

One Community



Planning the Future Together

INVESTING IN OUR  
ASSETS



MODERNIZING OUR  
BUSINESS



CREATING  
LIVABLE  
HEALTHY  
COMMUNITIES



GOVERNANCE



SERVING  
OUR  
CUSTOMERS



EXPANDING  
OPPORTUNITIES



BECOMING  
SUSTAINABLE



## Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>1 GOVERNANCE .....</b>	<b>24</b>
<b>2 MODERNIZING THE BUSINESS .....</b>	<b>28</b>
<b>3 SERVING CUSTOMERS.....</b>	<b>34</b>
<b>4 BECOMING SUSTAINABLE .....</b>	<b>41</b>
<b>5 EXPANDING OPPORTUNITIES.....</b>	<b>49</b>
<b>6 CREATING LIVABLE HEALTHY COMMUNITIES.....</b>	<b>51</b>
<b>7 INVESTING IN ASSETS .....</b>	<b>54</b>
<b>OPPORTUNITIES AND RECOMMENDATIONS.....</b>	<b>62</b>
<b>IMPLEMENTATION ROADMAP AND PROJECTED COSTS .....</b>	<b>64</b>
<b>1. GOVERNANCE.....</b>	<b>66</b>
<b>2. MODERNIZING THE BUSINESS.....</b>	<b>67</b>
<b>3. SERVING THE CUSTOMERS .....</b>	<b>70</b>
<b>4. BECOMING SUSTAINABLE.....</b>	<b>72</b>
<b>5. EXPANDING OPPORTUNITIES .....</b>	<b>73</b>
<b>6. CREATING LIVABLE HEALTHY COMMUNITIES.....</b>	<b>74</b>
<b>7. INVESTING IN ASSETS.....</b>	<b>75</b>
<b>SUMMARY OF ALL RECOMMENDATIONS .....</b>	<b>77</b>
<b>RANKING THE OPPORTUNITIES.....</b>	<b>78</b>
<b>CONCLUSION .....</b>	<b>79</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>79</b>

# Township of Edwardsburgh Cardinal - Service Delivery Review

## ONE COMMUNITY – PLANNING THE FUTURE TOGETHER

### EXECUTIVE SUMMARY

The Township of Edwardsburgh-Cardinal (the Township) was formed through an amalgamation in 2001. While it has been almost two decades since amalgamation, progress towards “one community” has been slow. Division exists which has made it challenging for Township Council, management and staff to serve the community as a whole. This is not unusual to see in municipalities that have amalgamated, but it is time for a unified vision for the Township. Resources are limited, assets need to be renewed, and growth demands a different approach. Modernized services will help the Township to meet the ever-increasing demands that municipalities are facing today. Efficiencies can be gained by providing more staff access to work management systems, training and more online municipal services to citizens seeking value and convenience.

Integrated systems and new reporting modules will allow for better information and analytics so that long term, sustainable decisions are possible. Not only are regulatory changes pushing this requirement, it is simply the right thing to do.

But the Township has challenges in terms of capacity to change. It’s size and location make it poised for growth, but it lacks the resources, systems, and processes to make it happen.

Shared services and partnerships would provide better options for the future so that the Township, and its neighbours, can gain economies of scale in back-office functions, expand analytical capacity and better manage daily operations. We recognize that this is challenging but we understand the Township to be a leader in this regard. Council and management should continue to explore possible opportunities, not just with neighbouring municipalities but other public and private sector organizations and volunteers.

Following the release of the government regional review, the province announced that it *“would not be forcing amalgamation on any municipality but did offer funding to*

*audit financial books and review how services are delivered.”<sup>1</sup>*  
 Municipal leaders responded by stating that *"People expect the province and municipalities to work together ... When we work together to meet shared goals, we can deliver better services for people, and respect for taxpayers."*<sup>2</sup>

Municipalities are expected to look for better ways of doing business and becoming more efficient.

Therefore, any way to reduce operating expenses, increase services or both, will only benefit the Township and its citizens. We found that there are areas costs can be reduced but, in some cases, requires investment.

For Edwardsburgh Cardinal to flourish, we are of the opinion that the Township needs to develop a long-term vision/strategic plan including service impacts and financial requirements for both new and existing infrastructure. While the Township has a robust Economic Development Strategy, this is only one part of an integrated planning framework. An overarching strategic plan and vision will help define where the Township sees itself in 20 years. It will identify the services the Township wants/needs to provide, the assets required to deliver the services, and the financing necessary to make it happen.

Community outreach and education is needed so that citizens have a better understanding of the cost and desired levels of service., The community outreach strategy could be a joint

project with the neighbouring communities and United Counties of Leeds and Grenville (UCLG) so that consistent messaging is possible and both upper and lower tier services are looked at from a customer perspective. While each municipality has its unique circumstances, most have the same capacity issues.

It would make sense to leverage the strengths of each neighbouring community through joint service agreements, and create a community lead in a service area to develop centres of excellence. It is unfortunate that this review did not include all municipalities within UCLG as it would have been an opportunity to break down some barriers and look at services from the customer viewpoint across tiers. We are aware that EC contemplated a joint service delivery review but was unable to gain support from neighbouring municipalities at the time.

The Township has been a leader in promoting joint services as well as economic development and environmental services. However, we think that the Township could benefit from implementing best practices and innovation in the areas of asset management and public works by looking at real-time lifecycle costing and work management planning. The systems are in place to make that happen with CityWide. With some additional modules/mobile applications, integration with the financial system and training, the Township will be able to eliminate paper-based processes such as timesheets and work orders and additional mobile options. We believe

---

<sup>1</sup> Quote from Steve Clark Minister of Municipal Affairs and Housing Minister, October 25, 2019

<sup>2</sup> Association of Municipalities of Ontario President

that this would need to be a larger project and out of scope for this review but should be considered across the County. In the interim, the Township needs to shift to long term approaches to all its services.

The Township is in a very strong position for developing a modernized vision for the future. In recent years, the Township has made significant strides in economic development. Its close location to major centres, advanced transportation networks, and natural resources make the Township attractive for businesses. The industrial park and the Port of Johnstown provide unique growth opportunities. These opportunities give rise, however, to challenges. Council identified that there is a lack of residential development and educational institutions and industrial and commercial employers are finding it difficult to fill vacancies due to a shortage of labour.

Consultations and survey results indicated that practices and processes are reactive in nature and not reflective of a long-term approach that is needed for today's municipalities.

So, the time is now to plan for the long term with a focus on the Township as a whole – not just in terms of economic development but strategic directions and priorities for the future.

What does EC want to be in 20, 30, 50 years? This overarching long-term vision is missing and management does not have clear direction on priorities.

## PROJECT OBJECTIVE

WSCS Consulting Inc. was engaged to undertake a service delivery review in order to assist the Township in assessing its programs. The objective of this review was to provide an assessment of services delivered, explore opportunities for alternatives and make recommendations for improvements. As shown in Figure 1, the key focus of service delivery reviews are as follows:

a. improve service results and outcomes;

- b. meet new or increased demand from customers for services;
- c. improve how services are delivered, and processes;
- d. maintain existing service levels in the face of competing priorities or decreasing revenues;
- e. reduce costs; and/or improve revenues.



FIGURE 1:SERVICE DELIVERY REVIEW - KEYS TO



Ten crucial service delivery questions (Figure 2) were explored as part of the analysis of each Township service. These questions provided for both internal and external view of the

services and how they currently perform in relation to the expectations from the Township's stakeholders.

For each service, we assessed the following:

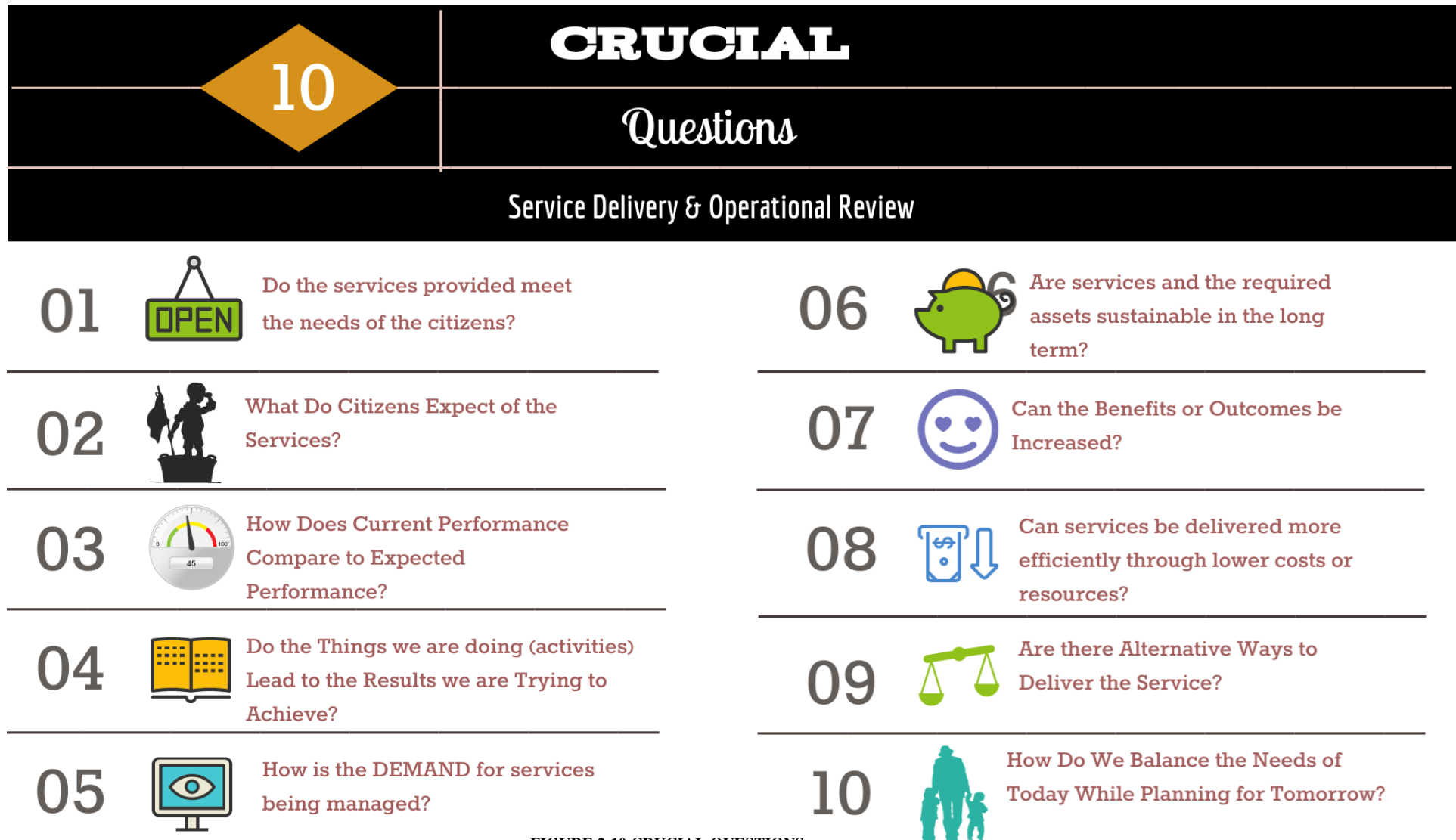


FIGURE 2:10 CRUCIAL QUESTIONS

**1. Do the services provided meet the needs of the citizens?** This would include a review as to whether or not the Township needs to provide the business/service.

**2. What do citizens expect of the service and what outcomes does council want for the service?**

This would typically require consultation on levels of service and expectations. Because the scope did not include community consultation, we utilized documentation and service requests to determine the level of satisfaction with the services.

**3. How does current performance compare to expected performance?**

Similar to Question 2, we utilized the performance data that the Township currently collects in order to assess the degree to which the current performance meets the expectations. Where performance measures were not available, we have made recommendations for new or updated key performance metrics to be collected and monitored in the future.

**4. Do the activities logically lead to the expected outcomes?**

The review of each service included an assessment of the processes and practices utilized to deliver the services. As will be discussed in this report, the Township does not have a strategic plan for all services.

Therefore, we have utilized typical expected outcomes for the services where plans were not published. For example, By-law Enforcement desired outcome is typically an increase in compliance, reduced complaints. While the Township does not have a specific target, we assessed the degree to which the activities undertaken in Bylaw services would reduce non-compliance.

**5. How is demand for the service being managed?**

This question points to the management practices and systems to anticipate workload demand, assign resources and report on results.

**6. What are the full costs and benefits of the service?**

Full cost entails the assessment to deliver the service including the utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits points to the determination of “who is better off” as a result of the services provided.

**7. How can benefits and outputs of the service be increased?**

By looking at how the services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.



**8. How can the number and cost of inputs be decreased?**

Inputs include staff time, materials and supplies as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory, waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce cost including the loss due to downtime.

**9. What are the alternative ways of delivering the service?**

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, private/public partnerships.

**10. How do we balance the needs of today while planning for tomorrow?**

This is the review of the service over a continuum of time. Long term service planning includes an analysis of demand today and forecasting the future.

## PROJECT SCOPE

1. **Project Initiation:** Met with the Chief Administrative Officer/Clerk (CAO), Director of Operations (new CAO) and Treasurer to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement
2. **Strengths Weaknesses Opportunities and Threats (SWOT) Analysis:** Conducted with Council and Staff.
3. **Staff Engagement and Council Surveys:** Conducted and administered online surveys.
4. **Environmental Scan:** Reviewed relevant documentation; benchmarked Township services against comparators; met with key stakeholders to understand the current operating environment.
5. **Partnership Analysis:** Analyzed existing and potential partnership opportunities with other municipalities.
6. **Review of Current Service Delivery Model:** Developed an inventory of programs, services (service profiles) and processes provided by the Township.
7. **Opportunity Identification:** Identified potential opportunities to achieve the most efficient and operationally effective approach to service delivery.
8. **Final Report & Presentation:** Developed and presented a final report with recommendations on the Township's service delivery model to Steering Committee and Council.

## PROJECT SCHEDULE



FIGURE 3:PROJECT SCHEDULE

## EC'S SERVICE INVENTORY

FUNCTIONAL CATEGORY	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Recreation and Cultural Services	Planning & Development
# OF SERVICES	3	6	8	8	1	4	5
# OF ACTIVITIES	147	35	85	57	1	39	36
SUB-SERVICE CATEGORIES	<ul style="list-style-type: none"> <li>Corporate Management</li> <li>Governance</li> <li>Program Support</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police</li> <li>Conservation authority</li> <li>Bylaw</li> <li>Building permit and inspection services</li> <li>Emergency measures</li> </ul>	<ul style="list-style-type: none"> <li>Roads – Paved,</li> <li>Roads - unpaved</li> <li>Roads - bridges and culverts</li> <li>Roadways – Traffic</li> <li>Roadside</li> <li>Winter control</li> <li>Parking</li> <li>Street lighting</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater collection</li> <li>Conveyance, treatment</li> <li>Disposal</li> <li>Storm sewer system</li> <li>Water treatment</li> <li>Distribution/ transmission</li> <li>Solid waste collection</li> <li>Disposal</li> </ul>	<ul style="list-style-type: none"> <li>Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Parks</li> <li>Recreation programs</li> <li>Recreation facilities – Arenas, Swimming Pools, Halls</li> <li>Libraries (Out of scope of review)</li> </ul>	<ul style="list-style-type: none"> <li>Planning and zoning</li> <li>Commercial and industrial</li> <li>Residential development</li> <li>Agriculture and reforestation</li> <li>Tile drainage/ shoreline assistance</li> </ul>
2019 BUDGET (INCL CAPITAL)							
EXPENDITURES	\$ 986,170	\$ 2,144,521	\$ 3,501,536	\$ 2,481,990	\$ 5,000	\$ 2,131,273	\$ 220,742
REVENUE		-\$ 180,510	-\$ 777,832	-\$ 1,981,363	-\$ 100	-\$ 857,690	-\$ 78,032
NET	\$ 986,170	\$ 1,923,211	\$ 2,723,704	\$ 500,627	\$ 4,900	\$ 1,273,583	\$ 142,710

FIGURE 4:EC SERVICES

## METHODOLOGY

Our methodology included a combination of documentation reviews, consultations, focus groups, interviews, system walkthroughs, benchmarking and data analysis as shown in Figure 5. This work was undertaken over a five-month period commencing August 2019. Draft recommendations and presentations were made to the Steering Committee and Council (January 2020).

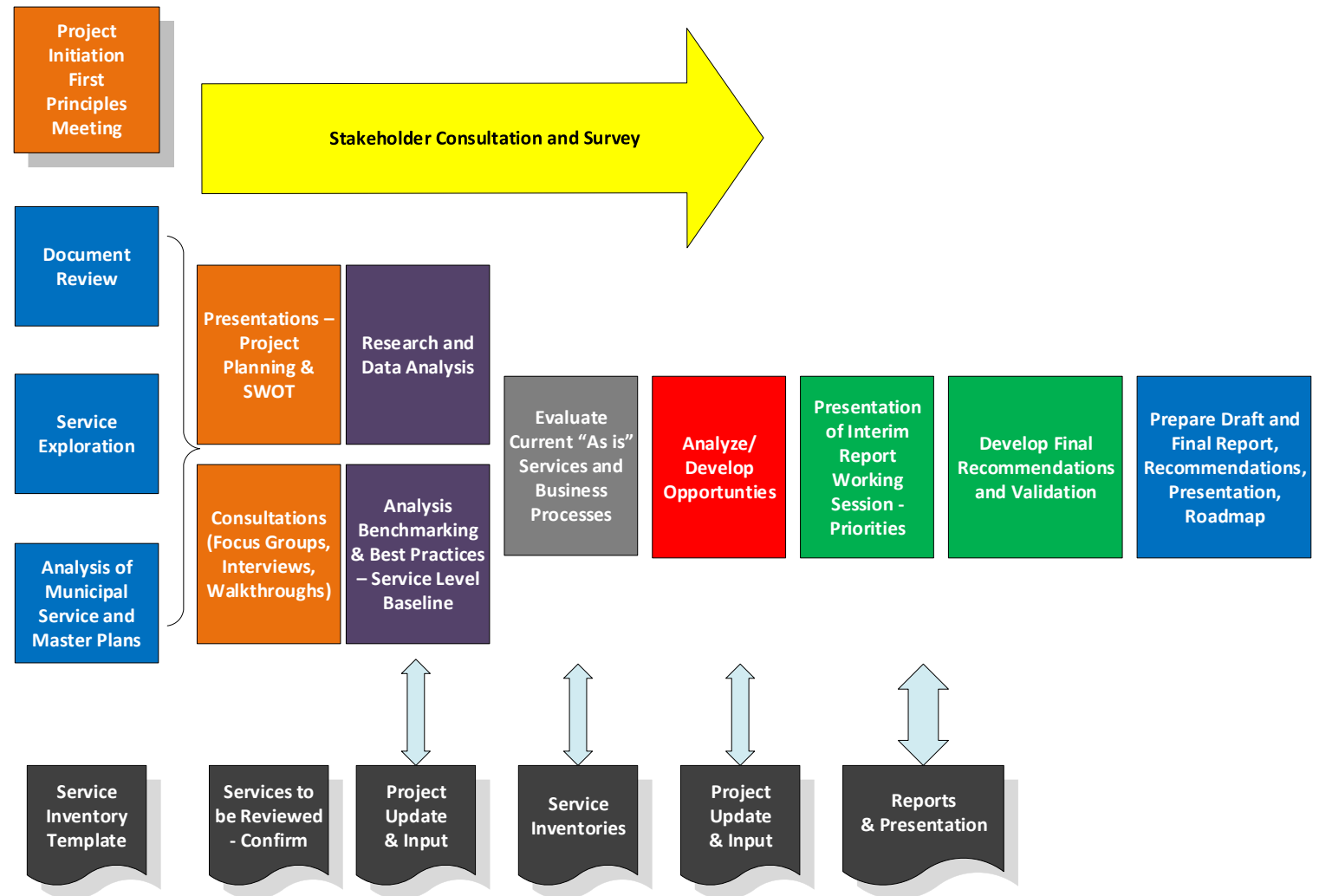


FIGURE 5:SERVICE DELIVERY REVIEW METHODOLOGY

## FINDINGS, RECOMMENDATIONS AND OPPORTUNITIES

Analysis of benchmarks (Figures 7-12) , service profiles and performance indicators as well as Council and staff survey results (Figure 13 and Figure 14), served to validate our findings and formulated the basis for our recommendations and opportunities contained in the report. Details are contained in the report attached but summarized in the next section.

Findings and Recommendations are summarized under 7 key areas as illustrated in Figure 6.

1. Governance – Setting policy, direction and priorities for the Township’s future.
2. Modernizing our Business – Leveraging technology to increase knowledge and capacity for change.
3. Serving our Customers – Community engagement and citizen-centred services.
4. Becoming Sustainable – Financial, economic and environmental sustainability is the key to realizing the vision. Improved reporting, data analytics and long-term views are needed to make better evidence-based decisions.
5. Expanding Opportunities – Building on the economic development strategy with a workplan with dedicated resources and measured outcomes.
6. Creating Livable, Healthy Communities – Creating enhanced opportunities for residential development, recreational services and employment that attract people to live and play in the Township.
7. Investing in Assets – Physical and human resource asset management with a supporting financing strategy is essential for service delivery.



