking, compensation calculations, vacation tracking, seniority dates, short term disability claims, and WSIB tracking).

This service is doing a wide array of tasks including:

- Calculating economic, performance and promotional pay increases
- Maintaining organizational charts and position control information
- Input of all employee data and employment life cycle changes
- Tracking and determining annual vacation entitlement
- Tracking disability and WSIB claims, and
- Tracking employee contract expirations.
- Filing and records management for all employment and position related information

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of errors in HR information corrected	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey[1]

[1] Human Resources Information service was excluded from the Town Survey as it is not an employee facing service and therefore, the questions would not be relevant to this service.

Service Level "Self" Assessment	
How well is the Town performing the service?	**Below Standard**

Labour Relations

Service Profile

Department	Corporate Services
Division	Human Resources
Service Driver	Legislative Compliance
Delivered by	Town Staff

	2019 Actual	2020 Budget
Expenses	$531,630	$236,280
Revenue/ Recoveries	$0	$0
2020 FTEs	1.0	

Service Description

The Labour Relations service is responsible for the management of the relationship between unions and the Town to ensure compliance with the Labour Relations Act and other relevant employment legislation. This is done through:

- Negotiating collective bargaining agreements
- Providing guidance and advice to management on the interpretation and application of collective agreement provisions
- Managing grievances, mediations, arbitrations
- Facilitating meetings between employer and the applicable union

Unionized Employees include Fire (MPFFA), Outside Workers (IBEW), and Theatre Technicians (IATSE).

Administration of new collective agreements (e.g. pay increases on anniversary dates, premiums) is performed manually. Bargaining agreements are typically 3-5 years and require significant preparation before negotiation.

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of grievances per year processed by FTE	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Number of arbitration proceedings per year processed by FTE	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey[1]

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Labour/Union Relations	79.6%	12.2%	2.7%	5.4%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Labour/Union Relations	4.1%	10.2%	8.2%	3.4%	74.1%

Service Level "Self" Assessment **How well is the Town performing the service?**	**At Standard**

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[1] Results reflect the full staffing complement's responses however; this service only applies to union employees and their management team.

Occupational Health, Safety, and Wellness

Service Profile

Department	Corporate Services	
Division	Human Resources	
Service Driver	Legislative Directive	
Delivered by	Town Staff, External Provider	
	2019 Actual	**2020 Budget**
Expenses	$ 252,241	$ 208,042
Revenue/ Recoveries	$ (89,752)	$ 143,058)
2020 FTEs	1.24	

Service Description

The Occupational Health, Safety, and Wellness service ensures that the Town's people leaders are advised correctly on managing their division's health, safety, and wellness practices in compliance with legislation. While all employees utilize this service, the emphasis is placed on leaders to ensure that their protocols and policies keep staff safe.

This service is responsible for:

- Developing and maintaining corporate health and safety policies and procedures
- Administering return to work programs and training
- Coordinates or facilitates health and safety training for all staff
- Investigating workplace accidents
- Collaboration with the Joint Health and Safety Committees, and
- Managing wellness initiatives and the Employee and Family Assistance Program—which is administered through a third party

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of reported incidents reported over time (non-medical/lost-time)	2019 data - 25 incidents
Number of reported WSIB medical or lost time claims reported over time	2019 data – 34 WSIB claims

Lost Time	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Occupational Health, Safety and Wellness[1]	34.4%	57.6%	5.3%	2.6%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Occupational Health, Safety and Wellness	16.6%	30.5%	17.2%	9.3%	26.5%

Service Level "Self" Assessment How well is the Town performing the service?	Below Standard

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[1] Employees may naturally associate their use of this service as separate from the health and safety requirements tied to the day to day activities of their role. As such, all staff members use this service.

