

ADMINISTRATION RECOMMENDATIONS																				
					EFFORT / IMPACT	20	2021				2022				2023					
Category	Category	#	Opportunity/Recommendation	Year Start		4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	Cost / Savings	Comments/ Assumptions
1.Governance	1.1 Develop Strategic Plan	1.1.1	Update Township Strategic Plan	2021	high effort, high impact														\$38,126	RFP issued, Council approved, work begins Jan 2021
		1.1.2	Revisit Council/Staff Protocol	2022+	low effort, high impact															
	1.2 Expand Council Training	1.2.1	Council Training Program	2022	low effort, high impact														Annual added cost \$10,000	Administration agrees this is needed. Topics, format and time allotment needs exploration & Council commitment outside of standard Council meetings.
	1.3 Revisit Procedural Bylaw	1.3.1	Update Procedural Bylaw	2021	low effort, high impact														Savings in staff time	Director of Corporate Services has begun review.
	1.4 Agenda Management	1.4.1	Annual agenda management plan	2021	low effort, high impact														Savings in staff time, software cost undetermined based on options other than Escribe?	Director of Corporate Services has begun review. Software update for Escribe is uncertain, annual cost is ~\$5K+, other options being explored.
		1.5.1	Create Shared Service Task Force	2023	high effort, high impact														Savings in staff time, possible consultant support, costs and savings undetermined	Idea raised at Dec 2020 @ County CAO meeting. No interest expressed by others. Timing may be an issue. Public Works took part in review in 2015-2016 for consideration of various shared services between UCSDG and area municipalities, only uptake was Waste Management. Fire Inspection services were shared with neighbouring municipality, service withdrawn due to political involvement, liabilities for South Stormont and employees involved. Consider as item for next Council term. Will require political support.
		1.5.1B	Explore Shared Corporate Services	2023	high effort, high impact														as above	as above
		1.5.1C	Review Fire Services County-wide	2023	high effort, high impact														as above	as above

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	1.5 Create Shared Service Task Force	1.5.1D	Review Planning and Building/Bylaw Services	2021+	high effort, high impact															Will be capital costs and ongoing operational costs	1 area of By-law is currently under consideration as a shared service. Animal Control services currently being explored by 4 area CAO's for possible implementation in 2 years. Current contract arrangements not satisfactory. Favourable outcome may support exploration of other service areas.
		1.5.2	County wide Waste Management	2020+	high effort, high impact																To date shared cost for consultant & staff time. Costs and savings for implementation of a shared County wide service is undertermined at this time
	3.1 Develop IT Integration Strategy	3.1.1	Integration Strategy	2021	high effort, high impact															Savings in staff time	Important to ensure all software (as appropriate) is integrated, that a strategy to ensure future software is integrated for single source information, single point of entry and ability to consolidate and rely on data received or work flow processes are single not multi step.
		3.2.1	LEAN the processes	2023+	low effort, high impact																Savings in staff time, costs may be associated with individual items implemented

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3. Technology & Processes	3.2 LEAN the Processes	3.2.2	Ebiling and Document Management	2021	high effort, high impact														Finance is reviewing, anticipate implementing in 2021.	Savings achievable, both time and cost. Will require significant communications process. Utility billing uptake has not bee as successful as originally hoped.		
		3.2.3	Implement HRIS	2021	high effort, high impact														Savings in staff time, there may be a cost for software.	CAO and staff savings in time supports opportunity for other work immediately and over the long term provided a HR/Admin Support position is available. VADIM HRIS system may or may not be appropriate, will review and assess based on Township needs.		
		3.2.4	Fuel System	2021-2022	high effort, high impact															Savings in staff time, improved data opportunity	Policy will need to be developed. Current fuel system has been repaired several times, looking to increase life expectancy of system to 2022, however if recent fixes do not correct issues it will need replacement.	
		3.2.5	Centralize Purchasing	2022	high effort, high impact																Will occur when financial systems updates implemented & payroll transitions to 3rd party.	
		3.2.6	Review the next steps for the Building Permit Online.	2021	low effort, high impact																Savings in staff time.	This initiative is underway & will require some support from software vendor. Also requires support & follow through by building officials, change management issues.
		3.2.7	Move the Document management within Vadim	2022	high effort, high impact																	This recommendation requires further training & process changes which cannot occur until the financial systems are changed and implemented.
		3.3.1	Procure and implemant work order system	2022	high effort, high impact															Savings in staff time, data collection. Cost will be for software.	This recommendation requires further training, exploration of software options & process changes which cannot occur until the financial systems are changed and implemented. The work order system will benefit Public Works, Fire, Parks and Recaretion and IT.	