FIGURE 6:RECOMMENDATIONS - 7 KEY AREAS



# EC RESULTS - TREND ANALYSIS

EDWARDSBURGH CARDINAL

Municipal (Lower & Upper Tier) Taxes per household

(EC is below provincial average of \$3,714)

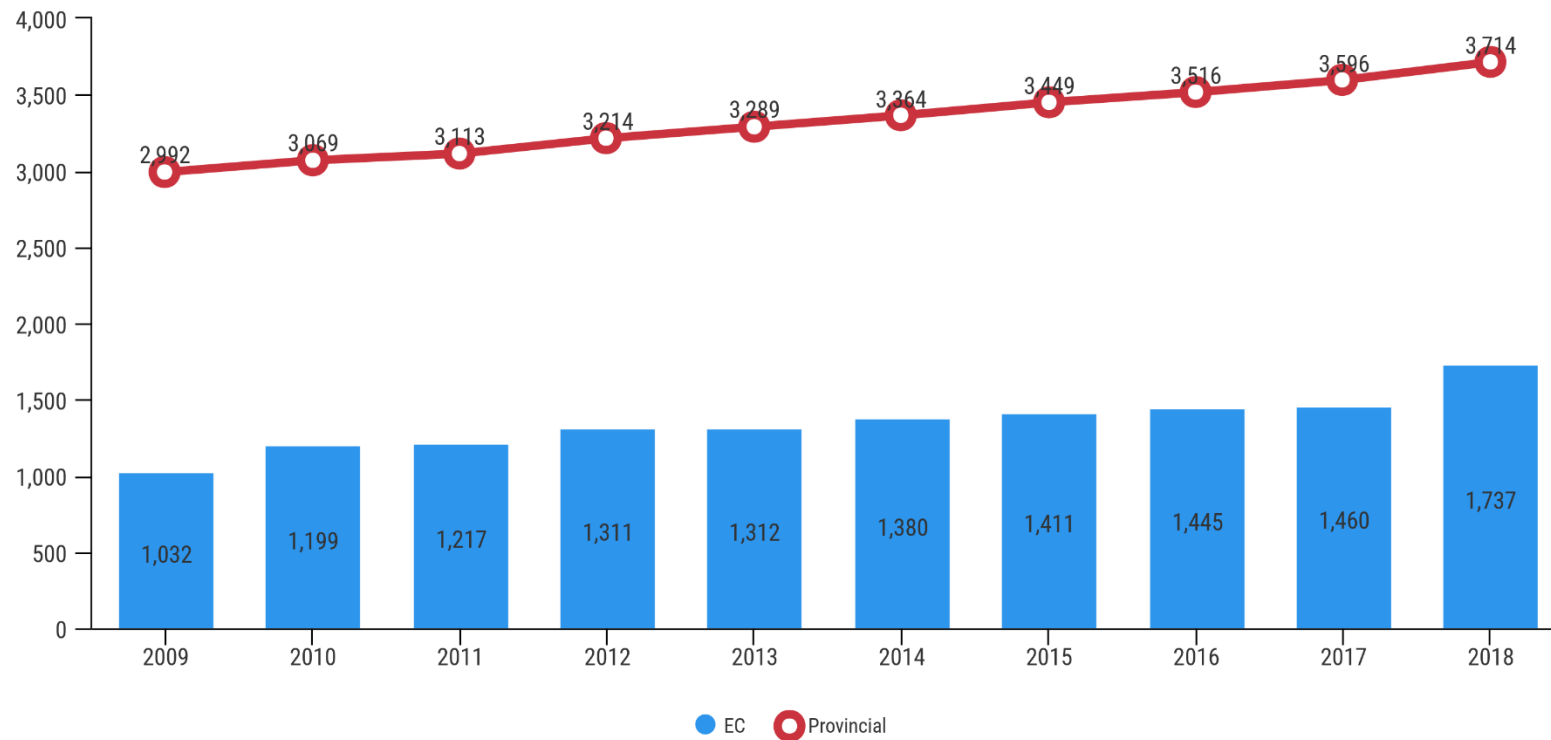
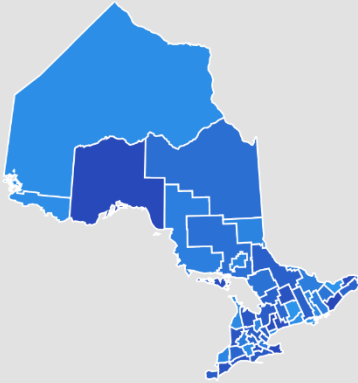


FIGURE 7: EC RESULTS





## EC BENCHMARKS



Municipality	County	Population (2016)	Population (2011)	Change	Population density (KM2)	Households
Edwardsburgh/Cardinal	UCLG	7093	6959	1.9%	22.81	3,110
Augusta	UCLG	7353	7430	-1.0%	23.34	3,130
Cavan-Monaghan	Peterborough	8829	8601	2.7%	28.85	3,409
East Zorra-Tavistock	Oxford	7129	6836	4.3%	29.46	2,907
Elizabethtown-Kitley	UCLG	9854	9724	1.3%	17.66	4,103
Leeds &Thousand Isle	UCLG	9,465	9,277	2.0%	15.45	5,963
Malahide	Elgin	9292	9146	1.6%	23.52	3,155
Minto	Wellington	8671	8334	4.0%	28.81	3,946
Plympton-Wyoming	Lambton	7795	7576	2.9%	24.44	3,543
Whitewater	Renfrew	7009	6921	1.3%	12.98	3,551

### Comparing Taxes per household...2018

(EC is 8% below average of \$2,999)

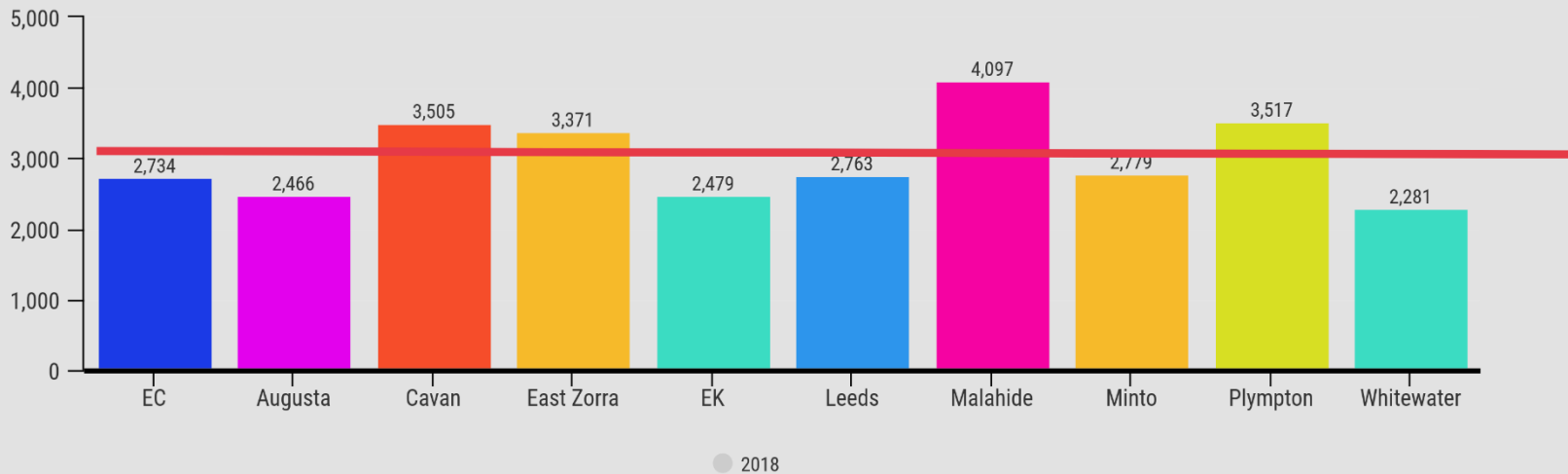


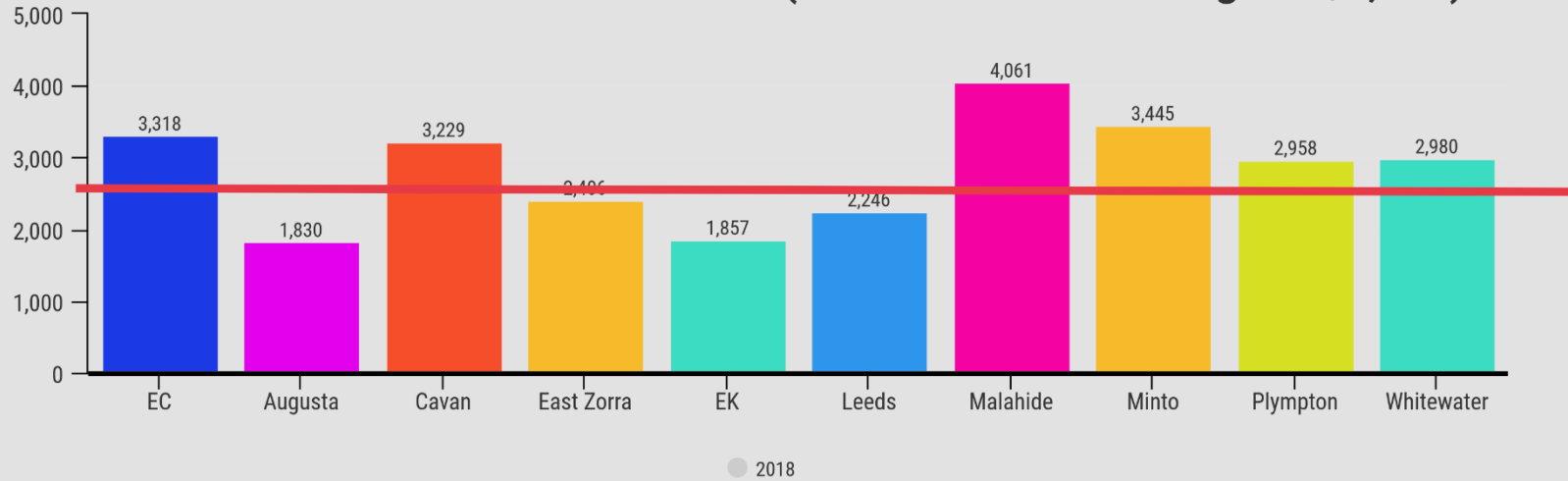
FIGURE 8: EC BENCHMARKS (LOWER + UPPER TIER TAXES)



## EC BENCHMARKS - Operating and Capital Expenses

### Operating Costs per household...2018

(EC is 17% above average of \$2,833)



### Capital Costs per household...2018

(EC is 30% below average of \$973)

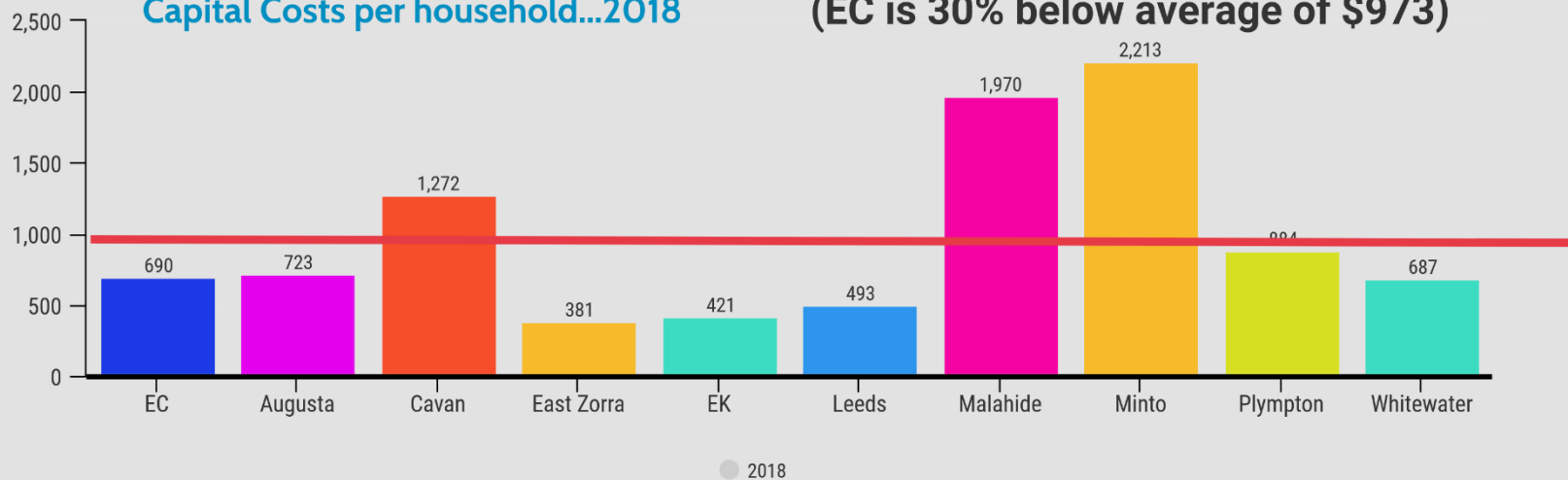


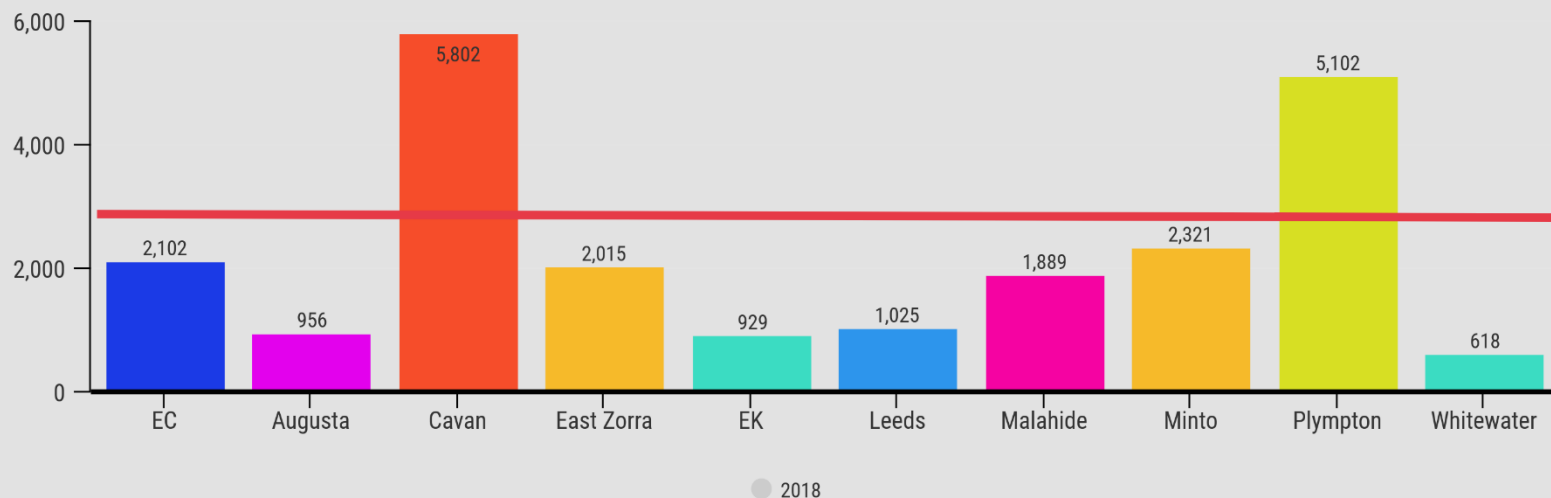
FIGURE 9: EC BENCHMARKS - EXPENSES



## EC BENCHMARKS - Reserves and Debt

### Reserves per household...2018

(EC is 8% average of \$2,276)



### Debt Burden per household...2018

(EC is 140% higher than average of \$837)

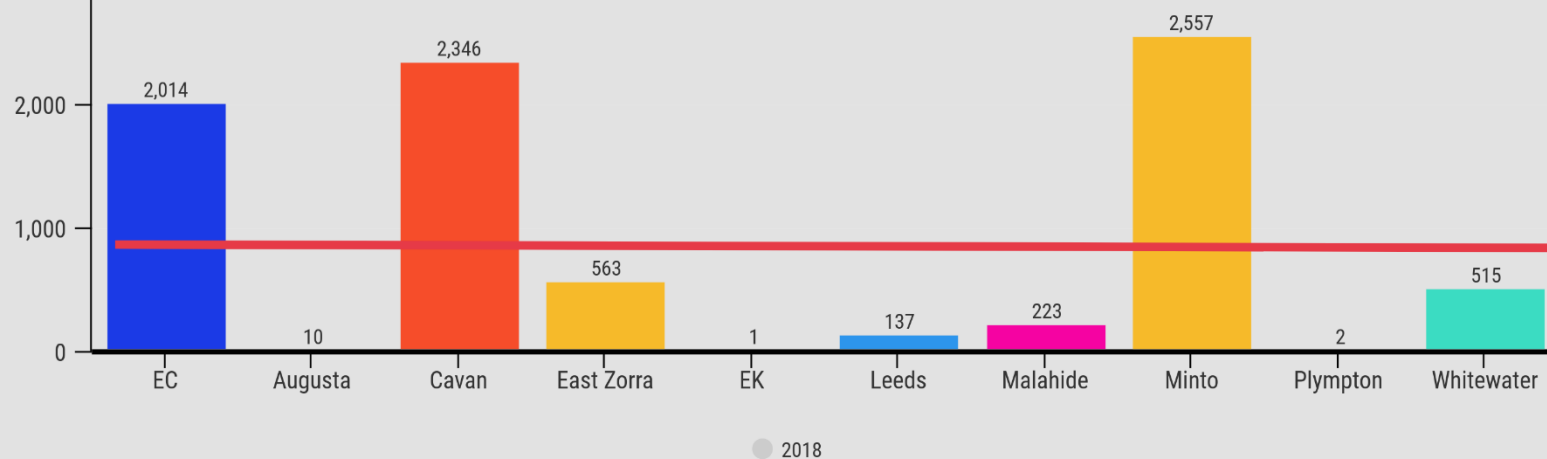


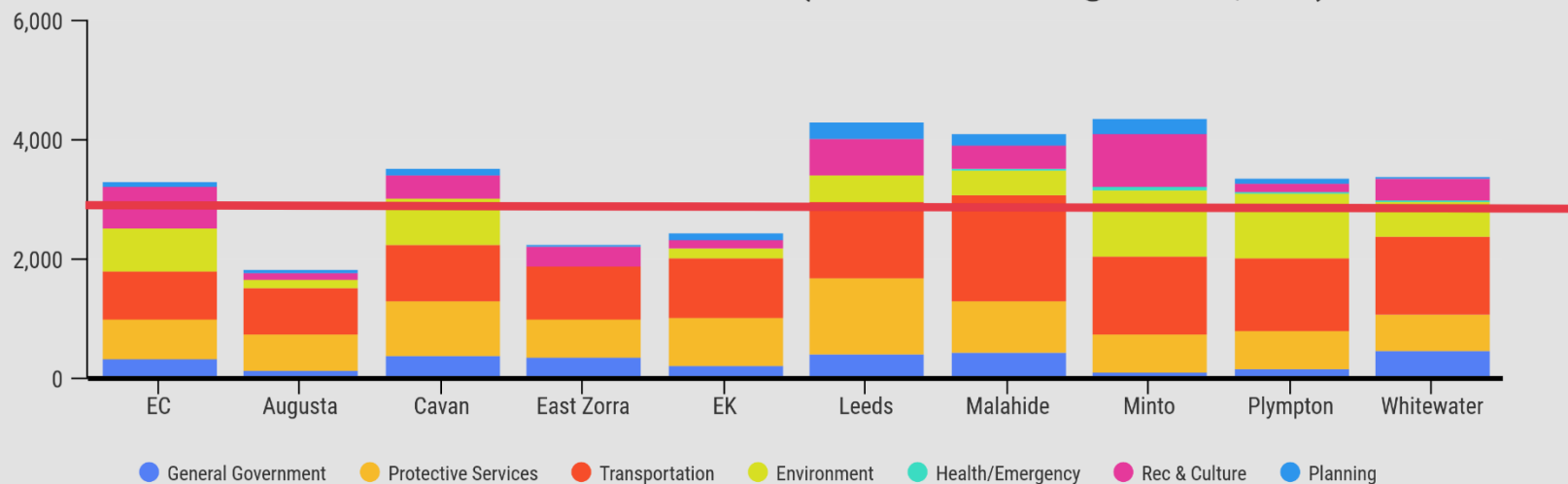
FIGURE 10: EC BENCHMARKS - RESERVES



## EC BENCHMARKS - Expenses by Function

Expenses by function...2018

(EC is 8% average of \$2,276)



% Recreation Expenses of Total...2018

(EC is higher than average at 12%)

