

# Digital Modernization Strategy Project Final Report

Township of Huron-Kinloss

28 January 2022

→ **The Power of Commitment**



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# Project Overview

## Background

GHD Digital (GHD), in partnership with The Township of Huron-Kinloss, conducted a corporate digital modernization review project to help the Township to:

- Enhance service delivery
- Improve efficiency through streamlined processes and increased collaboration across departments.

Based on the Township's Sustainability and Strategic Plan, there is recognition that the Township has several objectives under the pillars of sustainable social, economic, environmental, and cultural development for the community. Focusing on digital modernization in parallel to the core Strategic Plan will accelerate and optimize the Township's broader service delivery to the community, through enhanced leveraging of digital solutions / technology.

## Objectives

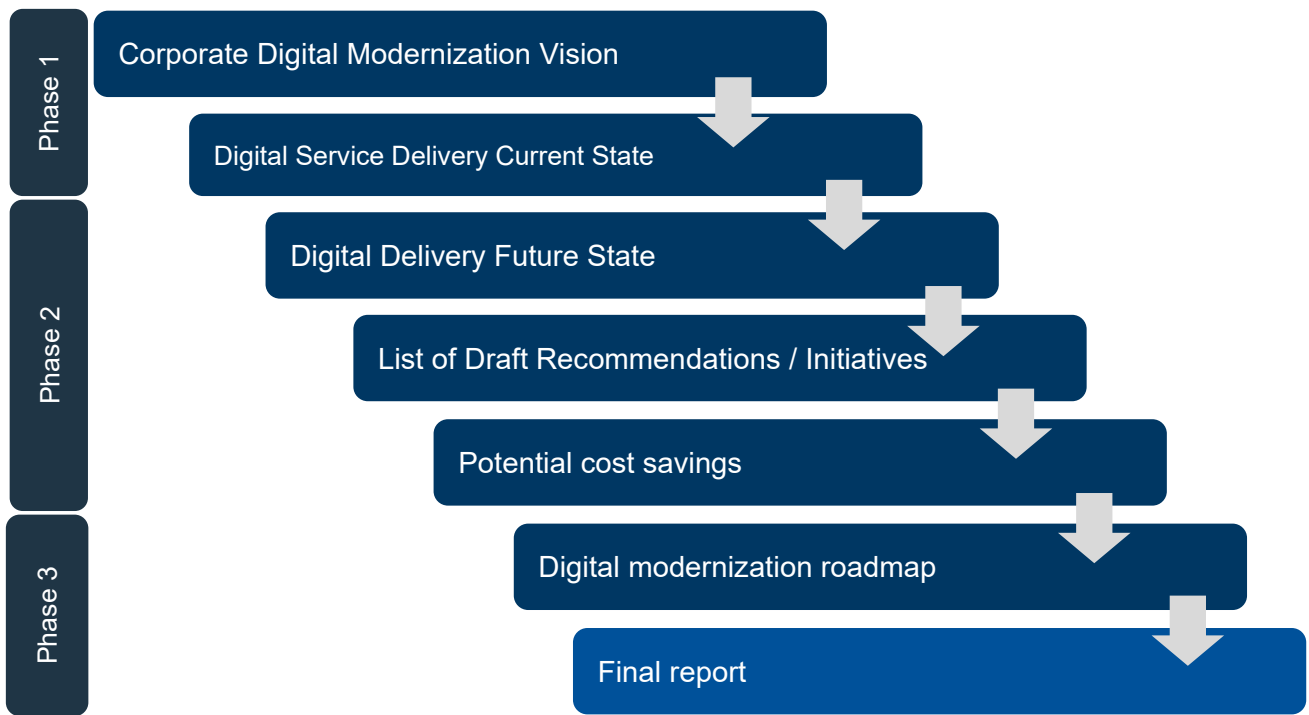
The key objectives of this project were the following:

- Conduct a comprehensive review of the current state of Digital (people, process, technology, data, governance, etc.)
- Drive alignment with leadership and stakeholders on the vision and direction for the Digital Strategy
- Assess the opportunities for improvement across the key Township departments, including innovation opportunities
- Develop a target state that aligns with the vision, the required strategic roadmap and potential cost savings.