Organizational Learning & Development

Service Profile

Department	Corporate Services	
Division	Human Resources	
Service Driver	Talent Management, employee retention	
Delivered by	Town Staff, External Provider	
	2019 Actual	**2020 Budget**
Expenses	$277,726	$273,669
Revenue/ Recoveries	$(139,895)	$(136,786)
2020 FTEs	0.81	

Service Description

The Organizational Learning and Development service offers learning and training to support career growth of Town staff. The service is provided to all full-time and permanent part-time employees of the Town, with a modified version of the service available for part-time employees which mainly encompasses legislative requirements.

The HR Associate provides access to legislative training courses through HRdownloads (Accessibility for Ontarians with Disabilities Act (AODA), Workplace Hazardous Materials Information System (WHMIS). This platform has pre-created trainings and tracks when employees complete trainings.

Tracking of corporate training requests (technical and continuing education) is done using Excel and the reimbursement process is very manual using forms requiring several steps for approval.

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of trainings offered vs taken by employees	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Organizational Learning and Development	33.8%	62.3%	2.0%	2.0%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Organizational Learning and Development	14.1%	29.5%	24.8%	16.1%	15.4%

Service Level "Self" Assessment	
How well is the Town performing the service?	**Below Standard**

Talent Acquisition

Service Profile

Department	Corporate Services	
Division	Human Resources	
Service Driver	Legislation and Collective Agreements	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$163,666	$131,900
Revenue/ Recoveries	$0	$0
2020 FTEs	0.87	

Service Description

The Talent Acquisition service is responsible for:

- Identifying and attracting talent
- Evaluating and screening candidates to fill vacancies
- Assisting managers through the recruitment process by creating job postings, interview questionnaires, recruitment packages, scheduling and facilitating interviews and managing the offer process
- Conducting orientation for new staff to ensure understanding of corporate policies, procedures and programsStandardizing hiring across the organization
- Ensuring that hiring practices are both ethical and in line with legislation and collective agreements in place

Key Performance Indicators (KPI) & Metrics

	Measurement
Time to hire from request to employment	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of qualified responses to postings	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Internal Promotion Rate	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

HR frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Talent Acquisition[1]	65.6%	31.8%	2.0%	0.7%

HR ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Talent Acquisition	7.4%	16.8%	15.4%	6.0%	54.4%

Service Level "Self" Assessment **How well is the Town performing the service?**	**Below Standard**

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[1] Please note that the majority of the users are supervisory positions therefore, responses do not reflect the full staffing complement within the Town.

Animal Services

Service Profile

Department	Corporate Services	
Division	Legislative & Legal Services	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff and Contracted Services	
	2019 Actual[1]	**2020 Budget[2]**
Expenses	$1,814,515	$2,047,968
Revenue/ Recoveries	($1,683,107)	($1,349,752)
2020 FTEs	1 dedicated Animal Services Officer (ASO) as part of 11.48 (including By-law Enforcement and Parking Enforcement)	

Service Description

Animal Services is part of the Municipal Licensing and Enforcement sub-division within the Legislative & Legal Services Division. The sub-division is responsible for animal services, which includes responding to domestic animal-related calls and domestic animal-related by-law complaints. Animal control helps to make the community safe for both people and animals.

This service is provided year-round.

The core service hours are Monday – Friday 8:30 a.m. to 4:30 p.m.

After hours on-call provides for 24/7 service delivery. After hours dispatch for animal services is provided by the Milton Fire Department.

The Town contracts the services of the City of Burlington for animal shelter services.