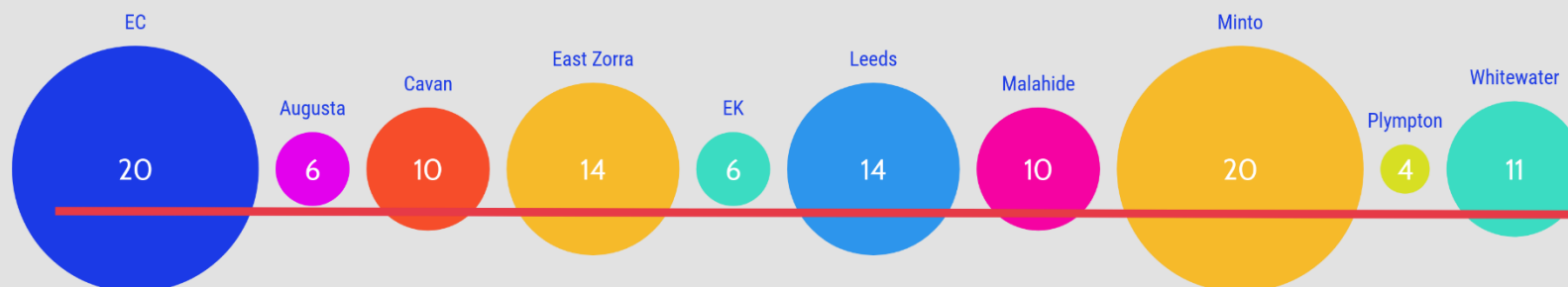


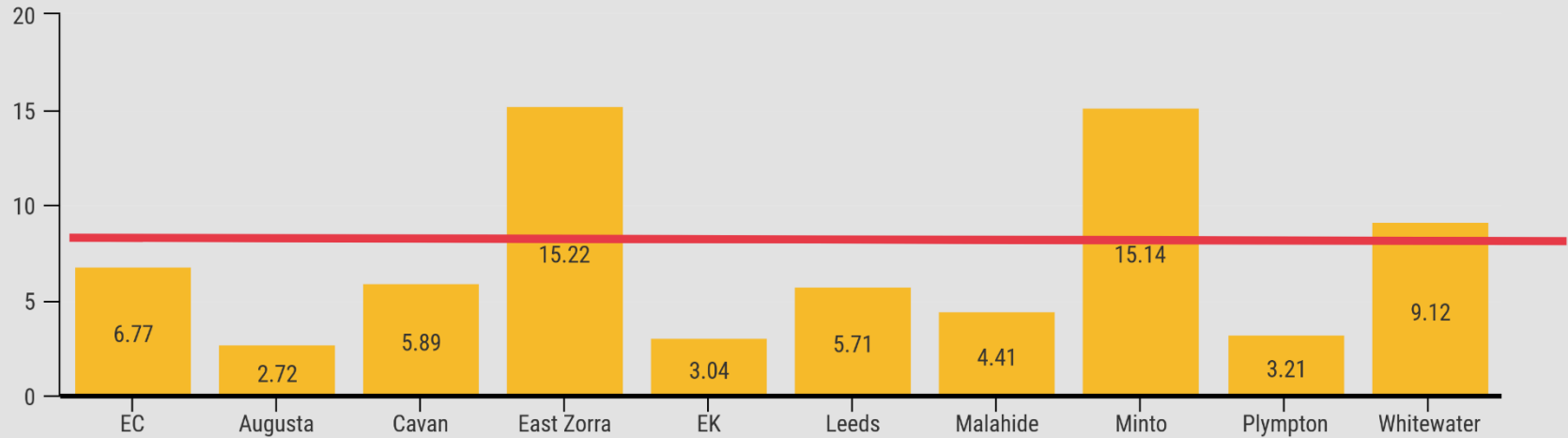
FIGURE 11: EC BENCHMARKS - EXPENSES BY FUNCTION



## EC BENCHMARKS - Workforce

### Workforce per 1000 Population 2018

(EC is below average of 7.12)



### % Expenses by Type...2018

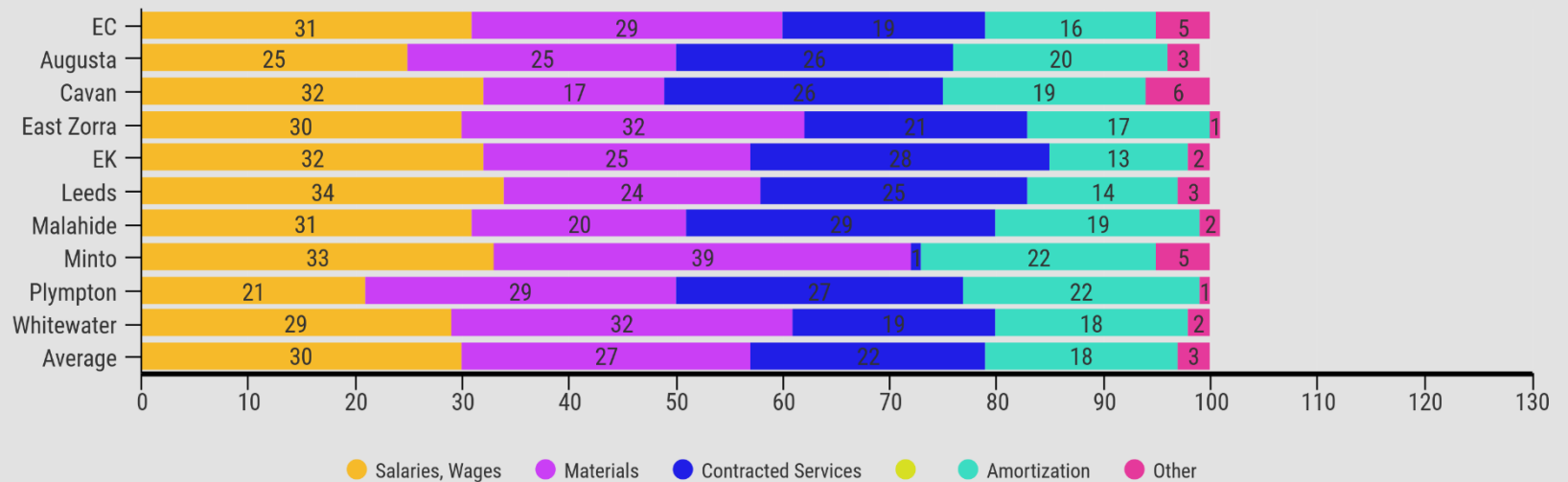


FIGURE 12: EC BENCHMARKS - WORKFORCE AND EXPENSES BY TYPE

# EC Council Survey Highlights



FIGURE 13:EC COUNCIL SURVEY



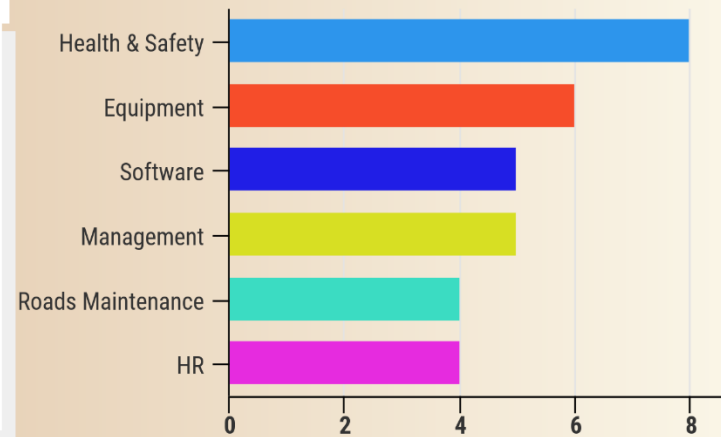
# EC STAFF SURVEY HIGHLIGHTS

How Do EC staff feel about working for the Township?

How change ready are staff/management?

76% Response Rate

Top Training Needs



Top Improvement Opportunities

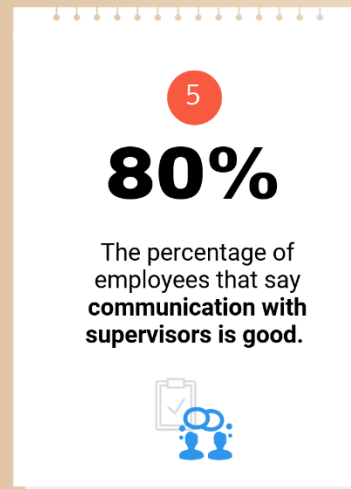
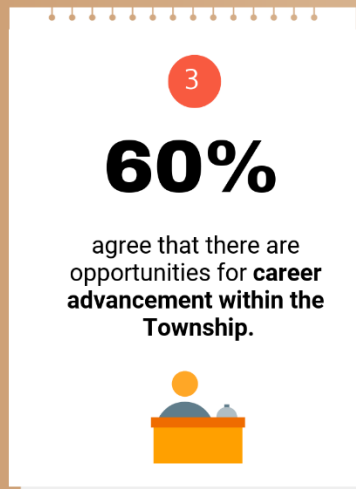
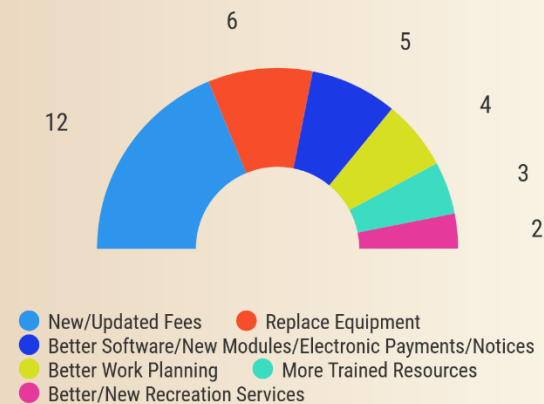


FIGURE 14:EC STAFF SURVEY

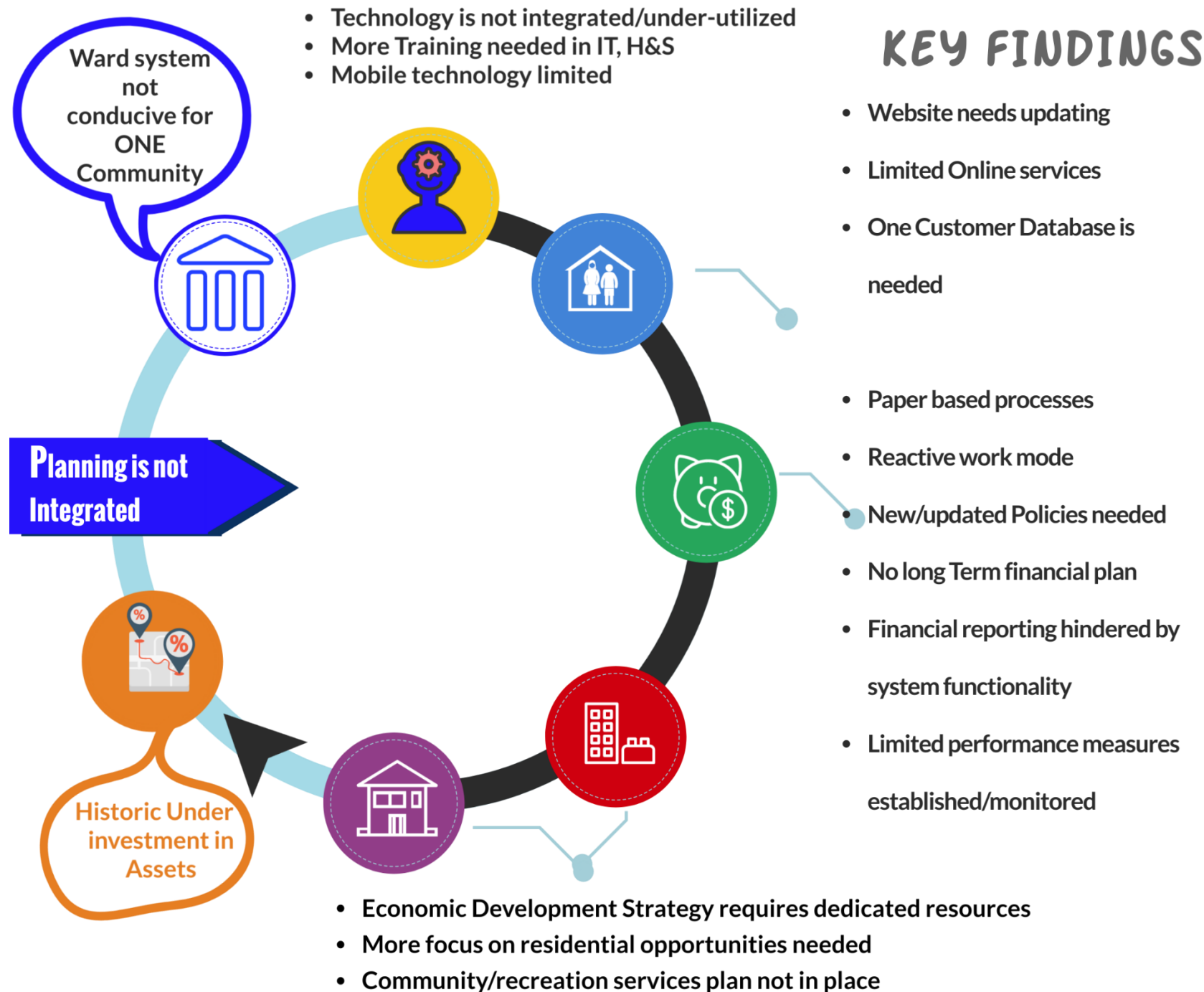


FIGURE 15:SERVICE DELIVERY REVIEW - KEY FINDINGS

## Service Delivery Review Recommendations

### 7. Invest in Our Assets

- 7.1 Asset Management Planning
- 7.2 Enhanced Lifecycle Strategies
- 7.3 Organization
- 7.4 Performance and Training

### 6. Creating Livable Healthy Communities

- 6.1 Assess Recreation Program
- 6.2 Fee Study

### 5. Expanding Opportunities

- 5.1 Develop Workplan to support EC Dev Strategy
- 5.2 Develop Innovation Hub with neighbouring municipalities

### 1. Governance

- 1.1 Develop Integrated Planning Framework with Township Strategic Plan/Vision
- 1.2 Update Council Reporting and Staff Protocols
- 1.3 Move to General Elections



### 2. Modernizing Our Business

- 2.1 IT Strategy - Integration
- 2.2 Expand IT Application Utilization/Functionality
- 2.3 Implement Mobile Technologies
- 2.4 Improve Processes- LEAN Six Sigma

### 3. Serving Our Customers

- 3.1 Community Engagement Strategy
- 3.2 Digital Strategy/Online Services
- 3.3 Updated/Expanded Harmonized Services

### 4. Becoming Sustainable

- 4.1 Long Term Financial Plan/
- 4.2 Fleet Management System and Rates
- 4.3 Improved Data Analytics and Reporting

# 1 GOVERNANCE

## 1.1 STRATEGIC LONG-TERM PLANNING IS NOT INTEGRATED

1.1.1 The Township has successfully developed an Economic Development Strategy and an updated Official Plan, and has been working on its Asset Management Plan. However, it does not have a Strategic Plan that provides the framework to integrate all long-term master plans. An integrated planning framework ensures that all plans are considered together and are financed, capital and operating, through a long-term financial plan.

1.1.2 Consequently, Township staff revealed through the consultations and survey that decisions tend to be reactive and staff struggle with multiple priorities.

1.1.3 Budgets are financially focused and short term (annual). While some improvements to the budget process have been made over the years, a long-term view is not developed. Council budget deliberations are lengthy and too detailed and the budget is not passed before the beginning of the fiscal year.

1.1.4 One of the biggest challenges for all municipalities today is to develop financially sustainable programs to meet the needs of the citizens over the long term. In recent years, taxpayers are becoming more aware of the rising level of property taxes, increasing rates and fees, and are demanding greater value for their money. Taxpayers expect a clear

demonstration of responsible management of the municipality's affairs, are concerned with declining infrastructure conditions and performance, and expect more from municipal services. Other levels of government are also demanding more accountability through asset management planning regulations and reporting.

1.1.5 The Township strives to demonstrate accountability in all its dealings and is committed to



FIGURE 16: INTEGRATED PLANNING FRAMEWORK

keeping taxes low but low taxes with no annual increases are not always the best for citizens and communities long-term. Most Councillors indicated that keeping taxes low was a key priority during election campaigning and since election. Decisions on taxes require full information of the long-term implications.

1.1.6 Public Sector Accounting Board (PSAB) requirements continue to be added in order to improve financial reporting and allow the public to better understand a municipality's liabilities. With an increased focus on the infrastructure deficit and financial sustainability, longer term, more robust planning is needed and now required by legislation and funding agreements.

1.1.7 All plans need to be focused on outcomes to demonstrate value to taxpayers, and financed if they are to be acted upon. A move to outcome focused

plans and reporting would fundamentally change the way in which the Township does business. This approach would concentrate on how effective the Township is and the value or impact it has on the community (doing the right things) as opposed to only looking at efficiency (doing things right).

### **RECOMMENDATION 1.1: Develop Integrated Planning Framework commencing with a Strategic Plan.**

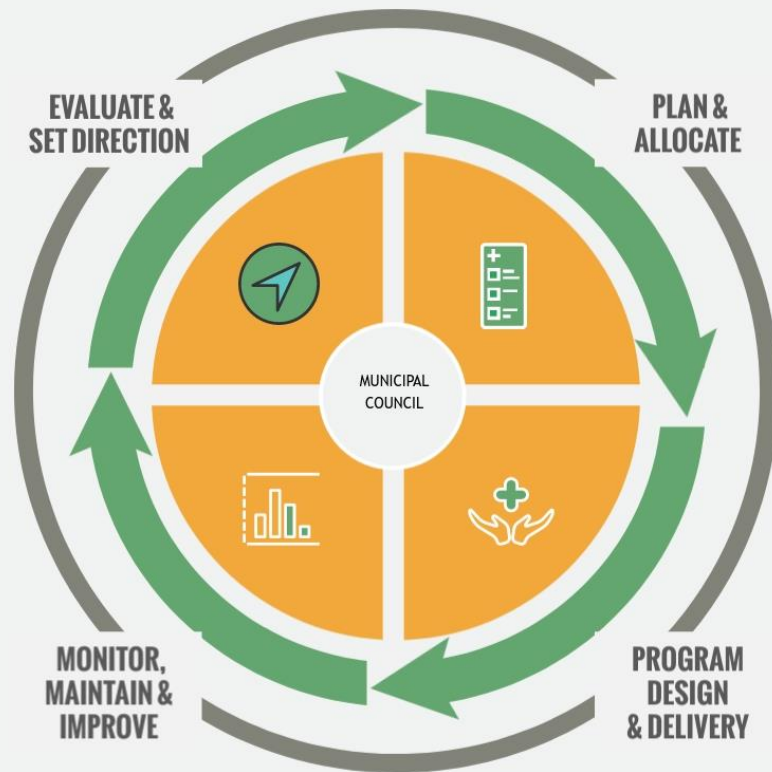
1.1.8 The development of a Strategic Plan is the first step to set the long-term direction for the Township. We are of the opinion that this will serve to focus Council and staff. This process should start with community consultations which will then allow Council to create a strategy that will guide all its decisions and priorities.

1.1.9 Figure 17 illustrates a strategic planning process that will help the Township move to longer term planning and multi-year budgets. While much effort is required to get this model in place, it will reduce the amount of time to prepare budgets in the future. The next step is the development of an Integrated Planning Framework. As contemplated in O.Reg 588/17, integrated planning will ensure that asset management is included in all master plans. It would be difficult to accomplish this without an Integrated Planning Framework.



FIGURE 17: STRATEGIC PLANNING PROCESS

# INTEGRATED PLANNING CYCLE



## EVALUATE & SET DIRECTION

- Strategic Plan
- Long Term Financial Plan
- Asset Management Plan
- Official Plan
- Other Master Plans



## PLAN & ALLOCATE

- Business Plans
- Annual & Multi-Year Budgets
- Human Resource Plans



## PROGRAM DESIGN & DELIVERY

- Policy Development
- Workplans
- Deliver services



## MONITOR, MAINTAIN & IMPROVE

- Reporting & Audit
- Performance Measurement
- Lifecycle Strategy

Integrated planning does not have one definition we can point to but all research points to the concept that plans do not stand on their own.

So as contemplated by regulation, an integrated planning approach offers the best possibility of long-term success.

Figure 16 shows the key elements of an integrated planning cycle include setting direction, planning and allocating resources, delivering services and monitoring, maintaining and improving based upon performance results.

1.1.10 So, the time is now to set those long-term directions in an integrated long-term planning framework that starts with a Township Strategic Vision and Plan for the entire community. This will set the stage for multi-year budgets, long term financial and asset management planning based upon the core services the Township provides. This is imperative if the Township is to be sustainable in the long run.

## 1.2 COUNCIL NEEDS MORE CUSTOMER INFORMATION AND CLEARER PROTOCOLS

1.2.1 Council indicated that, in order to better respond to constituents, it needs to have more timely information on customer requests and complaints.

1.2.2 Council and staff both expressed an interest in a better protocol to access information and deal with issues arising between meetings.



## **RECOMMENDATION 1.2: Update Council Reporting and Staff Protocols**

1.2.3 Council interactions and complaints dissemination protocols should be developed prior to next election. A dashboard for Council to view outstanding complaints is recommended.

## **1.3 WARD SYSTEM IS NOT CONDUCIVE FOR ONE COMMUNITY**

1.3.1 The current ward system within the Township reflects historical pre-amalgamation boundary lines. During our consultations, both Council and staff indicated that this divide continues to cause issues of integration and development of the Township as ONE community.

1.3.2 Surrounding communities have aborted the ward system and have moved to general elections. This would promote a more unified Township and allow for better long-term planning. Four out of five councillors support the move to general elections. No community consultation has been undertaken. However, some community members have questioned the current governance structure as noted in recent Council minutes.

## **RECOMMENDATION 1.3: Move to General Elections**

1.3.3 Before the next election, the Township should undertake a Ward Review including community consultations with the objective of moving to general elections and eliminating wards. We are of the opinion that this would better unify the community prior to the development of a Strategic Plan.

## 2 MODERNIZING THE BUSINESS

### 2.1 IT SYSTEMS ARE NOT INTEGRATED

2.1.1 The overarching theme continues in terms of technology. Without a long-term strategic plan, procuring and implementing the right technology for the job is challenging. IT is a tool to achieve results and provide information to make decisions. Integration reduces risk of error, lost revenues and duplication.

2.1.2 The Townships' business systems are not integrated. For each IT procurement, business cases should be developed, with assistance from experts, to ensure integration with core IT systems is achievable.

2.1.3 In particular, the Township's financial system, Munisoft, is not integrated with CityWide, asset management system. CityWide provides for work orders and service requests which can track time, materials and equipment utilized to provide services. This information is not currently captured against the work order. Capturing this information would not only eliminate the need for paper timesheets, but could assist the Township in its lifecycle asset management strategy and provide better information for service costing.

2.1.4 Other examples include the acquisition of Proware for building permits, BurnPermits and BookKing recreation facility management system, all of which are not currently integrated with the Township's

financial system. This results in duplication of effort as well since fees are entered in these systems as well as the financial system. Since the customer information resides in multiple systems, the Township and customers do not have one source for all receivables.