## Deliverables

During phase 1 of this project, GHD conducted a vision lab with Township leadership to establish the vision for this project. In parallel, interviews were conducted with representatives from all Township departments (Please refer to Appendix H for participant lists). These interviews provided insight into the current state of digital within the Township. GHD assigned a digital maturity score to each of the Township's business capability areas based on the interviews, these scores were validated with interviewees. Following these project activities, GHD delivered a Digital Service Delivery of Current State Report as well as the Corporate Digital Modernization Vision. In Phase 2, GHD compiled target scores for desired future state as well as conducted a gap analysis and then validated these through further discussions with departmental representatives. This work provided the needed input to deliver the Digital Delivery Future State Report as well as the List of Draft Recommendations / Initiatives. The Draft Recommendations / Initiatives were reviewed by the Huron Kinloss Project team and initiatives were prioritized for an options analysis. Following the completion of an options analysis, potential cost savings and a digital modernization roadmap for three different options (i.e., options 1, 2B, and 3 – details are contained within this report) were developed while favoring option 2B as the most likely option to move forward with in phase 3 of this project. This current report serves as the final deliverable of the project.

The project had seven deliverables, as listed below:



## Digital Modernization Vision and Guiding Principles

Leadership alignment on a shared vision for Digital Modernization along with clear guiding principles were essential to the success of the Digital Modernization project. In order to produce a meaningful vision statement and guiding principles, GHD facilitated a Vision Lab on November 1, 2021, with Township Leadership. This 2-hour workshop was accompanied by pre-work completed by participants prior to the Vision Lab, which helped bring together various perspectives and ideas that were discussed during the session. Following the Vision Lab, the following Vision Statement for Digital Modernization and supporting Guiding Principles statements were developed and validated with the Township.

### Vision for Digital Modernization

The statement below describes the vision for what the Township of Huron-Kinloss would like achieve:

***“We will be a data-driven organization empowered by modern and integrated technologies to create value through process efficiencies and exceptional user-experience.”***

# Guiding Principles

The following Guiding Principles support the Vision and were taken into consideration when evaluating the options assessed throughout the project.



## User Experience

Make it easy and accessible for our customers, employees and stakeholders to work with us and tailor the experience based on their needs in order to increase satisfaction.



## Process Efficiency

Make processes efficient, lean and aligned (e.g., through continuous improvement, automation) to increase staff capacity and enhance services delivery.



## Data Driven

Drive towards streamlining data flow, storage, reliability, access and governance to support better business decision making.



## Delivery Agility

Be agile – start small and scale, show progress early and often and bring our stakeholders along to ensure transformation success.



## Integrated Technology

Adopt technology that is modern, easy to use, connected, and enables lean processes, leveraging prior investments, where possible.



## Digital Culture

Empower teams to anticipate future needs and make improvement recommendations as the digital landscape evolves Digital Maturity Assessment.

# Current State of Digital

## Business and Technology Landscape

### Organization

The Township of Huron-Kinloss municipal offices are located within the Community of Ripley, supported by 28 permanent full-time employees, 5 full-time contract employees, 8 regular part-time employees, 55 regular part-time firefighters and 23 casual employees who together deliver services in:

- Economic Development (as part of the Office of the CAO)
- Building, Planning and Development
- Community Services
- Public Works
- Fire and Emergency Services
- Legislative/Clerk Services
- Financial/Treasury

There are just over 7,000 residents in the Township of Huron-Kinloss based on 2016 Census data, with nearly 60 per cent of the population between the ages of 15-65. However, with growth in employment opportunities through Bruce Power, the community has the potential to grow substantially over the coming years and attract young workers and families to the Township.

### Vendors

The Township of Huron-Kinloss secures most of its hardware through Microage (formerly MTC Computer Systems). Occasionally, other vendors have been used for the purchase of one-off hardware requirements. The annual capital budget has \$5,000 allocated for 2021, 2022 and 2023 and then bi-annually going forward for server and computer upgrades.