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[1] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

[2] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

Key Performance Indicators (KPI) & Metrics

	Measurement
Time to respond from call intake	Measurement is currently unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.
Number of requests for service received	2019 – 506 requests for service. 2019 – 98 animal transfers to animal shelter.
Time to resolve requests	Complete measurement is unavailable. The Town is yet to determine time taken to resolve requests as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services[3]

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
By-law Enforcement/ Animal Services/ Parking Enforcement	40.7%	47.3%	6.0%	6.0%

Legislative & Legal ease of use of services[4]

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
By-law Enforcement/ Animal Services/ Parking Enforcement	16.8%	28.8%	14.8%	4.0%	35.6%

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[3] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

[4] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

Service Level "Self" Assessment	
How well is the Town performing the service?	**Below Standard**

By-law Enforcement

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Management Directive and Legislation
Delivered by	Town Staff and Contracted Services
	2019 Actual[1]	**2020 Budget[2]**
Expenses	$1,828,105	$2,047,968
Revenue/ Recoveries	($1,683,107)	($1,349,752)
2020 FTEs	6.5 dedicated Municipal Law Enforcement Officers (MLEO) of 11.48 FTE in MLEU (including Parking Enforcement and Animal Services)	

Service Description

By-law Enforcement is part of the Municipal Law Enforcement Unit (MLEU) sub-division within the Legislative & Legal Services Division. The sub-division is responsible for:

- Educating the public about by-laws, responding to complaints and conducting investigations related to by-law offences, issuing warnings and penalties for by-law violations when needed and maintaining community standards

Enforcement services are provided throughout the year, with seasonal initiatives.

Six full-time officers and one part-time officer are responsible for the enforcement of all Town regulatory by-laws, including matters related to animal services and parking matters.

MLEU, including By-law Enforcement, is responsible for Animal Service after hours on call during weekends and statutory holidays.

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[1] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

[2] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of charges/orders issued per FTE	2019 - 596 Charges/Orders Complete measurement is unavailable. The number of charges and orders are available. The FTE number is not. The system is not configured to report the metrics as needed currently. Therefore, the Town is encouraged to determine a method of reporting.
Time to respond from call intake	Measurement is currently unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.
Number of requests for service received	2019 – 2714 requests for service
Time to resolve requests	Complete measurement is unavailable. The Town is yet to determine time taken to resolve requests as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services[3]

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
By-law Enforcement/ Animal Services/ Parking Enforcement	40.7%	47.3%	6.0%	6.0%

Legislative & Legal ease of use of services[4]

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
By-law Enforcement/ Animal Services/ Parking Enforcement	16.8%	28.8%	14.8%	4.0%	35.6%

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[3] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

[4] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

Service Level "Self" Assessment **How well is the Town performing the service?**	**Below Standard**

Corporate Accessibility

Service Profile

Department	Corporate Services	
Division	Legislative & Legal Services	
Service Driver	Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$107,584	$126,520
Revenue/ Recoveries	($4,430)	($4,417)
2020 FTEs	0.42	

Service Description

The Corporate Accessibility service is responsible for:

- Fostering commitment to eliminating barriers and improving accessibility for persons with disabilities in a manner that respects dignity, independence, integration and equality of opportunity
- Meeting the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), 2005 and all related standards and regulations introduced under this legislation, ensuring that persons with disabilities are provided equal opportunities and standards of service
- Providing accessible services and facilities and appropriate training for staff (i.e. transit, human resources)

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of complaints received and time to resolve over time	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of requests for interpreter services and time to resolve.	2019 – 59 Interpreter Requests Time taken to resolve requests is not being tracked Therefore, complete measurement is unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of requests for conversion of document to an alternative format and time to resolve	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Corporate Accessibility	68.7%	26.0%	4.0%	1.3%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Corporate Accessibility	6.8%	13.5%	15.5%	2.0%	62.2%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Corporate Reception

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Legislation
Delivered by	Town Staff
	2019 Actual / **2020 Budget**
Expenses	$112,563 / $94,265
Revenue/ Recoveries	($6,440) / ($6,420)
2020 FTEs	1.28

Service Description

Corporate Reception is responsible for:

- Being the first point of contact for the public, both in person at Town Hall and over the phone
- Being the point of contact for mail, all deliveries and inter-office delivery, which is received and then distributed to the various departments
- Attending to several general e-mail web- boxes, general incoming fax numbers, and several administrative tasks

These services are delivered through the Corporate Reception, desk which is located in the lobby on the main floor of Town Hall.