### RECOMMENDATION 2.1: DEVELOP IT STRATEGY TO INTEGRATE CURRENT SYSTEMS

2.1.5 Integration of IT systems will allow for one customer source for relationship management and ensure that duplication is eliminated. This will require working with CityWide and Munisoft to develop integration requirements, but our understanding is that both vendors have done these types of integrations in the past with relative ease. Booking and BurnPermits has successfully integrated with other municipal financial software, typically the sharing of customer data and exports of financial data.

### 2.2 IT SYSTEMS ARE UNDER-UTILIZED

2.2.1 While there are a few other municipal financial systems on the market and Munisoft does not meet all the Township's needs, Munisoft meets the Township's basic requirements. Recent mergers of software companies mean that there are few competitors. That is, Central Square, a company out of the US now owns all Munisoft's competitors, (Vadim, Diamond, USTI) and are going through transition. It is a "wait and see" situation as Central Square appears to be transforming these products and many clients have indicated that the customer service has declined in recent years.

2.2.2 Munisoft, while not the most robust product on the market, has modules that the Township does not currently own which would enhance services and reduce costs. These include e-billing and notification, electronic funds transfer for vendors, and custom reporter for finance and payroll. These are products that are relatively inexpensive and would provide more functionality.

2.2.3 The Township has adopted CityWide for asset and work management, capital budgeting as well as service requests. The company, Public Sector Digest, has and continues to invest in its development and is slowly becoming the choice for many municipalities of similar size to EC. Additional functionality includes the integration of its work order and asset management plans with Geographic Information Systems (GIS mapping) which allows for mapping and visuals of municipal assets.

2.2.4 In terms of building permits, CityWide has recently developed an online permitting module that integrates with its other products and can read information regarding property information from MPAC and financial systems. The integration with other CityWide products including GIS would significantly improve building permit services for both the Chief Building Official and the public.

2.2.5 CityWide also acquired RAC Software, provider of FMW budget software. This budget software provides easy integration with Munisoft and CityWide. It allows for robust budget development whereby managers can

include details about business and capital project plans to create “the budget book”. All leading municipalities utilize this type of software to allow for better budget development and presentation. It also allows for development of reporting in a variety of definable custom reports. As discussed above, integrated planning would require more budgeting functionality particularly in terms of asset management.

2.2.6 During our review, managers and supervisors indicated that they rely on reporting sent to them as opposed to accessing information directly from financial systems. Budgeting software such as FMW or Questica would solve this issue. Security profiles in these systems allow managers to build budgets and develop project details over several years. Further, reporting mechanisms allow for access to real time information in reporting formats as defined by the Township.

2.2.7 The budget modules will allow for multiple versions and scenarios as well as multi-year budgeting. Should the Township decide to pursue FMW, because it is a CityWide product, it is our understanding that integration of FMW is possible with the asset management capital planning module.

## **RECOMMENDATION 2.2: EXPAND IT UTILIZATION AND FUNCTIONALITY THROUGH PURCHASE OF ADDITIONAL MODULES WITH ASSOCIATED TRAINING**

2.2.8 In summary, while the Township's financial system may not have all of the functionality that is needed, some modules will assist daily transactions and customer service and should be purchased and implemented. We would suggest that, rather than purchase a new financial system at this point, purchase additional modules from Munisoft to allow for electronic notices for tax, utilities and accounts receivable. Electronic funds transfer will eliminate the

need for issuance of cheques and will improve the bank reconciliation processes.

2.2.9 Munisoft and Easy Pay custom reporter will allow the Township to create better reports and allow for exports to excel. The Township should explore the purchase and implementation of a robust financial budgeting and reporting system that will integrate with Munisoft, such as FMW or Questica. This will allow

[Book a Demo](#)

**CITYWIDE SOFTWARE**

CityWide Software is designed by PSD to assist our clients with asset management and budgeting.  
CityWide Software applications are fully integrated, creating a true enterprise wide solution.

ASSET MANAGEMENT	BUDGETING
<p><b>Asset Manager (AM)</b> AM is an enterprise asset management solution and asset register that supports all asset classes. <a href="#">Learn More</a></p>	<p><b>Operational Planning</b> OPERATING PLAN provides all the tools required to produce single or multi-year operating budgets and plans. <a href="#">Learn More</a></p>
<p><b>Work Order Management</b> WORKS is a web-based, work order/workflow application designed to enable organizations to prioritize, schedule, and track projects. <a href="#">Learn More</a></p>	<p><b>Reporting</b> REPORTING MODULE provides a dynamic tool for budget presentation, periodic variance analysis as well as financial statement and forecast reporting. <a href="#">Learn More</a></p>
<p><b>Capital Planning &amp; Analysis (CPA)</b> CPA is a financial modelling solution that enables public sector organizations to develop long-term financial plans based on multiple scenarios. <a href="#">Learn More</a></p>	<p><b>Salary Planning</b> SALARY PLAN is an advanced compensation planning system, which facilitates the real time creation of detailed and accurate plans and forecasts for staffing expenditures. <a href="#">Learn More</a></p>
<p><b>GIS</b> GIS is a versatile solution for an organization's GIS needs. It serves as a repository for spatial data, with potential to draw from, and serve, third party systems. <a href="#">Learn More</a></p>	<p><b>Capital Planning</b> CAPITAL PLAN supports the planning for capital projects, which may span multiple years and have differing financial and non-financial characteristics and impacts. <a href="#">Learn More</a></p>
<p><b>Building Permits Management</b> PERMITS automates and simplifies the process of building permit applications, review, approval and inspections. <a href="#">Learn More</a></p>	<p><b>Plan Request</b> PLAN REQUEST supports the planning and budgeting process through the creation of user requests which may span multiple years and have differing financial and non-financial characteristics and impacts. <a href="#">Learn More</a></p>
	<p><b>FIR</b> FIR is a module which provides easy means to link your data to the Financial Information Return (FIR) spreadsheets for Ontario municipalities. <a href="#">Learn More</a></p>

access for supervisors and managers to build their budgets, business plans and view real time reports.

2.2.10 Citywide GIS and building permit modules should be explored to improve access and services and eliminate ProWare which does not currently integrate with any Township system.

2.2.11 The Township currently has “decentralized” purchasing and utilizes its website and paper-based requests for tenders and proposals. By moving to an online provider, such as Bids and Tenders, the municipality will gain better results on tenders, meet trade agreements and eliminate paper-based processes. These services are funded by the vendors subscribers.

### **2.3 MOBILE TECHNOLOGY WILL IMPROVE SERVICE AND ELIMINATE DUPLICATION OF EFFORT**

2.3.1 CityWide Mobile Application provides for real time access to asset condition, work orders in the field as well as condition of the roads. It allows for uploading of photos, time entry and inspections. As required by asset management regulations, the Township must have a lifecycle management strategy including the ability to capture all costs associated with assets. Mobile applications are extremely beneficial for these purposes. Further, the Township could eliminate paper-based processes such as timesheets and work orders.

2.3.2 Time and attendance tracking and payroll processes are time consuming and not-value added. Most are done manually, or in spreadsheets including

work orders. The move to Citywide work orders with mobile technology would allow time and attendance to be tracked one time, one place. These are non-value-added activities which can be automated through implementation and utilization of existing software and online submissions by employees and supervisor approvals.

2.3.3 Currently, some Township staff have cellular phones without data plans and some do not have email access. While this has likely been due to cost, data plans are changing and becoming more affordable. In order to improve work planning and asset management, additional mobile applications will be the most efficient and effective method to capture information.

2.3.4 However, it should be noted that mobile technology does not mean that one must be connected in real time. Many applications allow for downloading of information on a smartphone or tablet with uploads once staff return to the office.

2.3.5 As part of the consultations and SWOT, the idea of an EC application was raised. This would allow citizens and visitors to link to EC in real time. Many municipalities are moving in this direction in order to meet the needs of young people as promote the municipality.

### **RECOMMENDATION 2.3: ONCE ADDITIONAL MODULES HAVE BEEN PURCHASED AND IMPLEMENTED, MOVE TO MOBILE TECHNOLOGY**



#### MOBILE APP

- View and edit Work Orders in the field in real time
- Allow workers to see their current location and any Work Orders assigned to them so they can prioritize their day
- Pictures can be attached directly from the device



#### ADDITIONAL FEATURES

- Built-in Route Patrol
- Manage vendors and suppliers
- Attach documents, pictures or manuals
- Built-in GIS viewer that offers integration with existing GIS systems

2.3.6 Citywide GIS and mobile applications should be explored to improve processes for lifecycle costing and asset management. Real time data entry will eliminate duplication and lag of information. Time entry and equipment usage on mobile work orders will eliminate the requirement for paper-based timesheets and work orders.

2.3.7 In order to see what is possible, we suggest that the Township launch a contest to develop an EC app. This could include engagement with a local college or SLCEDC. Most college/university IT application programs require a project to be completed. EC could potentially provide a student with an IT project opportunity or scholarship at a relatively low cost.

## 2.4 SOME PROCESSES ARE NOT “LEAN”, ADDITIONAL TRAINING IS NEEDED

2.4.1 In reviewing processes and practices, it was revealed that improvements through LEAN would not only increase efficiency but provide better customer service. Some examples include work order management, fleet management, payroll/time and attendance, animal control, building permits and planning applications. Financial processes such as purchasing and payments are not automated. Tax and utility bills also continue to be paper based.

2.4.2 In order to make improvements, training on systems and technology needs to be expanded. As identified in the survey, technology training was among the top identified need.

## RECOMMENDATION 2.4: IMPROVE PROCESSES WITH INCREASED TRAINING INCLUDING LEAN SIX SIGMA





- Improving the Entire Value Stream
- Reducing Waste
- Creating a LEAN Culture
- Doing Customer Valued Work



- Improving Single Process
- Reducing Variation
- Creating a Quality Focused Culture
- Reducing Errors and Defects



GOAL: To provide customers with the highest quality service at the lowest possible total cost.

### LEAN Six Sigma Uses DMAIC



**DEFINE**  
Define the Problem



**MEASURE**  
Map the Current Process



**ANALYZE**  
Identify the Root Cause



**IMPROVE**  
Implement the solution



**CONTROL**  
Sustain the Improvement

### RESULTS

Remove Waste



Remove Defects



Remove Errors



Increased Capacity  
&  
Employee Satisfaction



Reduced Cost



Improved Services  
&  
Customer Satisfaction

2.4.3 LEAN Six Sigma methodology for process improvement would help the Township become more customer centric and eliminate the non-value-added activities. Training for staff will allow each to identify ways to make improvements in their own processes and focus on the customer.

### 3 SERVING CUSTOMERS

#### 3.1 MORE CUSTOMER ENGAGEMENT IS NEEDED TO DETERMINE LEVELS OF SERVICE

3.1.1 Customer engagement is critical for the township to better articulate the value of its services and determine the needs of the citizens. While this review did not include a customer survey or consultations, the Township has created many opportunities to engage with the public on specific issues. Through its committee structure, it hears from the appointed members as well as focus groups. As part of the long-term strategic planning and a requirement of the asset management regulations, the Township needs to gain an understanding of the desired levels of service on a variety of fronts. New technologies and options are available to better engage with the public on an ongoing basis. Service requests and inquiries are also very important indicators of customer requirements.

#### **RECOMMENDATION 3.1: DEVELOP A CUSTOMER ENGAGEMENT STRATEGY IN LINE WITH THE STRATEGIC PLAN AND ASSET MANAGEMENT PROCESS**

3.1.2 Customer engagement can take many forms. A strategy to undertake individual and ongoing customer feedback would allow for better understanding of levels of service. Products like Bang the Table, Social Media,

surveys can be of assistance but are only one solution given the demographics of the Township. As further discussed below, intelligence can also be gained by tracking customer inquiries and comments within the service request process.

#### 3.2 ONLINE SERVICES ARE LIMITED

3.2.1 In 2018, the Township implemented CityWide Service Requests and associated work orders in order to capture customer issues and complaints. An export from the system (Figure 18) showed that as of December 5, 2019, a total of 372 requests were entered in the system and a total 275 complete. The average completion time was 40 days. For the remaining 97 which are open or outstanding, the average number of days is 144 days. Figure 19 shows that out of the 372 requests, 100 (26%) were fleet management work orders followed by Parks and Recreation.

3.2.2 It is great that the Township is starting to track this information but there does not appear to be any published service standards. As well, unfortunately, the data is not yet “clean” as there were 84 work orders

FIGURE 18: CITYWIDE WORK ORDERS AT DECEMBER 5, 2019

Status and Priority	Number of Work Orders	Average of days to complete or outstanding
<input checked="" type="checkbox"/> <b>Completed</b>	<b>275</b>	<b>40</b>
Critical	2	0
High	15	65
Low	240	40
Medium	18	13
<input checked="" type="checkbox"/> <b>Dismissed</b>	<b>13</b>	<b>127</b>
Low	13	127
<input checked="" type="checkbox"/> <b>In Progress</b>	<b>31</b>	<b>166</b>
Low	30	171
Medium	1	16
<input checked="" type="checkbox"/> <b>Not Started</b>	<b>28</b>	<b>110</b>
High	12	102
Low	16	116
<input checked="" type="checkbox"/> <b>Waiting for Approval</b>	<b>1</b>	<b>99</b>
Low	1	99
<input checked="" type="checkbox"/> <b>Waiting on Customer</b>	<b>11</b>	<b>199</b>
Low	10	166
Medium	1	524
<input checked="" type="checkbox"/> <b>Waiting on Vendor/Contractor</b>	<b>7</b>	<b>132</b>
Low	7	132
<input checked="" type="checkbox"/> <b>Waiting on Worker</b>	<b>6</b>	<b>141</b>
Low	5	90
Medium	1	395
<b>Grand Total</b>	<b>372</b>	<b>67</b>

that were entered as complete before the created date. It is also important to note that not all departments are utilizing the system in the same way and there are no specific documented processes or nomenclature.

3.2.3 Further, in order for a customer to launch a complaint or request, they must do so via telephone call or email as opposed to online requests and updates. The Township does not capture all calls or inquiries but in order to determine how many types of calls and those that may become work orders, we undertook a two-week sample survey from November 4-15, 2019 of all Township inquiries. Figure 20 shows that the largest number of inquiries were building and planning related. This may be due to the complexity of the issues, an indication of growth or the method in which it is communicated.

3.2.4 When we tried to access the information and documentation available to the public on the website, we found it very difficult to find. In particular, forms, instructions and bylaws were either not available or not written in plain language.

3.2.5 We also noted that online services are not extensive, requiring customers to come to the office, a fact evidenced by the number of walk-ins experienced. Bylaws, fees and applications are mostly paper based and processes difficult to follow.

3.2.6 That being said, the Township staff provides good face to face services, at the counter and via telephone. The inquiries and response times are, however, not tracked. We were, nevertheless, very impressed with the economic development dashboards. This is a very useful tool for people looking to develop or open a business in the Township.

3.2.7 All this leads to the fact that the Township needs to take a comprehensive approach to customer relationship management. While it is starting to develop the use of CityWide service requests, it is not yet complete or used across the organization. The data is inconsistent or missing (100 work orders had no notes). Once this is set up with documentation and guidelines, the Township could allow for submission and tracking on the website as well as updates. As mentioned in section 1.2, Council would also benefit from more real time information on customer service requests and responses.

3.2.8 In terms of other online services, the Township provides for facility bookings online and dog licenses/landfill cards through its online store. Other applications and payments are not provided. The opportunity to improve services lies in an online, digital

Status and Priority	Number of Work	Average of days to
	Orders	complete or outstanding
Fleet Maintenance - Issues	100	20
Parks & Recreation Department	53	20
Clean Yards	37	138
PW CVOR PM	18	61
MTO annual inspection	16	124
Animal Complaint	13	73
Water Meters	13	28
Culverts/Entrances	13	155
New Build 911 Signs and Entrance Culverts	11	168
General Inquiry	9	5
Utilities - Other	8	56
Drainage	8	103
911 Signs (Only)	8	86
Entrance Culvert - Replacement/General	7	70
Cardinal Wastewater	7	11
Roads - Other	7	113
Signs	5	87
Service Laterals	5	19
Parking Violations	5	78
Street Lights	4	54
Trees	4	124
Building	3	34
Asphalt	2	535
Johnstown Wells	2	5
Watermain & Service Breaks	2	0
Roadside	2	65
Illegal Dumping	2	280
Winter	1	263
Frozen Water Services	1	9
Annual Fire Pump Inspection	1	-10
Spencerville Sewer	1	531
Road Condition	1	7
Guiderail	1	245
Fire Department	1	46
Sidewalks	1	449
<b>Grand Total</b>	<b>372</b>	<b>67</b>

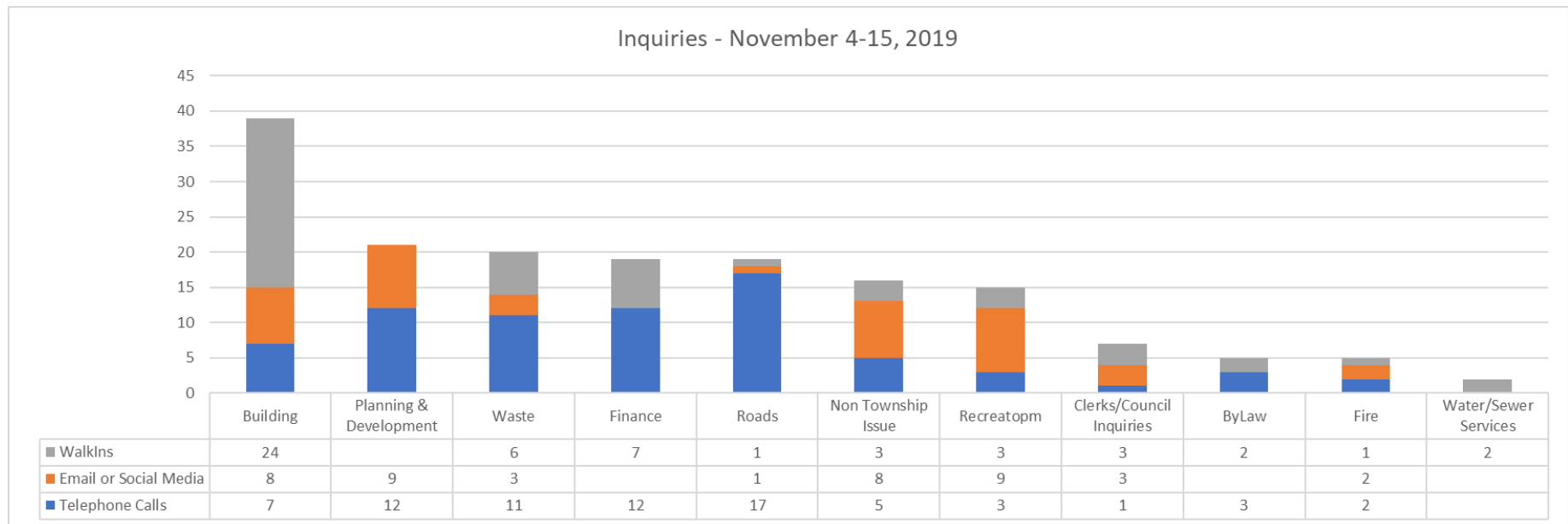
FIGURE 19: CITYWIDE WORK ORDERS BY TYPE AS AT DECEMBER 5, 2019

strategy to eliminate the need for customers to drive to the Township office. Online/telephone banking and preauthorized payments for tax payments are available but no credit cards. All other types of payments require cheques, debit or cash. Many municipalities have moved to third party providers for tax credit card payments as has the federal government and other utilities. Paper based bills are utilized for tax, water and other receivables. Customers do not have the ability to look up their own information online as is the case in many other municipalities.

### **RECOMMENDATION 3.2: DEVELOP ONLINE STRATEGY FOR WEBSITE, ONLINE SERVICE REQUESTS, APPLICATIONS AND PAYMENTS**

3.2.9 During the SWOT analysis and other consultations, it became clear that the Township needs to invest in its website structure and development. The website redesign should be coupled with the implementation of the new Agenda management system. A more customer focused website with better search engines would make online services easier to build.

3.2.10 Online service requests could easily be done through CityWide who will assist in the implementation. The integration with GIS will allow for better understanding of location of issues and will aid asset management. In order for online requests to be used, the Township needs to standardize the data fields and required information as well as documented processes. Service levels or key performance indicators should be developed with status definitions. Updates



can be automated to eliminate the need for customers to call in or staff to call/email customers on the status of their requests.

3.2.11 As discussed earlier, Council indicated that it would like to have a dashboard to view the status of complaints in the cue. This can be achieved with CityWide reporting.

3.2.12 In terms of other services, as discussed in 2.2, the move to e-billing will provide for more options and the elimination of paper. However, this is not “online” and does not resolve the ability for payment. Every online payment through the bank and debits still

require the payment to be applied in the financial system. This is a limitation of the current financial system that the Township may want to address at some point in the future. In the interim, the provision of online payments through third party providers would provide additional customer service.