There are many software solutions employed by the Township. Costing for these solutions is split between one-time investments and annual or monthly licencing fees – see summary below (based on information provided in the “MIC-Computer Hardware & Software Inventory.xlsx” document).











*Table 1 Software Costs as per the MIC-Computer Hardware and Software Inventory Spreadsheet*














Fee Type	Cost
One-Time Cost	\$81,943.90
Annual Fees	\$78,408.01
Monthly Fees (Annualized)	\$24,720.00

## Applications













The following table shows a breakdown of the software platforms used by the Township of Huron-Kinloss and which departments / business capability areas are using them. The Township currently uses a total of 44 different digital tools and software applications.










Table 2 Software Applications Used by the Township of Huron-Kinloss

Application Information				Business Capability Area											
#		Application Name	Use Case	Office of the CAO	Business and Economic Development	Clerk's Office	Financial Management and Treasury	Building and Planning	Public Works	Community Services	Fire Services	Project Management	IT and Data Management	HR and Talent Management	Retail Operations
1		MS Office 365	Document Creation & Communications	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2		MS Teams	Virtual Meetings	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3		Zoom	Virtual Meetings	Y	Y	Y	Y	Y	Y	Y	Y	-	-	Y	-
4		Huron-Kinloss Intranet	Document Storage / Communications	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5		Shared (W) Drive	Document Storage	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
6		Microsoft Defender	Cybersecurity	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7		Firewall	Cybersecurity	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8		iCreate	Website Component	Y	Y	Y	-	-	Y	Y	-	-	-	Y	-
9		iCalendar	Website Component	Y	Y	Y	-	-	-	Y	-	-	-	-	-
10		FormBuilder	Website Component	Y	Y	Y	Y	Y	Y	Y	Y	-	-	Y	-

Application Information				Business Capability Area											
#		Application Name	Use Case	Office of the CAO	Business and Economic Development	Clerk's Office	Financial Management and Treasury	Building and Planning	Public Works	Community Services	Fire Services	Project Management	IT and Data Management	HR and Talent Management	Retail Operations
11		Cludo	Website Component	-	Y	Y	Y	Y	Y	Y	Y	-	-	-	-
12		eScribe	Council Meeting Management	-	-	Y	-	-	-	-	-	-	-	-	-
13		HR Downloads	HR Training	-	-	-	Y	-	-	-	-	-	-	Y	-
14		JobChart	HR Pay Equity Reference	-	-	-	-	-	-	-	-	-	-	Y	-
15		Keystone	Treasury & Data Management	Y	-	Y	Y	Y	Y	Y	-	-	Y	Y	Y
16		Easypay	Payroll	-	-	-	Y	-	-	-	-	-	-	-	-
17		Adobe Acrobat Pro	Document Creation & Accessibility	Y	Y	Y	-	-	-	-	-	-	-	-	-
18		Adobe Creative Suite	Marketing Materials Creation	Y	Y	Y	-	-	-	Y	-	-	-	-	-
19		Canva	Marketing Materials Creation	Y	Y	-	-	-	-	-	-	-	-	-	-
20		Bang The Table	Community Engagement	Y	Y	Y	Y	-	Y	Y	-	-	-	-	-
21		Townfolio	Community Data	-	Y	-	-	-	-	-	-	-	-	-	-
22		See Click Fix	Work Order Management	Y	Y	-	-	Y	Y	Y	-	-	-	-	-
23		Citywide	Asset Management	-	-	-	Y	Y	-	Y	-	-	-	-	-