Key Performance Indicators (KPI) & Metrics

	Measurement
Time to respond to service requests over time	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future and encouraged to determine a method of reporting.
Number of inquiries/service requests received and time to resolve over time	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future and encouraged to determine a method of reporting.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Corporate Reception	45.3%	34.0%	12.0%	8.7%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Corporate Reception	20.8%	29.5%	12.1%	0.7%	36.9%

Service Level "Self" Assessment How well is the Town performing the service?	Below Standard

Council Meeting Management

Service Profile

Department	Corporate Services	
Division	Legislative & Legal Services	
Service Driver	Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$393,225	$329,303
Revenue/ Recoveries	($22,498)	($22,429)
2020 FTEs	1.97	

Service Description

Council meeting management is responsible for:

- Coordinating the decision-making processes of Council, including creating and publishing agendas and minutes, and managing delegations and correspondence
- Coordinating the appointments to Boards and Committees
- Gathering and coordinating the information for meetings from other departments

Council meetings are usually held every 3 weeks and Council agendas contain business items for which Council approval is required. Special meetings that can be called at any time for a specific purpose that requires a Council decision. Council workshops that are held quarterly for the purpose of discussion and no decisions are made.

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of steps or touchpoints required for the approval of final Council report	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Time to compile Council agenda with approved reports	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Council Meeting Management	67.1%	23.5%	6.7%	2.7%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Council Meeting Management	12.1%	13.4%	10.7%	2.7%	61.1%

Service Level "Self" Assessment	
How well is the Town performing the service?	Below Standard

Information Governance

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$157,300	$131,729
Revenue/ Recoveries	($9,000)	($8,972)
2020 FTEs	0.79	

Service Description

The Information Governance (IG) service is responsible for the overall guidance on managing the Town's information assets as a corporation. Its services include:

- Consultations on IG and privacy related topics to Town staff, all departments and program areas
- Management of Freedom of Information (FOI) requests
- In-person and online training on IG for all Town staff
- IG/privacy related projects/initiatives

In addition, staff have started working on an Enterprise Content Management (ECM) program, which will integrate into an IG strategy.

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of records or data that are converted to routine disclosure annually	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of privacy breaches/complaints received	2019 – 1 breach The Town does not have data on the number of complaints received. Complete measurement is unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of information governance training sessions held annually	2019 – 2 training sessions (1 MFIPPA training and 1 IG and Records Management Training)

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Information Governance	55.7%	40.3%	3.3%	0.7%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Information Governance	17.7%	17.7%	9.5%	1.4%	53.7%

Service Level "Self" Assessment	
How well is the Town performing the service?	Below Standard

Legal Administration

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Legislation
Delivered by	Town Staff and External Council
	2019 Actual	**2020 Budget**
Expenses	$137,473	$115,126
Revenue/ Recoveries	($47,572)	($43,415)
2020 FTEs	0.91	

Service Description

The Legal Administration service is responsible for:

- Providing legal coordination and administration of industrial and residential subdivision related tasks, tracking delegations of authority and execution of agreements
- Handling all Teraview searches and registration of various documents for the entire Corporation
- Coordinating the Town's Land Team and managing the disposal of the land through the team and the facilitation of all the real estate closings for the corporation
- Support for Council meeting management with creation, formatting and tracking of by-laws and back-up support

Key Performance Indicators (KPI) & Metrics

	Measurement
Time to create and approve agreements	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Legal Administration	60.0%	30.7%	8.0%	1.3%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Legal Administration	16.2%	17.6%	8.1%	0.7%	57.4%

Service Level "Self" Assessment	
How well is the Town performing the service?	At Standard

Licensing

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Both Management Directive & Legislation
Delivered by	Town Staff & Contracted Services