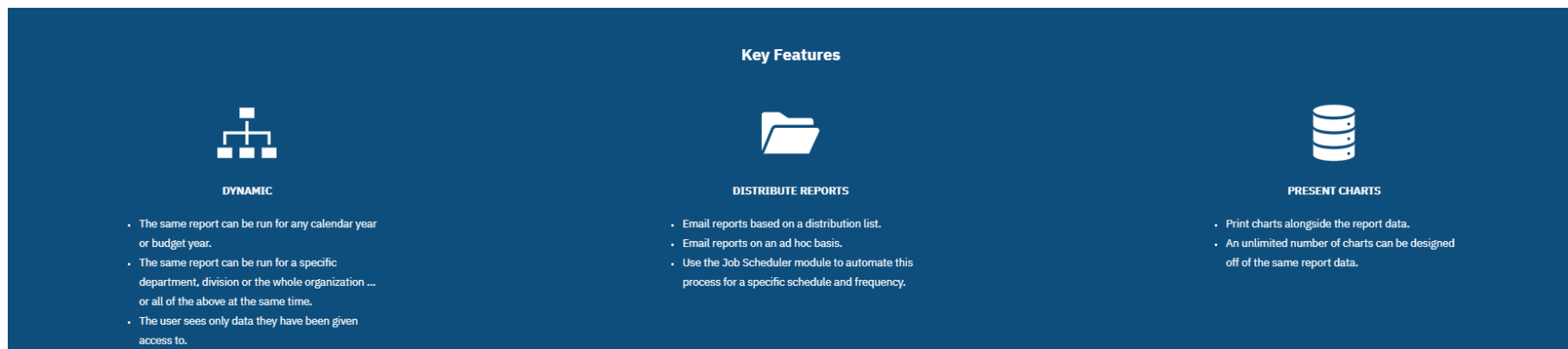
3.2.13 In order to allow better online applications, forms need to be redesigned to become fillable before true online applications are developed.

3.2.14 Other options for online services include the scheduling of appointments for applications such as marriage licenses, commissioning documents, building permits. This is better for planning, ensures that the

#### What it can do for your business

Report Designer allows the creation of reports the way you want it. Summarize by different categories, drill down into details and even distribute the reports and charts to targeted recipients, all while eliminating the time-consuming task of building the reports in excel.

**FIGURE 21: CITYWIDE REPORTING CAPABILITIES - PSD WEBSITE**



right people are available, and customers can come better prepared. Booking could be used for this purpose so no new software is required, just some configuration.

### 3.3 SHARED SERVICE OPPORTUNITIES HAVE HAD LIMITED SUCCESS

3.3.1 As discussed earlier, the Township has been a leader in promoting shared services with other municipalities but has had limited success. Our consultations indicated that there is a general desire to look at shared services if it would result in better services. Amalgamation has limited support from Council but it may be that this should be explored as part of a community wide strategy with the neighbouring municipalities or County-wide.

3.3.2 Shared services can be a very effective way in which to deliver services where the Township does not have the resources to do the work or

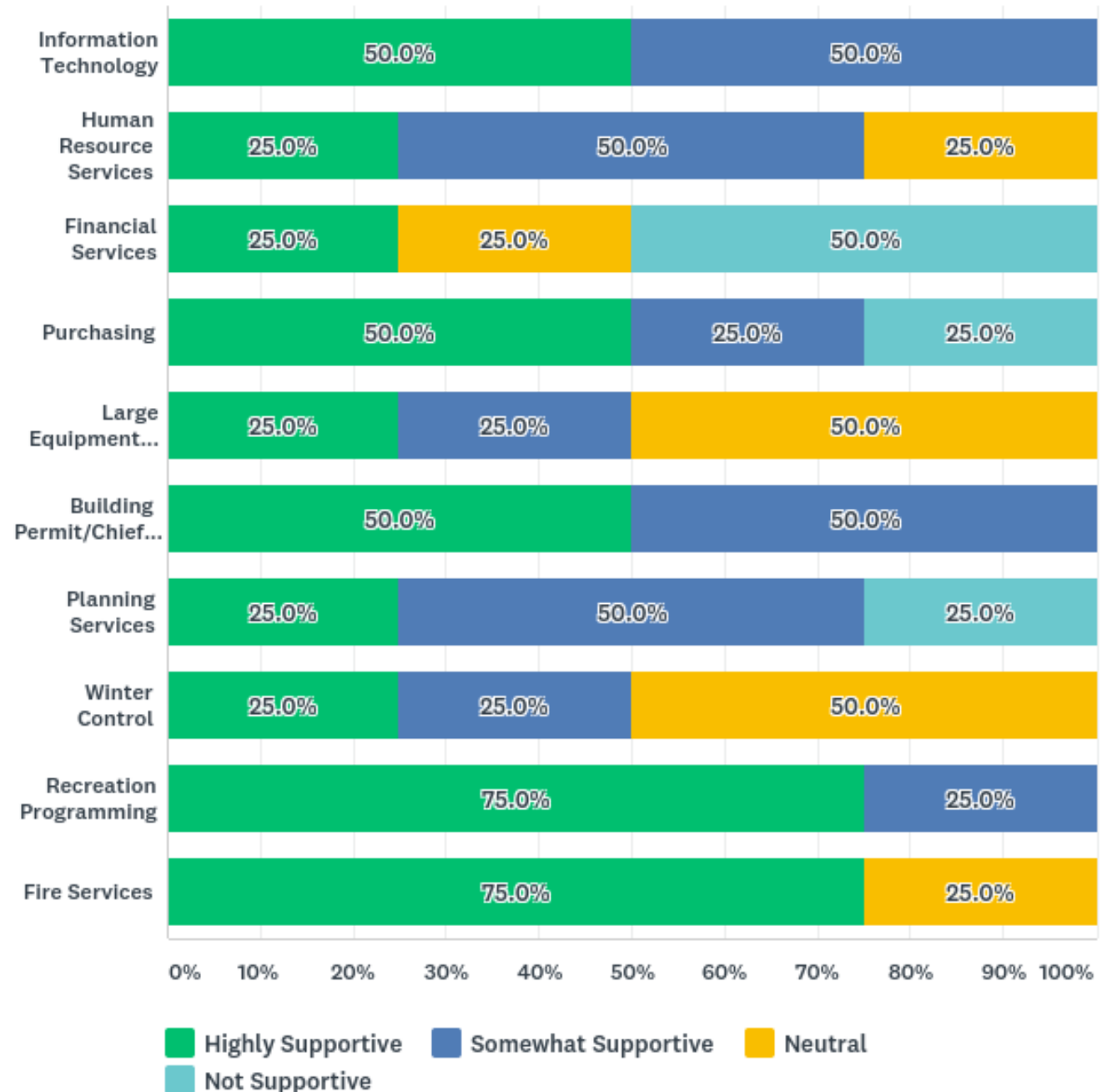


FIGURE 22: COUNCIL SURVEY RESULTS - LEVEL OF SUPPORT FOR SHARED SERVICES



where the expertise is easily outsourced. Some areas that were raised in the staff survey as appropriate for shared-services included: fire training, equipment sharing, administration, bylaw enforcement, building services (shared Chief Building Official), libraries, bulk purchasing. Other municipalities have had success in shared planning services, human resources, information technology, recreation programming, to name a few. Council survey showed support for some sharing and believed that the Township could provide more services (Figure 22). However, making it happen has been a challenge as is often the case.

3.3.3 As will be discussed in the next section, there is a large service gap in terms of fleet management and telecommunications/technology. Each department undertakes their own fleet management and most of the work is outsourced to local mechanics. There are no fleet contracts and a risk that the equipment will not be available when needed for services. In fact, the Township has had equipment downtime including a period when all snowplows were unavailable. In this scenario, the Township borrowed from a neighbouring municipality. It would seem that this area could be shared among 2 or 3 municipalities.

3.3.4 The Manager of Recreation and Facilities manages all the facilities as well as handles cellular phones and GPS in vehicles. This has occurred because of the manager's skillset but does not make organizational sense and the municipality may not be receiving the best possible price. Bulk purchasing or

utilization of standing offers may provide better data coverage and device options.

3.3.5 In terms of harmonization, some municipalities have looked to 311 services in order to provide one stop shop inquiry services across upper and lower tiers. Based upon the results in the survey Figure 20, 10% of the inquiries received were not Township related. A large portion of calls were also planning focused which is primarily handled by the County processes. A larger network could better provide information about all the activities, including recreation programming across the County for the mutual benefit of all.

### **RECOMMENDATION 3.3: DEVELOP SHARED SERVICE STRATEGY FOLLOWING STRATEGIC PLANNING PROCESS INCLUDING 311 COUNTY WIDE**

3.3.6 Based upon the feedback as well as the current organizational structure, shared services could have a tremendous benefit. However, a good governance structure needs to be in place to ensure oversight and collaboration. A strategy should be developed as part of the strategic plan and community consultation. Some areas to review include Fleet Management, Telecommunications contracts, Planning Services, Bylaw enforcement, Building services, recreation and fire services. 311 Services at the County should also be explored.

## 4 BECOMING SUSTAINABLE

Municipal financial sustainability can be defined as:

*“Ability to continue to deliver services and develop infrastructure required without sudden unplanned increases in rates and tariffs or reduction in services and the capacity to absorb financial shocks without external financial assistance”.*

And/or...

*“Financial capacity of municipalities to deliver services and meet contractual commitments while planning for the future.”<sup>3</sup>*

### 4.1 NO LONG-TERM FINANCIAL PLAN/MULTI-YEAR BUDGETING



4.1.1 As discussed in 1.1, the Township’s financial planning is primarily achieved through the annual budget process. It is time consuming and the budget has not been passed at times until the new year, sometimes into April of the applicable fiscal year. Our review of the process indicates that it is time consuming and too detailed. Figure 23 shows the various planning legislation, mandatory and discretionary. Integrated long-term financial plan is not required but certainly considered to be best practice. A long-term financial plan encompasses information from all known and potential risks and economic changes that face the municipality over a planning horizon, usually 10-20 years.

4.1.2 The Township has started down this road with the Asset Management Plan (AMP), but much work is still to be done. It is important to note that the AMP is only one part of a long-term financial plan. To date, like many municipalities, the focus has been on the annual budget. The problem is that, because it is annual, by its very nature it does not look at the impacts of decisions made today on tomorrow’s community services or fiscal health. Yet, the annual budget is the only “mandated” plan currently required. It should be noted that O.Reg 588/17 will require a long-term asset management financing strategy to be in place by 2024. The Township also has a Water

<sup>3</sup> [http://www.mfoa.on.ca/MFOA/webdocs/PSAB\\_Newsletter\\_No\\_3.pdf](http://www.mfoa.on.ca/MFOA/webdocs/PSAB_Newsletter_No_3.pdf)

Financial Plan as required but this should be looked at as part of the AMP as well.

changes the manner in which the municipality makes decisions and reduces the amount of time it takes to complete the budget, once the process is established.

4.1.3 Multi-year budgets are permitted, and some municipalities have been moving in this direction over the last few years. The benefits are extensive as it

Act	Sections/ Regulation	Description	Details
Municipal Act	289.	Yearly budgets, upper-tier	Annual budget requirements
	290.	Yearly budget, local municipalities	
	291.	Multi-year budget	Optional
	293.	Regulations, reserve fund	Optional – Reserves can be set up to fund future projects or contingencies
	Part XIII	Debt and Investments	Municipalities can borrow for long term or short-term requirements
Safe Drinking Water Act (SDWA)	30	Financial Plans	Requirement for a Drinking Water license.
	O.Reg 453/07	Financial Plans	Financial plan requirements under the SDWA must be at least 6 years
Planning Act		Official Plans	Land use planning
Infrastructure for Jobs and Prosperity Act	3	Infrastructure Plans	Planning Principles required in Asset Management Plans
	4	Long-Term Infrastructure Plans	
	O.Reg 588/17	Requirements	Timing, details, policies for long term asset management planning including climate change adaption

FIGURE 23:FINANCIAL PLANNING REGULATORY FRAMEWORK

## RECOMMENDATION 4.1: DEVELOP A FINANCIAL MANAGEMENT STRATEGY/LONG TERM FINANCIAL PLAN INCLUDING RESERVE POLICY

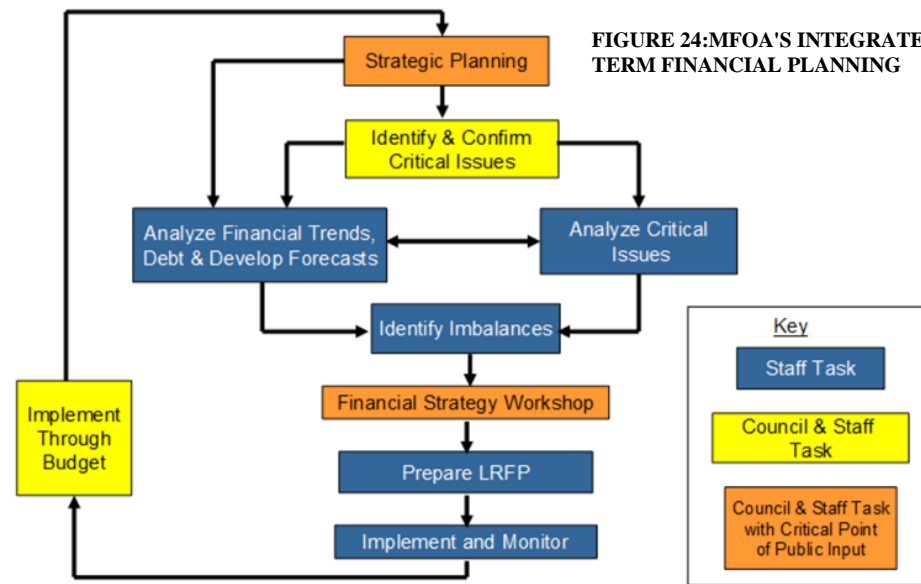
4.1.4 The key objectives of a Long-Term Financial Plan (LTFP) are:

- ⇒ Promote financial sustainability
- ⇒ Take an enterprise (whole municipality) view of financial decisions rather than departmental or first come first served approach
- ⇒ Align financial decisions with strategic initiatives
- ⇒ Establish priority setting tools to evaluate projects based upon a common set of criteria
- ⇒ Identify and illustrate long-term implications of decisions based upon data
- ⇒ Provide ongoing set of metrics to assess performance
- ⇒ Support multi-year planning
- ⇒ Ensure optimal balance between service levels, revenue requirements and asset renewal

4.1.5 A LTFP is not only a guiding document, it is an excellent communication device of the municipality's overall direction. The LTFP should consider and include the following:

- ✓ Strategic directions with respect to financial condition and the vision for the municipality;
- ✓ Demographic and economic assumptions;
- ✓ Indicators to be utilized to measure financial condition (sustainability, vulnerability and flexibility);
- ✓ Risk identification, management and risk response strategies;
- ✓ Expected expenses for each year of the plan;

FIGURE 24:MFOA'S INTEGRATED LONG TERM FINANCIAL PLANNING



- ✓ Expected revenues for each year and their source;
- ✓ Rates and user fees expected over the horizon of the plan;
- ✓ Any variations in net debt required as a result of expected cash flow needs;
- ✓ Other plans such as asset management plans and condition assessments;
- ✓ Assumptions that have been used in the development of the LTFP;
- ✓ Sensitivity analyses performed, which highlight the factors or assumptions most likely to affect long-term financial sustainability; and
- ✓ Decision and priority making process to be undertaken in assessing projects.

## 4.2 LACK OF FLEET MANAGEMENT AND SYSTEMS THREATENS SUSTAINABILITY

4.2.1 The Township does not have a proper fleet management system for repairs or fuel. Our assessment of the costs and availability of fleet indicates that the Township is spending more each year on aging equipment. This has left it without the assets it needs to provide services in some cases or extensive repairs in others. As shown in Figure 26, the costs for repairs have increased \$100,000 in 4 years or 42%. This represents close to a 2% increase. This is likely because the fleet is past its useful life and insufficient replacement costs have been undertaken. However, it may also be because the fleet is managed by each department and outsourced. Since not all costs are attached to specific vehicles/equipment, it is difficult to determine if the cost increases are due to a particular vehicle or the entire fleet aging. Generally, municipalities will have a job or general ledger account for each unit so that the efficiency can be assessed and decisions about replacement and utilization can be made.

4.2.2 We also noted a similar trend in fuel costs as show in Figure 25 which indicates an overall increase of 46% and yet, fuel rates have not changed that significantly. Again, we are unable to determine if these cost increases are unit specific or an inventory/efficiency issue.

4.2.3 In consultations with Council and reviewing the budget guidelines, we noted that there is a desire to have more detailed fleet assessment. In order to do so, the most efficient way to achieve this is by utilizing fleet and fuel management systems. Currently, there are only paper records and no card system to ensure fuel and spillage are being measured.

FIGURE 25: FUEL COSTS - 2016-2019 (YTD - NOV)

Acct		Sum of 2016 actuals	Sum of 2017 actuals	Sum of 2018 ACTUAL	Sum of 2019 YTD	Sum of Change 2016-2019
21-5615 - Truck Fuel	\$	6,243.16	\$ 8,618.09	\$ 11,246.90	\$ 7,738.02	24%
32-5605 - Fuel	\$	55,178.59	\$ 66,923.66	\$ 95,533.00	\$ 83,197.44	51%
32-5615 - T1 - Fuel	\$	4,896.63	\$ 5,574.10	\$ 7,075.29	\$ 7,687.34	57%
81-5615 - Vehicle Fuel	\$	7,862.58	\$ 8,172.42	\$ 10,851.31	\$ 9,774.34	24%
<b>Grand Total</b>	<b>\$</b>	<b>74,180.96</b>	<b>\$ 89,288.27</b>	<b>\$ 124,706.50</b>	<b>\$ 108,397.14</b>	<b>46%</b>




Account 	2016	2017	2018	2019 YTD Nov	Total 4 Years	Sum of %age Change 2019 to 2016
Equipment	\$75,024	\$87,278	\$68,586	\$80,972	\$311,861	8%
Truck and Vehicles	\$35,924	\$62,456	\$37,019	\$29,233	\$164,632	-19%
T5	\$22,263	\$20,263	\$30,038	\$38,327	\$110,891	72%
T4	\$14,430	\$11,970	\$50,176	\$22,271	\$98,847	54%
T8	\$13,680	\$3,896	\$40,082	\$24,976	\$82,633	83%
T3	\$11,574	\$19,115	\$21,675	\$16,203	\$68,567	40%
G1	\$654	\$15,862	\$6,911	\$30,901	\$54,328	4625%
T6	\$4,255	\$14,005	\$11,518	\$17,972	\$47,750	322%
T11	\$8,111	\$15,027	\$13,905	\$7,589	\$44,631	-6%
L1	\$8,861	\$23,552	\$4,617	\$2,053	\$39,083	-77%
High	\$8,227	\$11,533	\$10,439	\$8,559	\$38,759	4%
T7	\$1,409	\$4,709	\$10,024	\$10,619	\$26,761	654%
Backhoe	\$10,833	\$5,739	\$1,915	\$3,890	\$22,377	-64%
T1	\$3,725	\$7,264	\$2,844	\$6,920	\$20,753	86%
T2	\$4,200	\$6,226	\$4,496	\$4,366	\$19,288	4%
Sidewalk	\$4,737	\$7,064	\$4,646	\$1,712	\$18,160	-64%
Mower	\$979	\$687	\$1,873	\$10,483	\$14,021	971%
Olympia	\$4,014	\$2,254	\$2,227	\$5,355	\$13,850	33%
Tractor	\$1,269	\$3,081	\$2,676	\$5,017	\$12,043	295%
G2	\$1,014	\$851	\$2,493	\$3,729	\$8,087	268%
Chipper			\$5,837		\$5,837	
Trailer	\$413	\$346	\$1,636	\$835	\$3,230	102%
L2	\$0	\$732	\$460		\$1,192	
Brush	\$107	\$389			\$496	-100%
<b>Grand Total</b>	<b>\$235,702</b>	<b>\$324,296</b>	<b>\$336,093</b>	<b>\$331,983</b>	<b>\$1,228,075</b>	<b>41%</b>

FIGURE 26: EQUIPMENT REPAIR COSTS 2016-2019 (YTD -NOV) - FROM MUNISOFT

4.2.4 Further, the Township has not updated its equipment rates in some time and does not appear to be in line with costs in the market. Typically, municipalities charge their equipment time to a job so that it knows the real cost of providing the service. These costs should include depreciation and be allocated to a reserve for future replacement. We reviewed the machine allocations to specific jobs but the total was less than \$10k. Figure 27 shows the inventory of fleet and their respective ages. This indicates that 57% of the fleet is fully depreciated representing \$2.2 million dollars at historical cost which is likely 50% lower than replacement cost. The average age is 15 years for all assets. This indicates that the Township needs to make some significant investments in equipment, or the repairs and fuel costs will continue to rise. As noted in the staff survey, this was the biggest issue affecting the daily work of staff.

4.2.5 The estimated cost from the Asset Management Plan in 2013 was \$8.1 million<sup>4</sup> of which \$571,000 represented vehicle and equipment assets in poor

condition. Total recommended spending from 2013 to 2019 was \$4.3 million which represents a 100% tax rate change. However, the increase in costs for repairs and fuel total \$200,000 since 2016 so this must be taken into account when making long term decisions.