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	3.3 Procure New Software	3.3.2	Permits Online - Fire and Pet	2021	low effort, high impact															Software purchased, being implemented, savings in staff time & for residents	Underway currently, software purchased, needs to be further implemented when financial systems are changed and implemented.	
	3.4 Cell Phone Policy	3.4.1	Review Cell Phone Policy	2023	high effort, high impact																Current policy meets & addresses needs as expressed by Council and employees. Risk items understood and recognized.	
4. Management & Performance	4.1 Improved Financial and Performance Reporting and Analysis	4.1.1	Redevelop the General Ledger	2020	high effort, high impact															Savings in staff time	Effort underway, anticipated time frame Feb 2021 before able to fully bring on line. Significant time savings in Finance and for Directors to review and gather reports.	
	4.2 Improve and update Budget processes, financial reporting	4.2.1	Procure Budget Software	2021	high effort, high impact																Savings in staff time, reporting and data collection.	Software purchased, implementation process underway. Will complete and bring online when general ledger is fully implemented. Purchase cost plus staff time to set up and implement in Finance, savings will be realized across the organization.
	4.3 Develop an Internal Control and Risk Management Framework	4.3.1	Update processes and internal control framework	2021	high effort, high impact																Savings in staff time, risk management	New general ledger, addition of budget software and internal control updates needed support improvements in this area. Further reviews & updates will be needed as implementation continues & changes demonstrate what added supports and processes need to change.
			4.4.1	Undertake time tracking against planning applications	2021	low effort, high impact																Savings in staff time, cost recover opportunity

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	4.4 Undertake fee study and expand revenue opportunities	4.4.2	Undertake fee study and policies on subsidies.	2022+	high effort, high impact															Increased revenue opportunity	Data from time collection required to support costs associated with fees. Given other work in Finance this is suited for 2022 and implemented in 2023.
		4.4.3	Undertake an equipment rate study	2022+	high effort, high impact																Increased revenue opportunity
	4.5 Modernize Procurement	4.5.1	Modernize Procurement	2022	high effort, high impact															Savings in staff time, risk management as work is consolidated in one location	This recommendation requires further training & process changes which cannot occur until the financial systems are changed and implemented.
5. Customer Service & Engagement	5.1 Customer Service Module	5.1.1	Enhance use of Customer Request Portal	2021	high effort, high impact															Savings in staff time, improves service delivery	Underway, reviews being done with each department.
	5.2 Community Engagement Strategy	5.2.1	Community Engagement Strategy	2021	high effort, high impact															improves service delivery opportunities	Software options being explored, costs not known. Entire formal strategy will need to be developed.
6.Sustainability & Growth	6.1 Development Charges	6.1.1	Consider Development Charges	2020+	high effort, high impact															Work budgeted in 2020	Work underway, started in 2020 by Watson & Associates. Proposed final report implementation in July 2021
	6.2 Update Community/Economic Development Strategy	6.2.1	Update Community/Economic Strategy	2021+	high effort, high impact															Included in budget process for 2021	External consultants will be required.
7. Asset	7.1 Contract for AM Specialist. Could be shared resource	7.1.1	Contract for AM Specialist	2021	high effort, high impact																Consulting fees, may be able to obtain FCM funding. Proposed for later in 2021 pending Human Resources recommendations approved
	7.2 Update AM Plan	7.2.1	Asset Management Plan is required by 2021	2020	high effort, high impact																Unlikely Township will meet deadline for 2021
		7.2.2	Form a Corporate AM team	2020	high effort, high impact																Team formed, working through education program.

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7. ASSET Management	7.3 Roads Needs Study	7.3.1	Update RNS prior to 2021 AMP requirements	2021	high effort, high impact														Included in budget process for 2021	Road Needs Study, OSIM Bridge Study, Storm & Water & Wastewater mains are also required in 2021 to meet Asset Management regulations
	7.4 Facilities Management	7.4.1	Outsource Property Management	2021	high effort, high impact														Savings in staff time, perhaps better service to tenants	For review and consideration in 2021. Time savings for current at least 4 current staff members. Will report back with review of options and associated costs and savings.