Application Information				Business Capability Area											
#		Application Name	Use Case	Office of the CAO	Business and Economic Development	Clerk's Office	Financial Management and Treasury	Building and Planning	Public Works	Community Services	Fire Services	Project Management	IT and Data Management	HR and Talent Management	Retail Operations
24		I Am Responding	Fire Field Operations	-	-	-	-	-	-	-	Y	-	-	-	-
25		FirePro	Fire Operations Management	-	-	-	-	-	-	-	Y	-	-	-	-
26		Vector Solutions	Fire Asset Management, Data Storage	-	-	-	-	-	-	-	Y	-	-	-	-
27		Web EOC	Emergency Incident Management	-	-	-	-	-	-	-	Y	-	-	-	-
28		Cloudpermit	Building Permit Management	-	-	-	-	Y	-	-	-	-	-	-	-
29		Blue Beam Revu	Building Drawings Management	-	-	-	-	Y	-	-	-	-	-	-	-
30		Huron-Kinloss GIS (Find It)	Location Data	-	Y	-	-	Y	Y	-	-	-	-	-	-
31		ESRI Arc GIS	Location Data	-	Y	-	-	Y	Y	Y	-	-	-	-	-
32		AutoCAD	Technical Diagrams Creation	-	-	-	-	Y	Y	-	-	-	-	-	-
33		Log Me In	Remote Water Facilities Access	-	-	-	-	-	Y	-	-	-	-	-	-
34		SCADA	Facility Control & Monitoring	-	-	-	-	-	Y	-	-	-	-	-	-
35		Canadian Scales	Landfill Operations	-	-	-	-	-	Y	-	-	-	-	-	-

Application Information				Business Capability Area											
#		Application Name	Use Case	Office of the CAO	Business and Economic Development	Clerk's Office	Financial Management and Treasury	Building and Planning	Public Works	Community Services	Fire Services	Project Management	IT and Data Management	HR and Talent Management	Retail Operations
36		Air Automotive Tracking	Fleet GPS Tracking	-	-	-	-	-	Y	-	-	-	-	-	-
37		Air Automotive Tracking	Fleet GPS Tracking	-	-	-	-	-	Y	-	-	-	-	-	-
38		Stone Orchard	Cemetery Management	-	-	-	-	-	-	Y	-	-	-	-	-
39		Ecobee	Remote Facilities Control & Monitoring	-	-	-	-	-	-	Y	-	-	-	-	-
40		iAuditor	Facility Inspections	-	-	-	-	-	-	Y	-	-	-	-	-
41		VenuRun	Communications (Digital Display at Arena)	-	-	-	-	-	-	Y	-	-	-	-	-
42		LAS EPT (Energy Planning Tool)	Energy Monitoring	-	-	-	-	-	-	Y	-	-	-	-	-
43		Drain Brain	Drainage Management	-	-	Y	-	-	-	-	-	-	-	-	-
44		KABA Lock	Physical Office Security (*all dept's interact with office in some capacity)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Total # of applications used by each business capability</b>				<b>10</b>	<b>15</b>	<b>13</b>	<b>10</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>9</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>7</b>

## Infrastructure

Most staff who require a computer use desktop equipment as staff finds that they perform better than the laptops they have used. Shared laptops can be borrowed by staff when needed. Tablets are used by field staff for inspections; however, staff has noted that a lack of reliable internet access has hindered adoption and use of digital inspection tools.

Additionally, hardware is occasionally purchased for a specific program or project (e.g., Women in Carpentry, Digital Main Street). This equipment is customized to serve the needs of the program and may not have all the features and functions that would allow them to be returned to the inventory for use by staff once the program is complete.

The following table inventories the hardware assets owned by the Township.

**Table 3**      *Technology Infrastructure Inventory*

Device Type	Community Services	General Administration	Building and Planning	Fire Dept./ Community Centre	Public Works	Total Quantity
Monitors	0	7	1	1	0	9
Desktop	2	12	1	1	0	16
Laptop	1	11	0	6	1	19
Tablet	2	0	1	10	2	15
Printers and Other Devices	1	5	0	1	0	7

## Key Departmental Priorities

During stakeholder interviews, staff identified the following departmental priorities:

### Office of the CAO (including Human Resources)

- Improving alignment and visibility within and across Township departments, and ensuring staff is unified under a common mission.
- Managing and overseeing portfolio of all individual projects being executed across all departments.
- Promoting a lean business culture by encouraging staff to identify opportunities for process improvement across departments.
- Executing requests from Council which arise on an ad-hoc basis alongside day-to-day internal activities.
- Evaluating the Township's operating model on an ongoing basis and assessing if roles need to be modified or created. Also arranging training for existing staff or recruiting new staff to fill those positions.
- Ensuring staff is leveraging digital technology as best as possible and selecting new software for implementation which effectively will solve current state challenges, while not duplicating functionality of existing systems.