#### **RECOMMENDATION 4.2: PURCHASE A FLEET MANAGEMENT SYSTEM AND UNDERTAKE AN EQUIPMENT RATE STUDY- CONSIDER LEASING/SHARING EQUIPMENT**

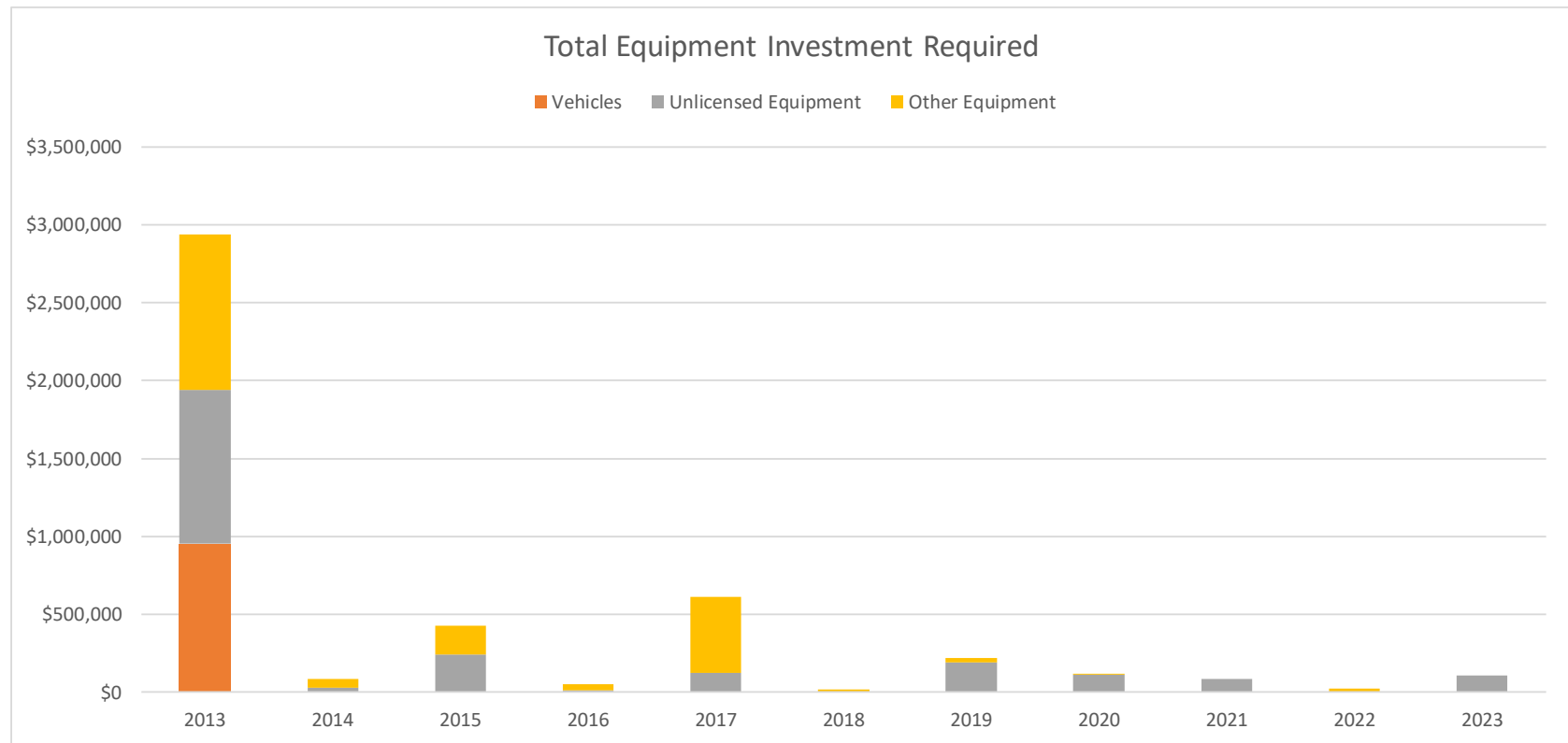
4.2.6 Consideration for reducing the fleet through leasing and/or sharing, particularly for seasonal equipment. As part of the asset management plan, options should be explored once equipment rates have been developed. Tracking of hours on jobs/work orders will provide better cost information to make these buy/lease decisions.

FIGURE 27:EQUIPMENT AGE - CITYWIDE

Asset Category	Number of Assets	%AGE OF ASSETS	Sum of Historical Cost	Sum of Closing NBV (Reporting Year)	Average of in service time
<b>FULLY DEPRECIATED</b>	<b>72</b>	<b>57.14%</b>	<b>\$2,171,633</b>	<b>\$0</b>	<b>19.10</b>
Machinery & Equipment	57	45.24%	\$1,236,163	\$0	18.32
Vehicles	15	11.90%	\$935,470	\$0	22.08
<b>NOT FULLY DEPRECIATED</b>	<b>54</b>	<b>42.86%</b>	<b>\$3,383,282</b>	<b>\$1,379,029</b>	<b>9.51</b>
Machinery & Equipment	39	30.95%	\$1,092,997	\$531,964	9.57
Vehicles	15	11.90%	\$2,290,285	\$847,065	9.36
<b>Grand Total</b>	<b>126</b>	<b>100.00%</b>	<b>\$5,554,915</b>	<b>\$1,379,029</b>	<b>14.99</b>

<sup>4</sup> 2013 EC Township Asset Management Plan, RV. Anderson and Associates





Asset Category	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Vehicles	\$952,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unlicensed Equipment	\$987,788	\$26,735	\$243,473	\$9,160	\$121,529	\$0	\$190,188	\$112,491	\$86,207	\$0	\$107,903
Other Equipment	\$997,358	\$57,748	\$180,061	\$42,192	\$488,416	\$16,677	\$29,100	\$2,843	\$0	\$24,815	\$0
Total Equipment	\$2,937,157	\$84,483	\$423,534	\$51,352	\$609,945	\$16,677	\$219,288	\$115,334	\$86,207	\$24,815	\$107,903

**FIGURE 28: REPLACEMENT COSTS - EQUIPMENT - 2013 ASSET MANAGEMENT PLAN**

### 4.3 NEW DATA ANALYTICS AND REPORTING NEEDED

4.3.1 As explored in section 2, the Township's reporting tools are rudimentary. Most of the analysis is conducted outside the key systems. The analytics required to assess assets, levels of service and performance will require new approaches. Since the Township has limited resources, partnering with other municipalities to develop ways to collect and analyze data would be beneficial.

#### **RECOMMENDATION 4.3: INVESTIGATE SHARED ASSET MANAGEMENT AND DATA ANALYTICS CAPACTIY**

4.3.2 New regulations require Asset management policies, plans and levels of service by 2020. This represents an opportunity to share resources and expertise with partners.

4.3.3 In the interim, the Township should redesign its general ledger to provide better management information. For example, a project or account should be created for each vehicle or piece of equipment so that machine time can be tracked in Citywide Work Order system. This will ensure that usage and cost of service is reflected in the asset management system. New set up may need to be required. Consultation with departments should be undertaken to ensure that the required information is captured.

## 5 EXPANDING OPPORTUNITIES

### 5.1 ECONOMIC DEVELOPMENT STRATEGY IS WELL DEFINED BUT NOT FINANCED

5.1.1 The Township's economic development vision is well documented, and many successes have been realized since the economic development strategy was adopted in 2012. The expansion of the Port of Johnstown and the industrial park have put the Township in a good position for the future. Recent updates to the Township's Official Plan will accommodate new growth and possible opportunities for the future.

5.1.2 These successes have occurred without a detailed plan or resources. We are of the opinion that dedicated resources are required to realize the vision in the recent 2017 update.

**RECOMMENDATION 5.1: DEVELOP WORKPLAN WITH PARTNERS AND DEDICATED RESOURCES TO MAKE ECONOMIC DEVELOPMENT STRATEGY A REALITY.**

### 5.2 ECONOMIC DEVELOPMENT STRATEGY SHOULD EXTEND TOWNSHIP BOUNDARIES

5.2.1 In order to facilitate new types of business development, it is imperative that the infrastructure, transportation and broadband networks are in place

and optimized. Residential development, recreation and education options are needed to support any business development.

5.2.2 The relationship with the St. Lawrence Corridor Economic Development Commission appears to be undefined. While it provides a forum for collaboration, it has yet to really promote the area as a whole. We are of the opinion that if the Township and the County want to grow in other areas, including residential development, it needs to be done together. One deterrent appears to be the fact that each municipality has an economic development strategy and no one place for developers and investors to go for all types of applications. In fact, the SLCEDC website does not include links to each municipality. We believe that the County and the Township as well as other municipalities in the area likely have the ability to advance economic development together. It will require some synergies in processes to make that happen.

**RECOMMENDATION 5.2: CREATE AN INNOVATION HUB WITH NEIGHBOURING MUNICIPALITIES AND/OR THE COUNTY.**

5.2.3 Work with the County and/or SLCEDC to provide a "one stop" location for all building/planning applications - harmonization between member municipalities with a step by step online application process.

5.2.4 Neighbouring municipalities should create a Partnership forum. Each municipality could lead one economic development area while leveraging Economic Development opportunities with SLCEDC and EORN (Broadband). Ultimately, the Partnership forum would create a County-wide Economic Development Strategy to attract educational institutions/youth and new business, reduce red tape, create affordable housing and harmonize services among municipalities.

## 6 CREATING LIVABLE HEALTHY COMMUNITIES

### 6.1 RECREATION PROGRAMMING IS NOT WELL DEFINED OR FUNDED

6.1.1 The Township has excellent recreation facilities and provides good service for the residents (and non-residents) but both facilities and services are underutilized. Recreation programming is done in an *ad hoc* manner and is not fully funded.

6.1.2 It is commendable that the Township provides free swimming, public skating and access to non-residents. However, the services are under-funded and there is no recreation plan ensuring sustainability. The Manager of Recreation and Facilities undertakes recreation programming as able but the resources are simply not available to develop and expand programming without risk.

6.1.3 We understand that, in the past, a recreation programmer position was funded by grants and once that funding disappeared, so did the position. Much of the service is currently provided by summer students and/or volunteers which is great but also creates risk, both in terms of sustainability as well as sufficiency of oversight.

### **RECOMMENDATION 6.1: FOLLOWING THE STRATEGIC PLANNING PROCESS, ASSESS THE VIABILITY OF RECREATION PROGRAMMING**

6.1.4 Council and the community need to determine to what degree it is in the Recreation business.

6.1.5 If the Strategy direction is to include recreation programming, possibly work with other municipalities to create a Recreation Hub/Coordinator to develop year-round recreation programs and share facilities. Recreation facilities are underutilized. And review fees for recreation services and facilities, including non-residents.

6.1.6 In the interim, provide recreation programs internally with summer student or admin staff. Possible options for the future include interns, sharing of a Recreation programmer with neighbouring municipalities and development of year-round activities.

### 6.2 A REVIEW OF NON-TAX REVENUES IS NEEDED

6.2.1 As mentioned above, the Township's facilities are utilized by residents (and non-residents). However, the rates and fees are not sustainable as the Township taxpayers are paying for services of others and there is little in reserve for repairs and replacement in the future.

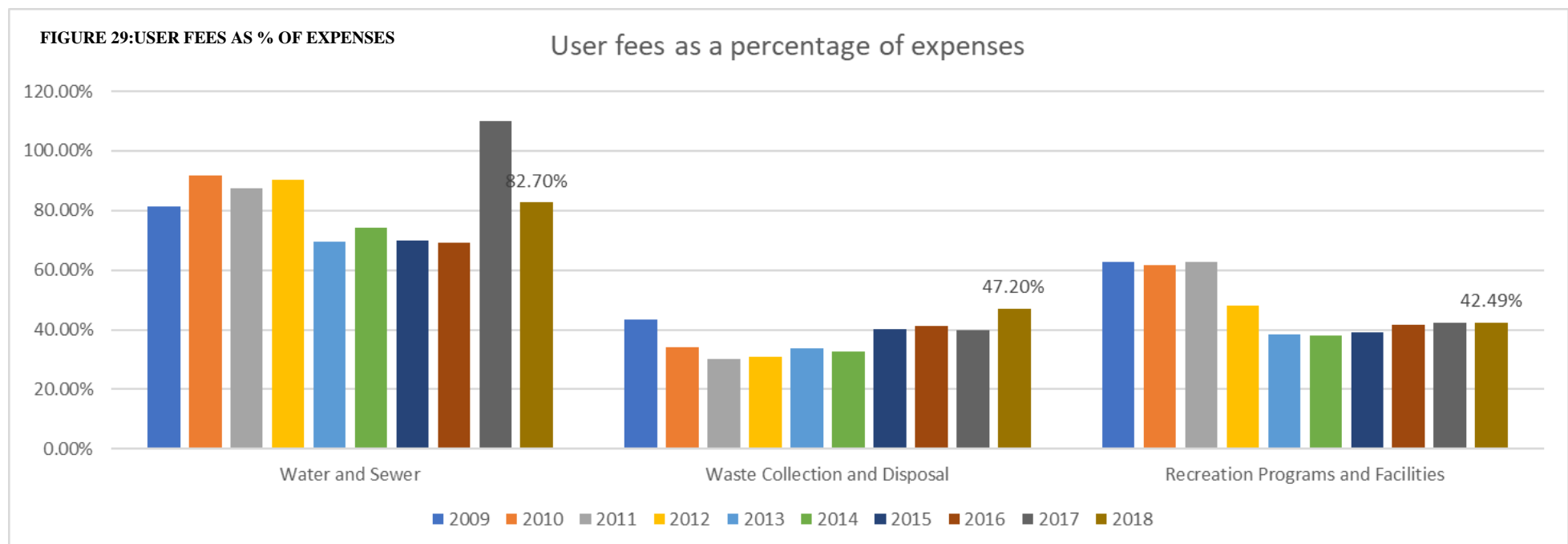
6.2.2 We recognize that the Township wants the community to access these facilities at low cost but, if the rates do not support the operations, there is a risk that the Township will not have these facilities in the future. Figure 29 shows that user fees are covering less than 50% of the expenses for recreation. Water and Sewer are closer to full recovery but still below 100%

6.2.3 Planning fees are not recovering the costs of service. These have been recently updated so they should be tracked to determine if cost recovery has been achieved. Building permit fees have generally been cost recovery.

6.2.4 We also noted that the Township does not have any development charges and therefore, taxpayers are paying for new development. This is often a balancing act. The Township wants to develop and attract business. Some think that development charges will deter that development. By not funding growth through development, the Township may not have the funds needed to meet its operational requirements in the future. Its neighbours, North Grenville has seen significant growth in spite of development fees.

6.2.5 Only one of five Councillors surveyed support development charges but as the Township grows, it should analyze what the possible impact of development charges may have. This should be considered in the strategic planning process and community consultations. Asset management planning may also lead to a discussion of this issue when developing the financing strategies required by regulation.

6.2.6 We also noted that several fees have not been updated in some time, such as NSF fees, reprint tax bills. A fee study followed by the release of a comprehensive fee bylaw should be undertaken on an annual basis. Criteria for setting of fees below cost should be part of a policy.



6.2.7 Some possible additional or updated fees include animal licensing. To make this easier to administer, the Township could outsource the collection and issuance. Companies, such as Doucet from Kingston provide this service at a percentage of sales.

6.2.8 Burn permits are currently free but administration is not. Even a nominal fee would cover some of the inspection costs. The range of fees for other municipalities charge \$10 to \$100 per year. Figure 30 shows that the Township could raise between \$21k to \$32.5k with a small fee. This represents 0.39% to 0.58% that could be reduced from the tax levy.

Year	Quarter	Number of permits	Burn Permits \$10	Burn Permits \$15
2019	Q1	346	\$ 3,460	\$ 5,190
2019	Q2	404	\$ 4,040	\$ 6,060
2019	Q3	877	\$ 8,770	\$ 13,155
2019	Q4 Estimate	542	\$ 5,423	\$ 8,135
<b>Total</b>		<b>2,169</b>	<b>\$ 21,693</b>	<b>\$ 32,540</b>

FIGURE 30: BURN PERMIT REVENUE - ESTIMATED AT \$10 & \$15

**RECOMMENDATION 6.2: UNDERTAKE A FEE STUDY FOR ALL FEES AND CONSOLIDATE IN ONE BYLAW. THIS SHOULD BE REVIEWED AS PART OF THE BUDGET PROCESS.**



## 7 INVESTING IN ASSETS

### 7.1 HISTORIC UNDER-INVESTMENT IN ASSETS DUE TO LACK OF COMPREHENSIVE PLAN

7.1.1 As with most municipalities, the lack of long-term planning has put the Township in an infrastructure deficit. Several years of low or 'no' tax rate increases have resulted in limited investment in existing assets. Figure 31 shows that the Township's taxes are

significantly below provincial average on a per household basis. It is important to note that on a residential property basis, the Township's average property tax was \$1,269.25 in 2019.

7.1.2 With the focus on growth, existing assets are being neglected. This is particularly true for transportation services and equipment. And, as discussed in section 4, the lifecycle cost is impacting operations in terms of service and repairs. This is not

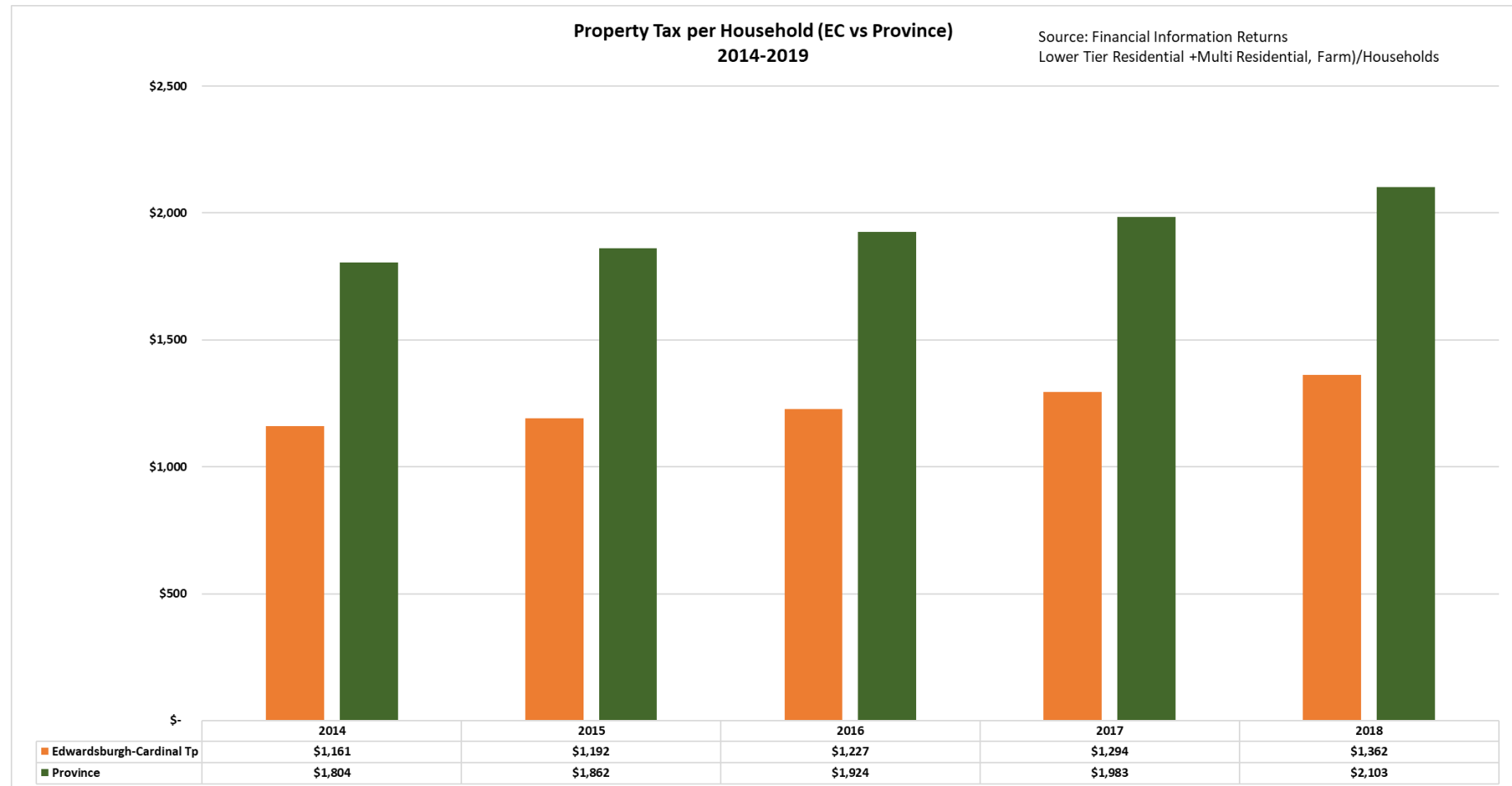


FIGURE 31: PROPERTY TAX PER HOUSEHOLD - FINANCIAL INFORMATION RETURN

sustainable. If the Township is to be in a position to provide services in the future, its assets must be in a good state of repair and available for its intended use.

7.1.3 Asset management is not just about a plan but the integration into every process undertaken. It is about developing capacity to collect and analyze lifecycle information to make the “right investment” to the “right assets” at the “right time”. In order to do that, the Township needs to implement a lifecycle management strategy to track ongoing condition and costs of all core assets. This means that all staff and management must understand that they all have a role to play in managing assets and capturing their activities to ensure the Township’s sustainability. Figure 32 shows that the Township’s debt is low but also its reserves. Other indicators also show that the Township

is consuming more of its assets than it is investing. Figure 33 shows that the Township is more than covering its expenses, but it is falling behind in terms of asset sustainability.

7.1.4 **Asset sustainability ratio** is the approximation of the extent to which a municipality is replacing, renewing or acquiring new assets as the existing infrastructure being managed by the municipality are reaching the end of their useful lives. The target ratio is > 90% per year. A municipality which is not reaching this target is not sufficiently maintaining, replacing or renewing their existing infrastructure. This may result in a reduction in service levels and/or useful lives previously expected and will likely create a burden on future ratepayers.