	2019 Actual	**2020 Budget**
Expenses	$128,426	$146,887
Revenue/ Recoveries	$(189,021)	$(192,252)
2020 FTEs	0.99 FTE (3 Licensing and Enforcement Clerks dedicated to administrative functions associated with Licensing, By-law Enforcement and Parking of 11.48 FTEs total ((including By-law Enforcement and Parking Enforcement)	

Service Description

Licensing is part of the Municipal Licensing and Enforcement sub-division within the Legislative & Legal Services Division. Licensing is responsible for:

- Ensuring that licensing applications are administered and issued according to municipal and provincial regulations

Licensing includes the processing and issuance of the following licenses and permits, kennels, personal services, taxi and limo, transient trader, portable signs, lottery and marriage. This service also includes the processing and management of vital statistics records (marriage, death) and providing Commissioner of Oath services.

Key Performance Indicators (KPI) & Metrics

	Measurement
Customer/stakeholder satisfaction rate	Measurement is currently unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.
Number of licensing related applications administered and issued per FTE	2019 – approximately 1,070 licenses and permits per FTE[1]

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	**Never (I do not use this service)**	**Infrequently (a couple times per month at most)**	**Frequently (once per week)**	**Very frequently (daily)**
Licensing	69.3%	24.0%	3.4%	3.3%

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[1] This figure is comprised of the total of the following elements divided by 3:
- 648 licenses issued by 3 FTE (including marriage, taxi/limo, commercial refreshment vehicle, kennels, etc.)
- 1305 deaths registered by 3 FTE
- 587 commissioning services by 3 FTE
- 671 portable sign applications processed by 3 FTE

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Licensing	12.8%	15.4%	9.4%	0.0%	62.4%

Service Level "Self" Assessment How well is the Town performing the service?	At Standard

Municipal Elections

Service Profile

Department	Corporate Services	
Division	Legislative & Legal Services	
Service Driver	Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$12,248	$6,500
Revenue/ Recoveries	($5,296)	$0
2020 FTEs	0.04	

Service Description

The Town Clerk (Legislative & Legal Services Division) is responsible under the Municipal Elections Act, 1996, for conducting municipal elections, including by-elections.

Municipal elections are conducted in accordance with the Municipal Elections Act, 1996. For municipal elections, a communications strategy that is used to guide the communications for voters and candidates throughout the election year.

Preparations for municipal elections commence in the year preceding an election and these preparations include: a review of voting methods, review and implementation of policies and procedures and staffing.

Key Performance Indicators (KPI) & Metrics

	Measurement
Voter turnout	2018 Municipal Election – 37% of electors voted
Engagement rate on social media promotions for elections	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Number of voters who use a new voting method (i.e. uptake)	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Elections	80.0%	19.3%	0.7%	0.0%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Elections	6.7%	11.5%	9.5%	0.0%	72.3%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Parking Enforcement

Service Profile

Department	Corporate Services
Division	Legislative & Legal Services
Service Driver	Management Directive
Delivered by	Town Staff and Contracted Services
	2019 Actual[1] **2020 Budget[2]**
Expenses	$1,828,105 $2,047,968
Revenue/ Recoveries	($1,683,107) ($1,349,752)
2020 FTEs	11.48 (two dedicated parking officer positions, supported by Muncipal Law and Enforcement Officers (MLEOs) and third-party service provider) (including By-law Enforcement and Animal Services)

Service Description

Parking Enforcement is part of the Municipal Licensing and Enforcement sub-division within the Legislative & Legal Services Division. The Parking Enforcement service is responsible for and is comprised of the following:

- Ensuring that municipal parking regulations are adhered to in order to maintain safe conditions for pedestrians and traffic and to maintain traffic flow
- Overnight parking enforcement is contracted to a third-party service provider
- Parking Enforcement is the main responsibility of the Parking Enforcement Officer. Other MLEOs also assist in performing parking enforcement duties in addition to their normal responsibilities.
- MLEOs and the Town's third-party service provider have regular routes for proactive enforcement and respond to complaints as part of reactive enforcement

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[1] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

[2] Expenses and revenue figures are reflective of the total under By-Law Enforcement, Parking Enforcement and Animal Services as they have been grouped together

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of tickets issued per Full Time Equivalent[3] (FTE)	2019 – 18,035 tickets issued. Complete measurement is unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.
Time to respond from call intake	Measurement is currently unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.
Number of requests for service received	2019 – 1,768 requests for service[4].
Time to resolve request	Complete measurement is unavailable. The Town is yet to determine time taken to resolve requests as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.