## **Business and Economic Development (Part of Office of the CAO Department)**

- Renovating the Lighthouse through funding expected to be received in late 2021 in preparation for the Summer 2022 season.
- Selecting and implementing point of sale system to improve Lighthouse sales operations, inventory tracking, and sales planning.
- Enhancing marketing efforts through the use of digital graphic design tools (Adobe Illustrator, Canva), and exploring opportunities to produce more video content (through systems such as Render Forest).
- Potentially exploring opportunities to collect more data in house to support new businesses and also better understand Township demographics and Tourism sales.

## **Clerk's Office**

- Ensuring smooth, efficient operations for Council meetings that meets the needs of all stakeholders.
- Managing and planning for the growing volumes of physical records given that storage space is decreasing at the office, including considering opportunities for digital storage in the future.
- Overseeing drainage activities and ensuring that current system (Drain Brain) and level of staff training on its use will be sufficient to meet future needs.

## **Treasury**

- Improving decision making around technology investments to be more strategic in nature rather than siloed by department and use case (needs driven).
- Improving efficiency of core processes such as budgeting which currently are very manual and Excel spreadsheet based.
- Enabling integration of existing and new software with Keystone (where possible), which is still expected to remain as the primary software package.
- Managing the IT needs of the other departments by addressing staff inquiries and coordinating with Microage, which has the opportunity to be improved by implementing a revised IT operating model (options for change being considered in collaboration with Bruce County).

## **Building and Planning**

- Encouraging construction within the Township through provision of resources, support services, and maintaining transparency through the process.
- Improving efficiency of internal operations (e.g. within planning, payments, permitting) to better serve the interests of stakeholders in the construction industry.
- Establishing more consistent and robust project management practices which leverages technology in order to better collaborate with external stakeholders on large, complex projects (e.g. Ministries, Conservation Authorities, Upper Tier Government, etc.).

## **Public Works**

- Improving roads maintenance operations by relocating sheds, adding new sheds where needed, and optimizing storage within them to better serve areas of Township which require more service (e.g. Lakeshore area).
- Transitioning from fully manual, paper-based processes to the use of tablets / mobile applications and software, while also ensuring staff is not overwhelmed trying to adapt to change.
- Determining course of action to expand landfill facility capacity which is scheduled for closure in 2029 (RFP issued to evaluate options).
- Addressing resourcing challenges within team to support the high volume of ongoing field work, and strategic initiatives that could be pursued (e.g., possibly through process efficiency improvements which can free up time among existing staff, create opportunity to focus more on evolving GIS, leveraging Street Logix, etc.).

## **Community Services**

- Improving internal process through the selection of optimal software to save time and effort on administrative and facilities management field tasks such as recreation booking, program launching, payments, and inspections.
- Determining the ideal mix of programming to meet the future demand of the community as it grows and diversifies, while also ensuring increased demand can be supported by the team.
- Ensuring facilities are well maintained and as kept up to date as possible (considering their age) in order to support recreation service delivery for the community.
- Establishing cleaning policies and procedures in all facilities in order to mitigate the risk of COVID-19 transmission in the community.
- Incorporating climate change considerations into broader Community Services service delivery through implementation of strategic plan initiatives (if and when the Climate Change and Energy plan is approved).

## **Fire Services**

- Delivering efficient services to the community while working within the budgetary constraints and the volunteer nature of the firefighting team.
- Improving internal process to save time and effort on administrative tasks such as scheduling, attendance tracking, permitting, document management, and data entry.
- Enhancing safety within the team when responding to incidents (e.g. through improved accountability tracking) and for the community through effective fire prevention services.