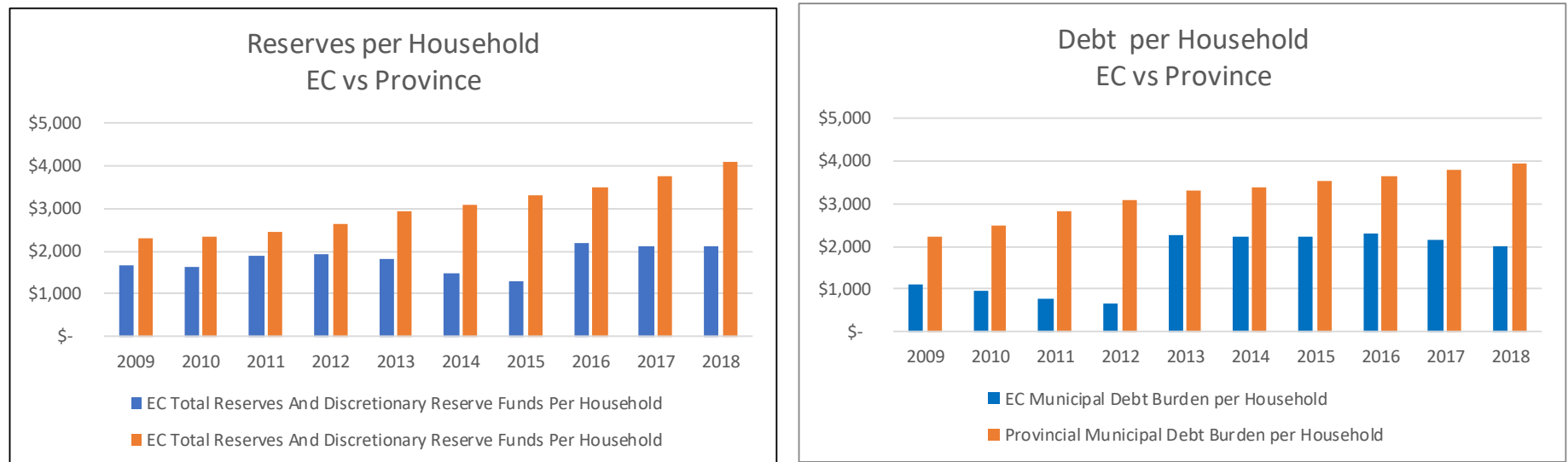


FIGURE 32: RESERVES AND DEBT PER HOUSEHOLD - EC VS PROVINCIAL

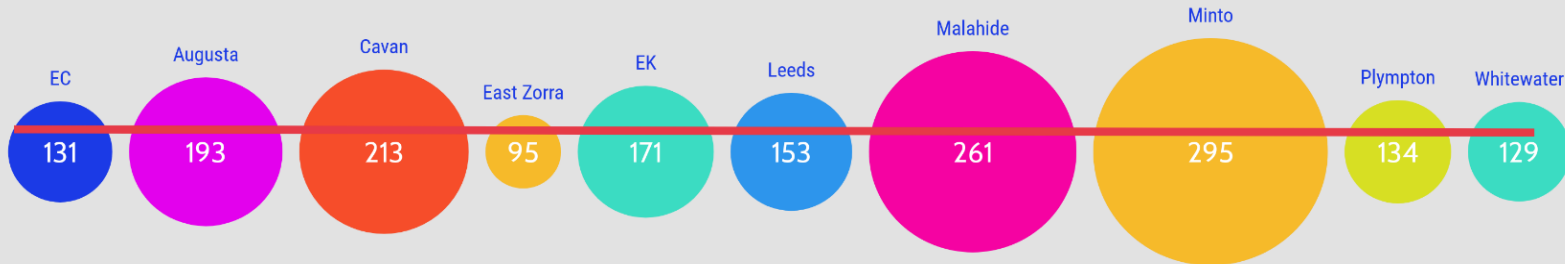


## EC BENCHMARKS - Asset Performance Indicators

### Asset Sustainability Ratio...2018

(EC is below average of 177%)

Target is > 90%



### Asset Consumption Ratio...2018

(EC is close to average of 48% but its total asset base is 50% lower than Minto or Plympton)

Target is < 50%

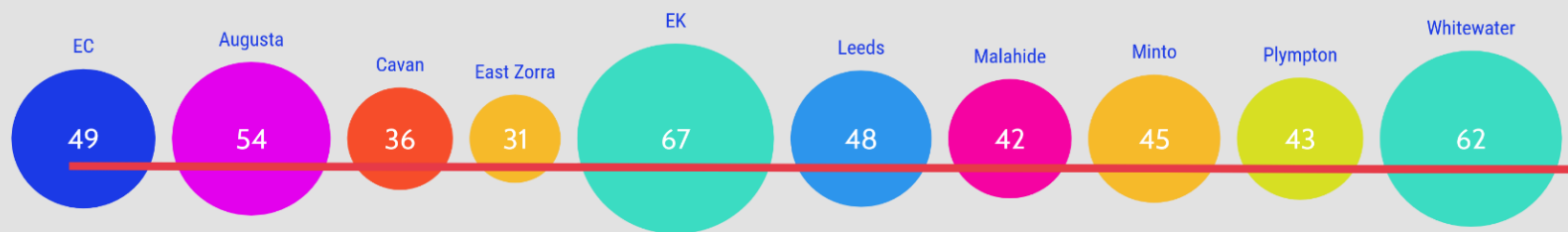


FIGURE 33: INDICATORS - ASSET SUSTAINABILITY RATIO AND ASSET CONSUMPTION RATIO

**7.1.5 Asset Consumption Ratio** (expressed as a percentage) measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost. (Less than 25% - Relatively NEW infrastructure, 26% to 50% - Moderately NEW infrastructure, 51% to 75% - Moderately OLD infrastructure, greater than 75% - OLD infrastructure).

7.1.6 To some extent, changes are being mandated by other levels of government, to develop long term asset management strategies. However, asset management should be viewed as “the right thing to do” for the community. Part of the reason that most municipalities have not invested in infrastructure replacement is the lack of information and the focus on the short term. Community and elected officials alike, are unaware of the cost of “not renewing” assets because assets do not have a voice and, it is not until they fail that the urgency is realized. By 2021, all municipalities are required by regulation to provide for an asset management plan of its core assets, and to assess the levels of service currently provided. This extends to all assets by 2024. Then, the municipality must determine the desired levels of service and how services will be funded. In order to do so, the Township will need to have better understanding of its services and the assets required to deliver those services.

7.1.7 The Township’s asset management journey includes the development of an initial Asset Management Plan (AMP) in 2013<sup>5</sup> which highlighted the need to develop a financial strategy for existing assets. While this was a good first step, the plan did not provide sufficient direction or a financing strategy. Further, as with many AMPs developed at that time, it was based upon replacement costs with an age as a proxy for condition.

7.1.8 This plan showed that the total replacement cost for high risk assets was \$7.5 million, well above the 2019 capital program of \$2.0 million. However, \$7.5 million is based upon replacement cost of the assets in service at 2013. This does not reflect condition and therefore, is only an estimate. However, the 2019 lifecycle report from PSD indicated that the lifecycle costs for paved and surface treated roads and sanitary mains alone is \$2.4 million.

---

<sup>5</sup> 2013 RV Anderson and Associates, Township of Edwardsburgh Cardinal, Asset Management Plan

7.1.9 This does not include any conversion to gravel roads which, based upon 65 kilometres, is from \$6.5 to \$26.7 million depending upon the condition and conversion plans. Using information from three 2019 projects from South-West and Eastern Ontario, the average cost per kilometre for a Base and Surface Rehabilitation treatment is from \$245,000 to \$411,800 /km. The low end of the cost would not include any ditching and only 300 mm of granular A.

7.1.10 In terms of the plan to meet the requirements under O. Reg 588/17, the Township has made some strides in the past two years. In particular,

it has begun to implement CityWide Asset and Work Order management software and has engaged Public Sector Digest (PSD) to assist with the update to their asset management practices.

**RECOMMENDATION 7.1: COMPLETE ASSET MANAGEMENT PLAN FOR ALL ASSETS. IMPLEMENT AN INFRASTRUCTURE LEVY COMMENCING 2020 TO BRIDGE THE INFRASTRUCTURE GAP.**

Asset Category	Historic Cost	2013 Replacement Cost	Low	Medium-Low	Medium	Medium-High	High
Buildings	\$4,054,486	\$10,981,816	\$44,121	\$1,933,214	\$1,668,418	\$7,336,064	\$0
Leasehold Improvements	\$118,588	\$192,590	\$0	\$82,330	\$22,202	\$88,058	\$0
Vehicles	\$3,126,431	\$4,226,422	\$379,279	\$1,557,455	\$2,047,939	\$241,750	\$0
Unlicensed Equipment	\$1,198,312	\$1,885,473	\$75,372	\$963,691	\$359,737	\$486,673	\$0
Other Equipment	\$1,159,319	\$1,964,889	\$264,745	\$167,441	\$730,274	\$231,378	\$571,051
Fences	\$61,508	\$81,670	\$16,089	\$65,580	\$0	\$0	\$0
Library Collection	\$249,077	\$313,254	\$313,254	\$0	\$0	\$0	\$0
Plant Facility	\$16,539,126	\$28,033,395	\$24,910	\$3,384,457	\$13,092,955	\$11,531,073	\$0
Parking lots	\$74,221	\$108,976	\$0	\$58,650	\$50,326	\$0	\$0
Sidewalks	\$428,340	\$881,528	\$79,905	\$122,589	\$63,427	\$615,607	\$0
Paved Road Paving	\$5,078,008	\$7,323,083	\$248,002	\$1,573,143	\$2,765,976	\$2,403,092	\$332,869
Paved Road Base	\$5,067,203	\$10,260,722	\$113,887	\$1,434,450	\$144,778	\$3,672,803	\$4,894,804
Gravel Roads & Unopened	\$2,466,978	\$6,477,391	\$46,145	\$522,683	\$5,908,563	\$0	\$0
Street Lights	\$192,231	\$362,566	\$14,030	\$3,521	\$15,325	\$329,690	\$0
Water Mains	\$2,047,705	\$6,420,561	\$1,792,555	\$1,934,756	\$248,750	\$927,750	\$1,516,750
Sanitary Sewers & FM	\$2,476,257	\$8,967,961	\$1,634,689	\$1,315,957	\$3,755,464	\$1,617,850	\$644,000
Industrial Park W&WW	\$1,173,544	\$3,013,911	\$54,803	\$2,959,107	\$0	\$0	\$0
Storm Sewers	\$409,323	\$990,186	\$0	\$422,507	\$0	\$567,679	\$0
Bridges & Culverts	\$2,329,329	\$3,973,312	\$73,260	\$2,356,008	\$588,911	\$955,133	\$0
<b>Total</b>	<b>\$48,249,987.22</b>	<b>\$96,459,706</b>	<b>\$5,175,046</b>	<b>\$20,857,541</b>	<b>\$31,463,044</b>	<b>\$31,004,601</b>	<b>\$7,959,474</b>

FIGURE 34: ASSET REPLACEMENT COSTS FROM 2013 AMP REPORT

## **7.2 LIFECYCLE COSTING NOT ADEQUATELY TRACKED**

7.2.1 While the Township has undertaken some steps in terms of asset management, the steps have not permeated its business practices. Its next step is to update the asset management plan, and integrate systems and processes at the working level. Asset management should be viewed as a state of mind and needs a “change management” approach that involves all levels of the organization.

7.2.2 Of particular importance, is the development of levels of service indicators, current levels of service and cost to retain the current levels of service. This is currently disjointed between many processes.

7.2.3 The Township needs to develop its community consultation strategy to educate the public on the current state of the infrastructure, the risks and levels of service in the coming year. It must be in a position to assess the financial commitments to maintain the current state and determine the desired levels of service by 2024.

7.2.4 This means that the Township needs to make a significant investment in time and resources to make this happen and meet the regulatory requirements of O.Reg 588/17.

7.2.5 In order to develop and track costs over the lifecycle, the most efficient means is to utilize the work order management module that is linked to the asset

management system as described in section 2. The Township has this implementation underway but no specific plans to standardize the use across the organization. Work orders, preventative maintenance and inspections can all be captured within the same system. This will take time, resources and training but will allow for real time data and information about assets. As discussed in section 4, fleet management can be enhanced with CityWide work orders.

## **RECOMMENDATION 7.2: DEVELOP LIFECYCLE STRATEGY TO INTEGRATE WORK ORDER MANAGEMENT FOR ALL STAFF IN OPERATIONS AND RECREATION.**

## **7.3 JOB PROFILES AND POSITIONS ARE NOT ALIGNED WITH REQUIREMENTS**

7.3.1 Assets are managed and services are delivered in municipalities by people. Without sufficient resources and skills, the Township will be unable to meet its regulatory requirements or service provision. We reviewed the job profiles of all the positions and noted that some are outdated and require review.

7.3.2 Results from the staff survey indicate that there are some areas of the organization that suffer from a lack of planning and management. Some staff indicated that they do not have the opportunity to provide input into improving services and are often passed over for possible advancement.

7.3.3 While the Township's organizational structure, on its face, is typical for a municipality of its size, there are some roles that are not well defined and are "atypical". If the Township wants to succeed, it needs to set directions and align the resources in line with the priorities.

7.3.4 In particular, the Community Development Coordinator position is responsible for many diverse areas which does not allow focus. It would be very difficult to be successful in this role. This position also has much overlap with the Deputy Clerk (now Clerk) role. This may cause confusion and accountability issues.

7.3.5 In terms of Operations and Recreation, the structure is unusual. Typically, a lead hand role exists to coordinate the work. In Operations, no such position currently exists which adds administrative workload on the supervisor. In Recreation, the lead hand is part of the rotation on shift and therefore, is not available to assist in the assignment of work. In most municipalities, lead hands play a key role in assisting management, usually with set crews reporting to them. These positions also assist in management succession planning.

**RECOMMENDATION 7.3: UPDATE ALL JOB PROFILES AND REVIEW LEAD HAND ROLE. ENSURE PROFILES TO REFLECT NEW REGULATORY REQUIREMENTS AND A STRATEGIC PLAN DIRECTIONS.**

## **7.4 TRAINING IN HEALTH AND SAFETY AND SYSTEMS IS REQUIRED**

7.4.1 The staff survey indicated that the top training needs included health and safety, equipment utilization, software and management training. In general, the Township appears to promote training but many of the processes reveal that more is needed, and management must ensure that all mandatory training is tracked and enforced.

7.4.2 During consultations, it also became evident that there was little knowledge concerning short- and long-term work plans. Some staff also indicated that communication could be improved. While some input regarding budget requirements is sought, a more consultative approach whereby staff are involved in the business plan of the department and an understanding of the corporate direction may help. These plans can formulate the expected performance of the staff through their own plan. Typically, this is a mechanism to assess training needs and include it in the budget process to ensure updated training is provided.

**RECOMMENDATION 7.3: IMPLEMENT PERFORMANCE MANAGEMENT SYSTEM ALIGNED WITH THE STRATEGIC PLAN. INVOLVE STAFF IN BUSINESS PLANS. INCLUDE TRAINING ASSESSMENT.**



7.4.3 Performance agreements with staff and management should be part of the business planning cycle starting with the corporate goals. Within the Performance Agreement, training needs should be assessed.

7.4.4 In the interim, a training assessment could be undertaken to invest in immediate needs such as Technology, management and health and safety training

## OPPORTUNITIES AND RECOMMENDATIONS

In summary, this report provides 22 opportunities that are recommended following an extensive review of services and consultations.

In assessing services and processes, WSCS utilized LEAN Six Sigma methodologies which focus on the customer with the view to eliminating non-value-added activities (waste) and decreasing variation in services which lead to service expectation gaps.

Council, management and selected staff participated in SWOT sessions whereby strengths and weaknesses were revealed and opportunities were identified from each of their perspectives. These opportunities coupled with our research provide the framework for the recommendations in this report. The recommendations are intended to build on the Township's strengths, eliminate its weaknesses, prepare it for the future, and combat the threats that may impact the Township in the long term.

Each opportunity has been ranked based upon level of effort and impact in order to assist in the development of the roadmap included in this review.

Opportunities have been grouped into the following categories:

1. Governance – Setting policy, direction and priorities for the Township's future.
2. Modernizing our Business – Leveraging technology to increase knowledge and capacity for change.

3. Serving our Customers – Community engagement and citizen-centred services.
4. Becoming Sustainable – Financial, economic and environmental sustainability is the key to realizing the vision. Improved reporting, data analytics and long-term views are needed to make better evidence-based decisions.
5. Expanding Opportunities – Building on the economic development strategy with a workplan with dedicated resources and measured outcomes.
6. Creating Livable, Healthy Communities – Creating enhanced opportunities for residential development, recreational services and employment that attract people to live and play in the Township.
7. Investing in Assets – Physical and human resource asset management with supporting financing strategy is essential for service delivery.

From this point forward, the report is in the hands of Council and Township management to determine which opportunities will be pursued and when. This may result in further engagement across the organization through presentation of the opportunities to staff in a series of focus groups or other forums.

Change management will be needed to make many of the changes. A strategy to engage staff throughout the organization will be needed.

Many of the opportunities require a 'one-time' investment in people, technology and planning. The improvements in processes and services, will ultimately lead to better service, and increased capacity that will allow for more proactive approach to work, planning and data analysis.

Some of the recommendations/opportunities will allow the Township to meet its legislative or mandatory obligations,

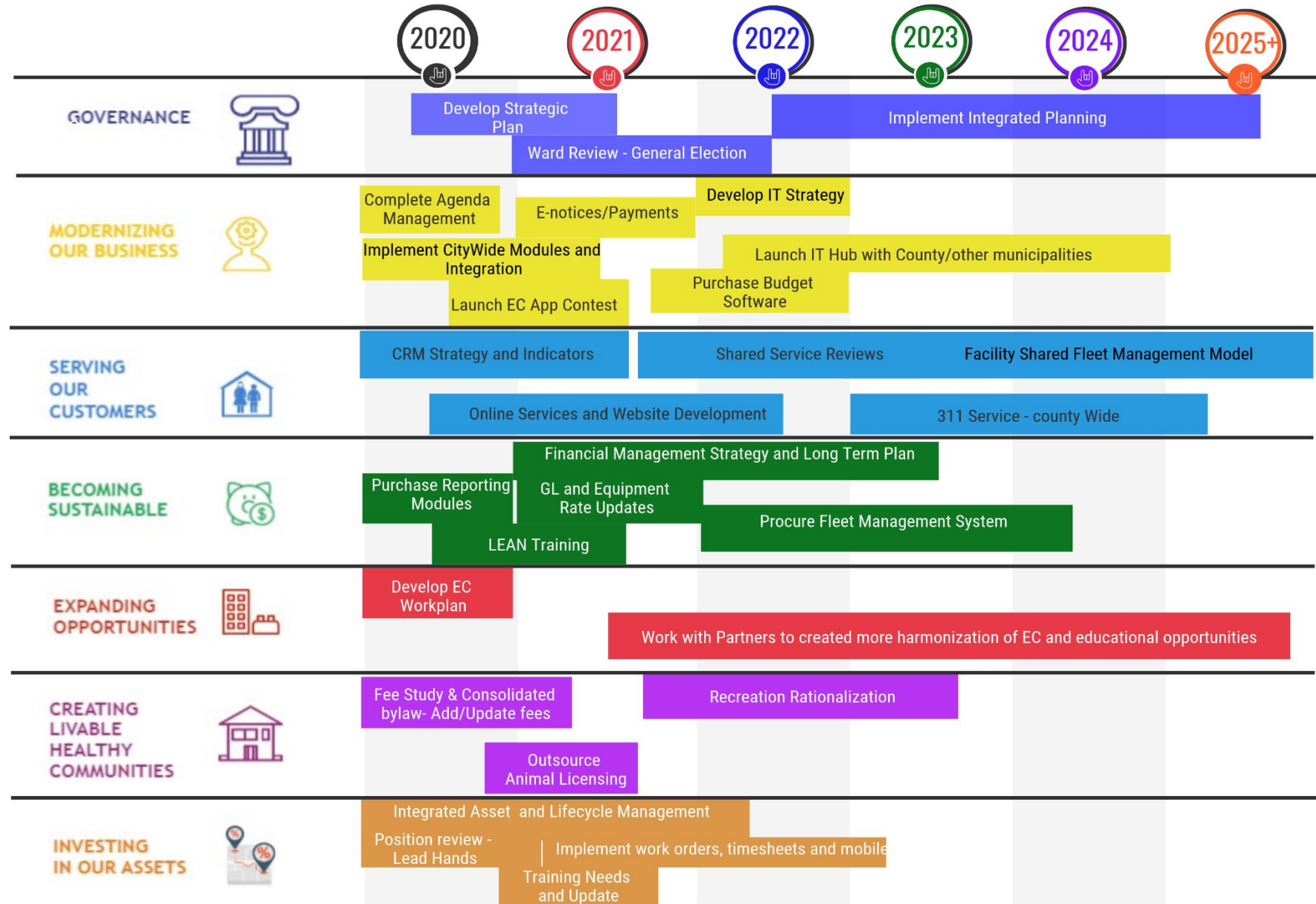
particularly asset management. Not all opportunities will produce immediate cash “savings” but rather better services, management and elimination of non-value-added activities which will ultimately lead to capacity savings. The Township should adopt a culture of continuous improvement and modernization. This means that ongoing investments in improvements should be built into every departmental business plan with financing and performance expectations.

The Township has seen some growth and desires to attract more businesses and residents in the medium to long term., The opportunities identified in this report should be seen as required investments to ensure that the foundation is in place to develop a high performing organization.