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[3] Salary based staff members who work 40 hours/ week

[4] This number does not currently include duplicate service requests or inquiries related to services requests

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services[5]

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
By-law Enforcement/ Animal Services/ Parking Enforcement	40.7%	47.3%	6.0%	6.0%

Legislative & Legal ease of use of services[6]

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
By-law Enforcement/ Animal Services/ Parking Enforcement	16.8%	28.8%	14.8%	4.0%	35.6%

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[5] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

[6] Please note that the same survey data is used for: By-Law Enforcement, Animal Services and Parking Enforcement.

Service Level "Self" Assessment How well is the Town performing the service?	Below Standard

Records Management

Service Profile

Department	Corporate Services	
Division	Legislative & Legal Services	
Service Driver	Legislation	
Delivered by	Town Staff and External Contractors	
	2019 Actual	**2020 Budget**
Expenses	$148,591	$124,436
Revenue/ Recoveries	($8,502)	($8,475)
2020 FTEs	0.77	

Service Description

Records Management service is responsible for the management of both paper and digital records for the Town. It includes:

- Consulting and training with Town staff from all Town departments in the way they manage their records and the management (file, review and disposition) of the records for Legislative & Legal Services Division
- Users of this service include: all Town staff and departments, local boards and libraries and members of the public
- Coordinating and managing offsite records
- Storage and shredding services for the entire Corporation.
- Creating, performing corporate review and implementation of the Records Retention By-law which guides the classification and retention of the Town's records

Key Performance Indicators (KPI) & Metrics

	Measurement
Number of records disposed of annually in accordance with records retention by-law	2019 - 407 files/boxes of records
	Electronic records are not currently managed in a consistent or corporate-wide system.
	Therefore, the complete measurement is unavailable as the system is not configured to report the metrics as needed currently. The Town is encouraged to determine a method of reporting.

Key Takeaways from the Town Staff Survey

Legislative & Legal frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Records Management	53.3%	38.7%	7.5%	0.7%

Legislative & Legal ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Records Management	13.6%	21.8%	12.9%	2.0%	49.7%

Service Level "Self" Assessment	
How well is the Town performing the service?	**Below Standard**

Community Engagement

Service Profile

Department	Corporate Services	
Division	Strategic Communications	
Service Driver	Management Directive and Legislation	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$60,251	$81,980
Revenue/ Recoveries	$0	$0
2020 FTEs	0.49	

Service Description

Community engagement is a critical element in developing public policy. Two-way engagement and feedback is collected using a number of strategies from online, interactive tools, to in-person, to inform program and service delivery, community investments, budget, and policy.

Milton's approach to public engagement uses the International Association of Public Participation 2 Framework.

Key Performance Indicators (KPI) & Metrics

	Measurement
Participation rate for Let's Talk Milton projects	Annual participation of at least 21%
Total number of public engagement opportunities (public meetings, online open houses/LTM, PICs, etc.)	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Community Engagement	63.1%	26.8%	8.7%	1.3%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Community Engagement	14.2%	18.2%	10.8%	1.4%	55.4%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Creative Services

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive (some legislative)
Delivered by	Town Staff
	2019 Actual	**2020 Budget**
Expenses	$139,890	$180,719
Revenue/ Recoveries	$ (80,621)	$ (81,927)
2020 FTEs	2.02	

Service Description

Creative Services is responsible for building, maintaining and enhancing a strong, cohesive Milton identity across the organization's digital and print materials.