Business capability descriptions can be found in Appendix A.

## Current State of Digital: Digital Maturity Score

After conducting interviews and current state sessions with each department, a scoring exercise was completed to assess digital support for each capability area.

An average of all capability areas was calculated, demonstrating an average digital maturity score of 2.5 out of 5 for the Township. An overview of the scoring methodology:

**Table 4** Scoring methodology for the state of digital

Maturity Score	Description
<b>TBD</b>	
<b>0</b>	<b>Non-Existent:</b> Capability not supported by Digital / Technology at all
<b>1</b>	<b>Very Low Maturity:</b> Capability minimally supported by Digital / Technology
<b>2</b>	<b>Low Maturity:</b> Capability somewhat supported by Digital / Technology
<b>3</b>	<b>Medium Maturity:</b> Capability mostly supported by Digital / Technology
<b>4</b>	<b>High Maturity:</b> Capability fully supported by Digital / Technology (basic)
<b>5</b>	<b>Very High Maturity:</b> Capability fully supported by Digital / Technology (best-in-class)

A score for 2.5 indicates that the Township of Huron-Kinloss is currently in between being “somewhat” and “mostly” supported by digital technology across its core capabilities.

The following is the level 1 business capabilities map and the corresponding average scores.

**Table 5** Level 1 Business Capability Map and Current State Scores

#	Capability Area	Average Score (out of 5)
0.0	Township of Huron-Kinloss	2.5 (can be rounded up to 3)
1.0	Office of the CAO	3
2.0	Business and Economic Development	4
3.0	Clerk's Office	3
4.0	Financial Management / Treasury	3
5.0	Building and Planning	3
6.0	Public Works	2
7.0	Community Services	2
8.0	Fire Services	2
9.0	Project Management	1
10.0	IT and Data Management	1
11.0	HR and Talent Management	3
12.0	Retail Operations	2

To further understand what makes up this average score, there are some notable takeaways within the lowest and highest scores received by individual departments.

The most mature business capability area with an average score of 4 was Business and Economic Development which indicates that this department has the digital tools they need to effectively deliver their service, and no critical gaps were identified.

Several departments fell in the middle category with a score of 3 including: the Office of the CAO, Clerk's Office, Financial Management / Treasury, and HR and Talent Management.

Public Works, Community Services, Fire Services, and Retail Operations make up the second least mature category with an average score of 2. These departments all involve processes which are conducted out in the field to maintain facilities, infrastructure, or to deliver a service. As such, these field teams have gaps in the technology available to support their operations outside of Township offices.

The least mature capability areas with a score of 1 were Project Management and IT and Data Management. These capabilities are generally the least established (e.g., due to gaps in formalized processes and strategy), and lack a dedicated team or leadership in the current state. However, it is important to note that the degree and scope of the work related to these areas that exists within the Township has not demanded these capabilities be prioritized in the past.

## Current State of Digital: Key Findings

Across each of the business capability areas, several similar challenges, opportunities, and themes were observed within several departments. These findings have been organized by 5 primary dimensions: **technology, process, data, people, and governance**. The table below provides descriptions for each digital dimensions. Specific examples organized by dimension and sub-business capability area can be found in the following section.

Digital Dimensions
<b>People</b> (digital culture e.g., open mind, lean / agile, willingness to learn / leverage new technology; digital skills, knowledge sharing)
<b>Process</b> (simple, non-onerous, supported by digital technology, automated)
<b>Technology</b> (integrated, good user experience, adopted, minimal duplication)
<b>Data</b> (data is accessible, accurate, timely, and managed; advanced analytics)
<b>Governance</b> (clear roles and responsibilities / decision rights (i.e., operating model / organization), governance forums, metrics defined and tracked, costs and benefits manage)