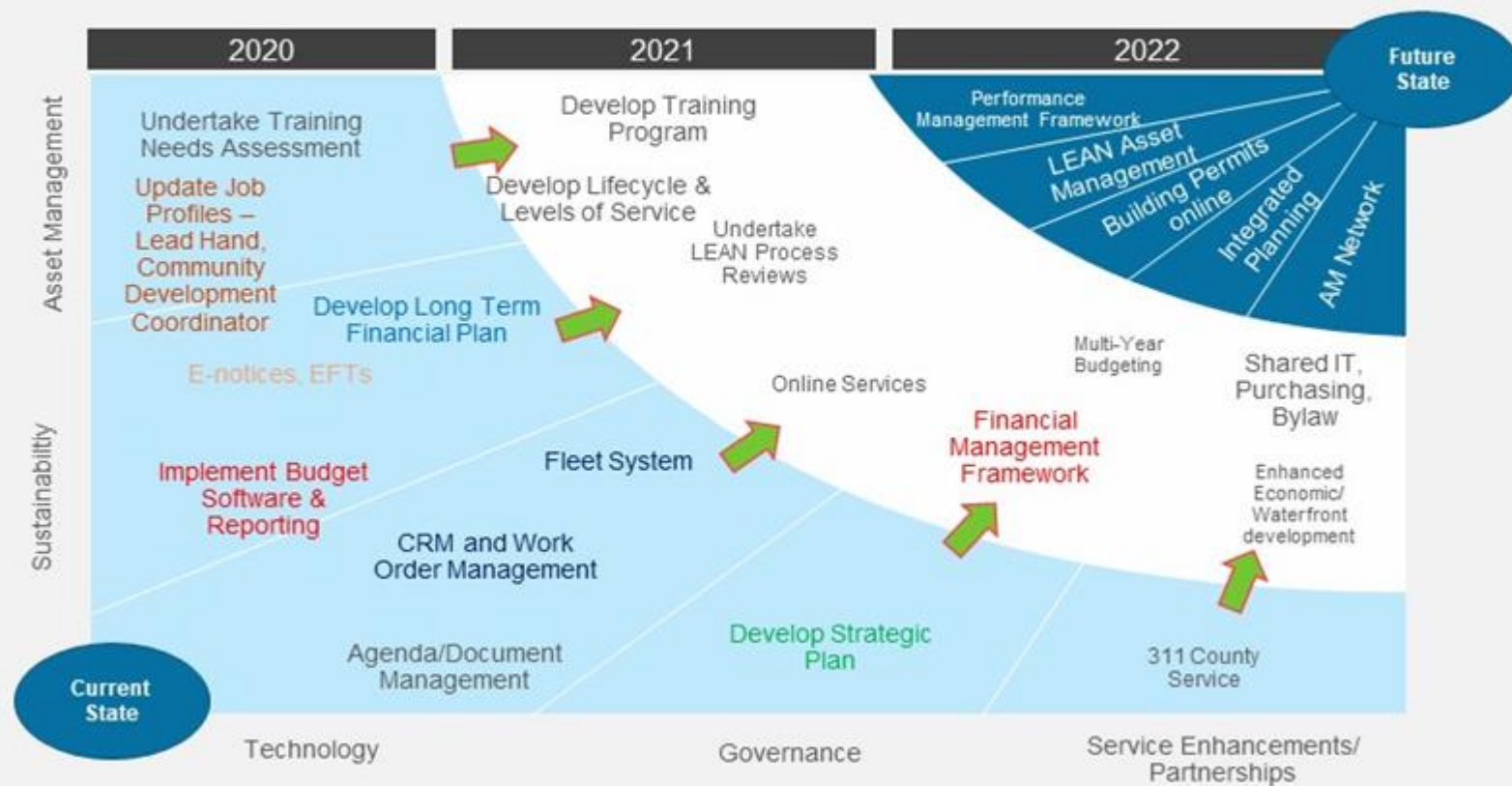
## IMPLEMENTATION ROADMAP AND PROJECTED COSTS

The report provided for 22 opportunities for improvements as follows:

### EC SERVICE DELIVERY OPPORTUNITY ROADMAP BY YEAR



# Transformation RoadMap - Recommended Sequence



## 1. GOVERNANCE

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
1.1	Develop Strategic Plan	Develop a Township Strategic Plan. As part of 2021 Planning Cycle, develop business plans across departments in line with Term of Council Strategic Plan. Integrate AM plan in 2021, long term financial plan. Attempt first Multi- Year Budget in 2021 (2-year pilot) prior to next election.	HIGH EFFORT, HIGH IMPACT	2020	\$30,000			\$30,000	1/3 FTE to develop framework internally, multi-year budget will reduce cost in second year.
1.2	Create Council Dashboard for Client Requests and Key Performance Metrics	Council interactions and complaints dissemination protocol should be developed prior to next election. In particular, a dashboard for Council to view outstanding complaints.	LOW EFFORT, HIGH IMPACT	2021		\$3,500		\$3,500	Internal costs to develop protocol and consultation with staff and Council (3 days work x 1 staff + council time)
1.3	Move to General Election - Undertake a Council ward review including consultation	Wards appear to create divisions in the Township. Review Ward Structure - Wards vs. General Election	HIGH EFFORT, HIGH IMPACT	2022	\$15,000			\$15,000	Consultant costs for facilitation and develop the plan

## 2. MODERNIZING THE BUSINESS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.1	Develop IT Strategy for integration of Township systems and expand utilization. Review and rationalize system utilization. Eliminate non integrated systems where possible (eg.Proware )	IT Strategy for integration would ensure that all software integrates together. Long term strategy would guide all IT investments, purchases and projects. Could develop into a County wide program. Should be done after the Strategic Plan complete. Possible ideas could include the Development of an IT "Hub" with neighbouring municipalities/County - Possible sharing of ERP and other software platforms	HIGH EFFORT, HIGH IMPACT	2020	\$15,000	-\$5,000		\$10,000	Staff time savings from reduced duplication of effort and reconciliations- Engage Onserve as appropriate - Possible modernization funding?



#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.2	Expand IT Utilization and Functionality Through Purchase of Additional Modules	Implement E notices for tax, utilities and AR, EFTs for vendors (with the view to eliminate cheques). Centralize Purchasing Functions with Finance with Purchase Orders. Purchase Budgeting Software, CityWide GIS and Building Permits Online.	HIGH EFFORT, HIGH IMPACT	2020	\$56,500	\$50,000	-\$30,000	\$76,500	Apply for modernization funding. Improve reporting. Staff will be required to set up, training and ongoing management. GIS = \$7500, Munisoft modules \$14,000. Savings for e-notices, cheques will offset cost in five years (Conservative estimate of \$10 per notice issued)
2.3	Once Additional Modules Have Been Purchased and Implemented, Move to Mobile Technology	Implementation of GIS and Mobile App will allow real time updates to condition of assets, workorders and time entry. Improved planning and visualization. Implement Citywide modules not utilized and Purchase GIS, Mobile App. Launch a contest to develop an EC app - perhaps engage St. Lawrence College, SLCEDC	HIGH EFFORT, HIGH IMPACT	2020	\$35,000	\$10,000	-\$12,090	\$32,910	Elimination of manual processes, increases in license revenues. Time savings - time, equipment entry in paper timesheets, work orders, time looking for information. Assume 20 minutes per pay x 15 staff at \$31 per hour (salaries and benefits) =

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
2.4	Move to LEAN Six Sigma process improvement team. Provide training and support to develop new ways of doing business on a continual basis.	LEAN Six Sigma will enhance staff skills. Management should become champions of change and LEAN Six Sigma. Undertake a 5S project at the Operations building with an office and "stores" area. structured shared Equipment/Tool purchases and utilization with partner municipalities	LOW EFFORT, HIGH IMPACT	2021	\$5,000		-\$5,000	\$0	Savings in staff time usually far exceeds the cost of training.

### 3. SERVING THE CUSTOMERS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.1	Undertake a Community Engagement Strategy	Community outreach is required for AM levels of service but should be extended to other services (eg. Bang the Table). Undertake surveys and consultations.	HIGH EFFORT, HIGH IMPACT	2021	\$20,000			\$20,000	Develop plan and purchase engagement software.
3.2	Develop digital strategy to implement online services and new payment options.	Redesign website including new online application services, payment options to create ONE STOP SHOP - Online Service Requests, Applications, Payments (Third party providers). Implement scheduling of appointments. Online services should be expanded with "error proofed" data entry to eliminate possibility of incorrect data (eg. drop downs, validation). Implement one stop shop for customers. Utilize "Bookking" Online facility scheduling to implement for other services to improve customer experience. Update Bylaws (eg. Noise) and post on website based upon service	HIGH EFFORT, HIGH IMPACT	2020	\$30,000	\$10,000	-\$12,000	\$28,000	Set up Security and training. Savings from reduction in manual tracking and returning information to customers. BookKing and Citywide already owned. Implementation may require consultant assistance.

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
3.3	Shared Service Strategy including exploration of 311 County wide service. This should be developed following Strategic Plan	Some areas to review include Fleet Management, Telecommunication Services, Planning Services, Bylaw enforcement, Building services, recreation and fire services. 311 Services at the County should also be explored.	HIGH EFFORT, HIGH IMPACT	2022	\$50,000	-\$14,000	-\$42,000	-\$6,000	Possible savings include 1/5 FTE and increased recreation/bylaw revenues. Reduced costs on fleet and building.

## 4. BECOMING SUSTAINABLE

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
4.1	Develop a Financial Management Strategy/Long Term financial plan	Develop Financial management framework that involves updated budget and reserve policies. This should include a review of financial policies and the development of an Inventory Policy and system	HIGH EFFORT, HIGH IMPACT	2020		\$15,000		\$15,000	Internal costs to develop policies and consultation with staff and Council (15 days work x 5 staff and council time)
4.2	Redesign Equipment Usage Processes and Rates. Procure or outsource a fleet management system including a fuel depot. Consider Leasing Equipment.	Appoint a lead for fleet operations (eg. Fire Chief). Develop agreements with vendors for services and/or partner with neighbouring municipalities. Update Fleet management policy with targets for replacement and equipment rates. Consider fleet management system or outsource. Fuel systems and work management systems will ensure that each use and transaction is attached to a vehicle/equipment and downloaded to the Township's financial system at regular intervals.	HIGH EFFORT, HIGH IMPACT	2020	\$50,000	-\$10,000	-\$30,000	\$10,000	Fleet system purchase will require software and new installations in vehicles. However, it is believed that the payback is about 5 years.
4.3	Investigate Shared Asset Management and Data analytics capacity	New regulations require Asset management policies, plans and levels of service by 2020. Opportunity to share resources and expertise. Redesign GL to provide better management information GL or project cost for each job linked to CityWide.	HIGH EFFORT, HIGH IMPACT	2021	\$10,000	-\$10,000		\$0	Some funding available for asset management potential offset-better availability if partnered - Staff time to start the process

## 5. EXPANDING OPPORTUNITIES

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
5.1	Develop Workplan with partners and dedicated resources to make Economic Development Strategy a reality.	Economic Development Strategy does not contain financial resources, detailed workplan or impacts on AMP. Include in budget for 2020.	LOW EFFORT, HIGH IMPACT	2020		\$2,000		\$2,000	Internal - 2 days staff time
5.2	Create an innovation Hub with Neighbouring municipalities and/or the County. Work with County and/or SLCEDC	Neighbouring municipalities should create a Partnership forum. Each municipality could lead one service. Leveraging Economic Development opportunities with SLCEDC and EORN (Broadband) Create Countywide Ec. Dev. Strategy to attract educational institutions/youth, new business, reduce red tape, affordable housing and harmonize between municipalities. Provide for "one stop" location for all building/planning applications - harmonization between member municipalities with a step by step online application process.	HIGH EFFORT, HIGH IMPACT	2020	\$0			\$0	Staff time to be allocated - Need to assess how many hours. Required depending upon the players involved.

## 6. CREATING LIVABLE HEALTHY COMMUNITIES

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
6.1	Following the Strategic Planning Process, Assess the Viability of Recreation Programming.	Council and the Community need to determine to what degree it is in the Recreation business. Possibly work with other municipalities to create a Recreation Hub/Coordinator to develop year-round recreation programs and share facilities. In the interim, provide recreation internally with summer student or admin staff. That plan could include investigation of better utilization of space options at arenas/community centres, developing "package deals" etc.,	HIGH EFFORT, HIGH IMPACT	2021	\$50,000	-\$12,500	-\$37,500	\$0	Cost recovery model
6.2	Undertake a fee study for all fees and consolidate in one bylaw and be reviewed as part of the budget process. Additional fees should be explored. Planning & Building fees should be cost recovery.	Fees are contained in different bylaws and difficult to find. Some have not been reviewed in some time. Additional fees should be added to enhance revenues (eg. package fees for events, non-resident fees for swimming lessons, membership fees for facilities). Resident and Non-resident fees should be studied to assess opportunities for sharing costs. Update Animal Control bylaw and fees and outsource dog licensing collection. Implement auto renewals. Establish a nominal annual burn permit fee to recover inspection costs and institute automated renewal options.	HIGH EFFORT, HIGH IMPACT	2020	\$25,000	-\$5,000	-\$15,000	\$5,000	New fees will cover cost of study- Fees study can be done in house.



## 7. INVESTING IN ASSETS

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
7.1	Complete Asset Management plan for all assets. Implement an infrastructure levy commencing 2020 to bridge the infrastructure gap.	Asset management plan requires synergy between all departments by 2024. It is clear that there has been historic under investment in Assets which financing should commence asap, Water and Wastewater Financial Plan - Integration with AMP.	HIGH EFFORT, HIGH IMPACT	2021	\$50,000	\$50,000	\$100,000	\$200,000	Annual levy of 1% to start. Once AMP is complete, the financing strategy should be updated.
7.2	Develop lifecycle strategy to integrate work order management for all staff in Operations and Recreation.	Fully implement Work orders management and scheduling for all departments in order to capture maintenance, repair and replacement for all assets. This should be incorporated with the capital planning process as well. Regulation O.Reg 588/17 requires AMP for all core assets by 2021 including current levels of service. Data collection and processes need to be in place for all assets by 2023. Levels of service require public consultation. Implement Self Service for Employees - Time and attendance and work order management, CVOR reporting (mobile)	HIGH EFFORT, HIGH IMPACT	2020	\$25,000	\$10,000	-\$25,000	\$10,000	Significant time in manual work orders eliminated and better regulatory compliance, capacity savings at 5 hours per week per manager/lead hand. Potentially apply for modernization funding.

#	Opportunity	Opportunity Detailed Description	Quadrant	Year Start	Upfront Costs	Estimated Net Operating Costs (Savings) Year of Implementation	Estimated Net Productivity/ Capacity Costs (Savings) - 3 Years	Total	Comments/ Assumptions regarding costs and savings
7.3	Update all job profiles and review Lead Hand role. Ensure profiles to reflect new regulatory requirements and a strategic plan direction.	Many profiles are over 5 years old and do not reflect today's reality. These should be updated based upon competencies as opposed to tasks. Lead hand positions should be redesigned with "supervisory" responsibilities and "assign the work" of crews. This will allow for succession planning; management will have the time to "manage the business" and undertake longer term planning functions and financial management.	LOW EFFORT, HIGH IMPACT	2021	\$2,000	\$2,000	\$6,000	\$10,000	Potential for improved staff relations - cost will depend upon result. Difference between two rates.
7.4	Implement Performance Management System aligned with the Strategic Plan. Involve staff in business plans. Include Training Assessment.	Performance agreements with staff as part of the business planning cycle. Within the Performance Agreement, assess Training needs. Invest in Technology, management and H&S training	HIGH EFFORT, HIGH IMPACT	2021				\$0	Additional costs may arise if training in excess of current provision.

## SUMMARY OF ALL RECOMMENDATIONS

The investment by recommendation and timeframe is summaries below.

SUMMARY OF PLAN COSTS - 3 YEARS - ALL RECOMMENDATIONS		Timeframe	Total One Time	3 Year Costs/Savings	Total 3 Years
#	Opportunity				
1.1	Develop Strategic Plan	2020-2021			\$ 30,000
1.2	Create Council Dashboard for Client Requests	2021	\$ 3,500		\$ 3,500
1.3	Undertake a Council ward review including consultation	2022			\$ 15,000
2.1	Develop IT Strategy	2020	-\$ 5,000		\$ 10,000
2.2	New Modules	2020-2022	\$ 50,000	-\$ 30,000	\$ 76,500
2.3	Mobile Technology	2020-2022	\$ 10,000	-\$ 12,090	\$ 32,910
2.4	Move to LEAN Six Sigma process improvement team.	2021		-\$ 5,000	\$ -
3.1	Undertake a Community Engagement Strategy	2021			\$ 20,000
3.2	Develop digital strategy to implement online services.	2020-2022	\$ 10,000	-\$ 12,000	\$ 28,000
3.3	Shared Service Strategy	2022-2025	-\$ 14,000	-\$ 42,000	-\$ 6,000
4.1	Long Term financial plan	2020	\$ 15,000		\$ 15,000
4.2	Redesign Equipment Usage Processes and Rates	2020	-\$ 10,000	-\$ 30,000	\$ 10,000
4.3	Investigate Shared Asset Management and Data analytics capactiy	2021	-\$ 10,000		\$ -
5.1	Develop Economic Developmet Workplan.	2020	\$ 2,000		\$ 2,000
5.2	Create an innovation Hub for Economic Development	2022-2025			\$ -
6.1	Review Recreation Programming	2021	-\$ 12,500	-\$ 37,500	\$ -
6.2	Fee Study	2020	-\$ 5,000	-\$ 15,000	\$ 5,000
7.1	Asset Management Plan and 1% Infrastructure Levy.	2021-2024	\$ 50,000	\$ 100,000	\$ 200,000
7.2	Lifecycle Strategy	2020-2021	\$ 10,000	-\$ 25,000	\$ 10,000
7.3	Update all job profiles and review Lead Hand role.	2021	\$ 2,000	\$ 6,000	\$ 10,000
7.4	Implement Performance Management System	2021 Ongoing			\$ -
Grand Total			\$ 96,000	-\$ 102,590	\$ 461,910

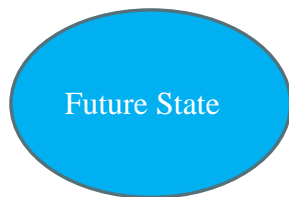
## RANKING THE OPPORTUNITIES

The preceding charts provided an assessment of level of effort and impact. We have included only recommendations where the impact will be high but the effort may be low or high. The order that opportunities should be implemented would be:

- (1) bottom right quadrant (low effort, high impact),
- (2) top right (high effort, high impact).

The reason for this recommendation is to allow the Township to realize “quick wins” that it can reap the benefits of enhanced capacity so that it can use this capacity for the recommendations requiring high effort. Further, “quick wins” will provide the incentives for staff to continue to improve and see customers satisfied.

On the next page, we have provided a transformation roadmap from the current state to future state. We believe the future state is achievable in 3 to 5 years. This future state would look like this:



1. Integrated Planning Framework with a Community Vision
2. Annual growth exceeding 2.5%, diversity of demographics and businesses
3. Performance Dashboards, Annual reports on progress for the Council and Community
4. 95% satisfaction rating of Township services which are delivered based upon the customer needs

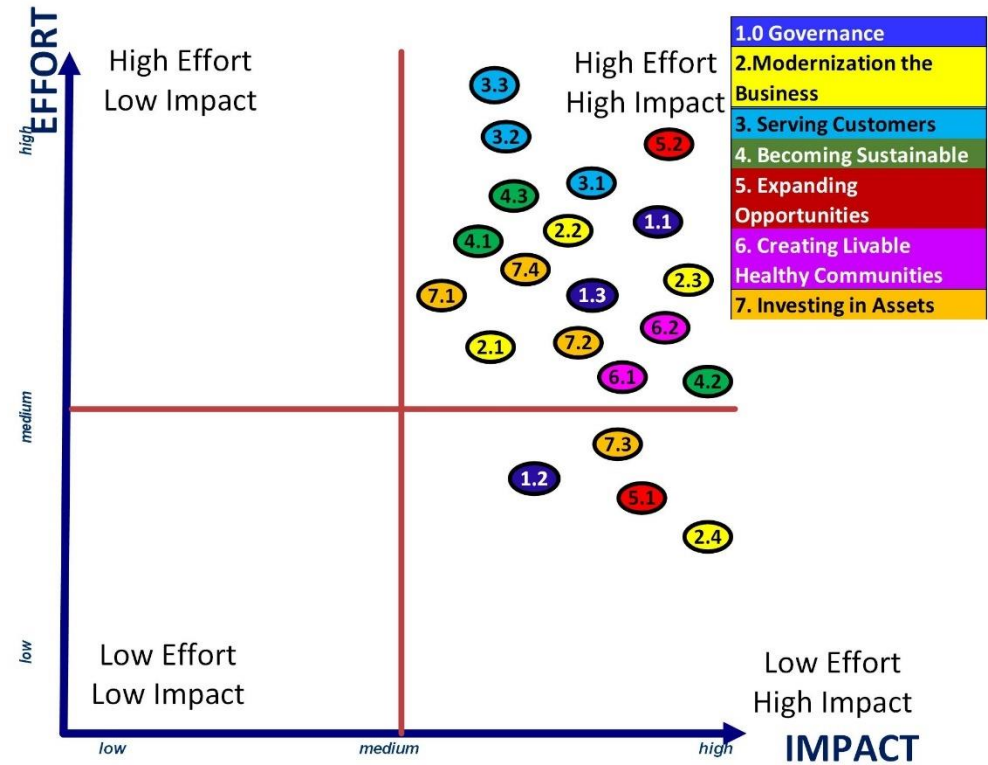


FIGURE 36: RECOMMENDATION PRIORITIZATION MATRIX

## **CONCLUSION**

In conclusion, the Township of Edwardsburgh Cardinal has many successes that it can be proud of and can build on. It has the community engagement that a Township needs to make things happen. It has unique natural resources that many municipalities could only dream of and it has new leadership to make change. The Township needs a long-term vision to define what it wants to be in 20 years. This will not only help shape the Township, it will give the direction management, Council and staff need to allocate the Township's scarce resources towards the outcomes that are most important to the community. To support the community, the Township needs to invest in its people and technologies so that it has the capacity to make change happen. We are confident that the recommendations in this report create an effective roadmap to achieve the Township's future success.

## **ACKNOWLEDGEMENT**

We wish to express appreciation to the Council, staff, management, the Steering Committee for their participation, cooperation and assistance throughout the project.