Creative services:

- Maintains and upholds visual identity standards associated with the Town of Milton's brand as a *"Place of Possibility"*
- Oversees graphic design and production of all Town of Milton material, from concept to production
- Oversees printing vendor deliverables as per the contract
- Provides customer service function across the Town's digital platforms

Key Performance Indicators (KPI) & Metrics

This service can vary greatly by type and complexity of the service. As such, measuring performance using a KPI would not result in improved service delivery.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Creative Services/ Graphic Design	62.4%	30.2%	4.7%	2.7%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Creative Services/ Graphic Design	13.6%	17.7%	8.2%	3.4%	57.1%

Service Level "Self" Assessment	
How well is the Town performing the service?	At Standard

Crisis Emergency Communications

Service Profile

Department	Corporate Services	
Division	Strategic Communications	
Service Driver	Management and Legislation Directive	
Delivered by	Town Staff	
	2019 Actual	**2020 Budget**
Expenses	$27,365	$60,107
Revenue/ Recoveries	(-)	(-)
2020 FTEs	0.41	

Service Description

Crisis & Emergency Communications ensures that during a crisis or emergency, Milton residents, staff, and stakeholders have the necessary information in a timely, understandable manner to make decisions to remain safe and healthy. The Senior Manager serves as the Town's Emergency Information Officer (EIO) and operates the crisis communications team.

Services include:

- A crisis communications plan that is regularly reviewed to guide and inform how to respond to an emergency
- Providing direct support during a crisis as the EIO and delivering timely communications
- Monitoring information and managing misinformation
- Delivering proactive and reactive communications such as news releases, public notices, information for the website and social media platforms
- Managing all media inquiries
- Working collaboratively with stakeholders involved in the crisis

Key Performance Indicators (KPI) & Metrics

This service can vary greatly by type and complexity of the emergency. As such, measuring performance using a KPI would not result in improved service delivery.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Crisis & Emergency Communication	67.5%	26.4%	5.4%	0.7%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Crisis & Emergency Communication	10.9%	17.8%	5.8%	1.6%	63.9%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Department Operational Communications

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive
Delivered by	Town Staff
	2019 Actual	**2020 Budget**
Expenses	$360,630	$414,180
Revenue/ Recoveries	$0	$0
2020 FTEs	2.59	

Service Description

Department Operational Communications assists departments across the organization with their communications needs for day-to-day services or projects.

Examples of specific services offered:
- Communications plans and implementation using various communications activities
- Writing
- Social marketing plans and execution throughout various activities
- Content curation for different platforms
- Analytics reports on public education or promotion campaigns

Key Performance Indicators (KPI) & Metrics

This service can vary greatly by type and complexity of the service. As such, measuring performance using a KPI would not result in improved service delivery

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Department Operational Communications	57.7%	31.5%	5.4%	5.4%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Department Operational Communications	13.8%	24.8%	9.7%	2.7%	49.0%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Digital Communications

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$110,421	$126,217
Revenue/ Recoveries	(-)	(-)
2020 FTEs	0.87	

Service Description

Digital Communications ensures a professional, streamlined, coherent look and feel, and seamless customer experience across the Town's digital platforms such as the corporate website, social media sites, MyMilton app, enewsletters and Let's Talk Milton.

This includes:
- Raising the Town's profile in the digital realm
- Strategic planning for departments and projects
- Overseeing digital strategies
- Managing vendor relationships
- Creating corporate content
- Managing engagement and responses to customer inquiries
- Ensuring compliance with all digital legislative requirements (e.g., Accessibility for Ontarians with Disabilities Act (AODA) and Canada's Anti-Spam Legislation (CASL)

Key Performance Indicators (KPI) & Metrics

	Measurement
Engagement rate across the various platforms by quarter	At least 3% (adjust accordingly for industry standard) Measurement for actual industry data is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Click through rate by quarter	An average of 2% (adjust accordingly for industry standard) Measurement for actual industry data is currently unavailable. The Town is encouraged to track underlying KPI data in the future.
Growth rate for new followers each by quarter	At least 10% (adjust accordingly for industry standard) Measurement for actual industry data is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Digital Communications	36.2%	43.5%	14.9%	5.4%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Digital Communications	20.4%	25.8%	10.2%	4.1%	39.5%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

Government Relations

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$22,177	$48,407
Revenue/ Recoveries	$0	$0
2020 FTEs	0.25	

Service Description

Government Relations is responsible for:

- Supporting senior staff and Council to advocate with government officials regarding local priorities
- Assists with the planning and executing of activities and initiatives that support the development of positive intergovernmental relations and raise the profile of Milton
- Building and maintaining relationships with other levels of government Responsible for monitoring and analyzing the political environment at a regional, provincial and federal level to assist in the development of government relations strategies and activities to support positive intergovernmental relations and further Milton's profile as a "Place of Possibility"
- Completing funding applications for the Town and supporting grant writing by other departments

Key Performance Indicators (KPI) & Metrics

Due to changes within the service (i.e. Development of the Government Relations Strategy) and its delivery, an appropriate KPI cannot be determined at this time.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Government Relations	82.4%	11.5%	4.7%	1.4%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Government Relations	4.8%	7.5%	12.2%	0.7%	74.8%

Service Level "Self" Assessment How well is the Town performing the service?	At Standard

Internal Communications

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$37,935	$45,029
Revenue/ Recoveries	$0	$0
2020 FTEs	0.35	

Service Description

Internal Communications:

- Works collaboratively with key divisions on messaging for current internal communication tools (e.g., mPortal, email, memos, etc.)
- Develops corporate messaging communications to raise awareness of organizational business updates or employee engagement matters
- Provides advice to People Leaders on internal communications activities that relate to operations, organizational revisions, or labour relations
- Conducts continuous quality improvement such as internal communications audits to inform the larger corporate internal communications strategy

Key Performance Indicators (KPI) & Metrics

	Measurement
Staff engagement rates	Measurement is currently unavailable. The Town is encouraged to track underlying KPI data in the future.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Internal Communications	44.3%	37.6%	12.1%	6.0%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Internal Communications	13.8%	28.3%	14.3%	0.7%	42.9%

Service Level "Self" Assessment How well is the Town performing the service?	At Standard

Risk & Issues Management Communications

Service Profile

Department	Corporate Services
Division	Strategic Communications
Service Driver	Management Directive and Legislation
Delivered by	Town Staff

	2019 Actual	**2020 Budget**
Expenses	$28,265	$66,978
Revenue/ Recoveries	(-)	(-)
2020 FTEs	0.44	

Service Description

Risk & Issues Management Communications ensures that the corporation is proactively and effectively communicating to create a mutual understanding with relevant stakeholders on issues to best manage the organization's reputation and maintain credibility.

The service is responsible for:
- Proactively identifying potential risks or issues that may impact the organization or community
- Identifying the level of risk and implementing the appropriate response/communications
- Monitoring the issue and assess further communications and/or actions

Key Performance Indicators (KPI) & Metrics

This service can vary greatly by type and complexity of risk or issue. As such, measuring performance using a KPI would not result in improved service delivery.

Key Takeaways from the Town Staff Survey

Strategic Communications frequency of use of services

Service	Never (I do not use this service)	Infrequently (a couple times per month at most)	Frequently (once per week)	Very frequently (daily)
Risk and Issues Management Communications	78.6%	17.4%	4.0%	0.0%

Strategic Communications ease of use of services

Service	Excellent	Satisfactory	Neutral	Difficult and cumbersome	N/A (I do not use this service)
Risk and Issues Management Communications	7.5%	17.0%	8.2%	0.7%	66.6%

Service Level "Self" Assessment	
How well is the Town performing the service?	**At Standard**

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