## Summary of Technology Findings

### Gaps in Software or Digital Capability for Essential Business Functions

#### Key Challenges:

- The lack of dedicated software within some departments for essential business functions causes teams to develop individual systems and processes to complete tasks which are sometime inefficient (e.g., recreation program and facilities booking, roads patrolling, facilities & fire inspections, Public Works, Community Services, and Fire Services work order management).
- The use of multiple document storage systems creates gaps in data and document access and results in increased time spent locating information (e.g., on the intranet, shared drive, Outlook, personal desktops, USBs, paper files).
- Teams are spending time on tasks that could be made available through self-service options on the website (e.g., responding to payments, safety complaints, facility service requests via phone and email) which reduces their capacity to take on other high-value tasks.

### ***Key Opportunities:***

- New software and accompanying processes to address the needs of multiple departments and resolve several common challenges (e.g., selection and implementation of common work order management / CMMS tool, project management tool, field work documentation apps for activities like inspections, HRIS and time entry system, etc.)
- Township wide document management solution and updating of by-laws to enable digital document storage can improve ease of access and reduce time spent locating documents.
- Enabling online payments and requests self-service function through website can eliminate manual and time-consuming communications and data entry within Township.

### **Challenges with Existing Software**

#### ***Key Challenges:***

- Inadequate functionality in existing software results in manual, paper-based, non-digital processes being conducted in some cases (e.g., iAuditor cannot be used as a work order management tool, Easypay does not store relevant employee time off data, Keystone Landfill module is very slow, etc.).
- In some cases, productivity is reduced due to slow software (e.g., Keystone landfill module, Stone Orchard, Adobe Acrobat Pro accessibility checking function).
- The lack of integration of digital solutions with primary systems (e.g., FirePro with Keystone) results in data needing to be entered into multiple systems, increasing the risk of discrepancies. (e.g., FirePro with Keystone).
- The lack of cloud accessibility of some systems causes access and productivity challenges when working from home or in the field. (e.g., Keystone, FirePro, Drain Brain).

#### ***Key Opportunity:***

- Select and implement new user friendly, cloud-based software in various departments that better meets the needs of the teams where possible.

### **Unexplored Opportunities with Existing Software**

#### ***Key Challenge:***

- Staff doesn't have capacity to explore, plan or implement new solutions (including additional capabilities of existing systems (e.g., CityWide, Huron-Kinloss GIS (Find It), Street Logix).

#### ***Key Opportunity:***

- By streamlining processes and daily operations, staff may find additional capacity to explore system potential and improve strategic planning.

### **Limitations in IT Support Available**

#### ***Key Challenge:***

- IT support is provided by a single external contracted resource who is only contractually responsible for hardware and email, not for software (e.g., Microage can take several weeks to respond to a support request, leading to staff troubleshooting on their own).



**Key Opportunity:**

- Improve IT operating / delivery model and resourcing to increase service quality / availability. Complete analysis on ideal IT service provider being explored in collaboration with Bruce County.

**Summary of Process Findings****Time Consuming, Manual Processes****Key Challenge:**

- The completion of manual administrative tasks is resulting in less staff time to focus on higher value-added tasks (e.g., records management, data entry, accounts payable and receivable processing, invoicing).

**Key Opportunity:**

- Streamline / eliminate manual processes where possible through process documentation, process reengineering, and possibly through robotic process automation.

**Paper and Spreadsheet Heavy Processes****Key Challenge:**

- Activities like facility inspections, roads patrolling, budgeting, timesheet entry and payroll processing are currently manual process that captures inputs / data on paper or spreadsheet.

**Key Opportunity:**

- Implement applications that help digitize process inputs in order to eliminate the usage of paper. (e.g., inspections application which allows data entry through tablets in the field, and automatic reporting generation capability).

**Duplication of Data Entry Work****Key Challenge:**

- Duplicate information must be input into multiple systems due to the lack of integration across systems (e.g., facilities booking entered into Outlook calendar, website calendar).

**Key Opportunity:**

- Select and implement software and processes that reduce the need for multiple systems where possible (e.g., recreation booking software that integrates with Keystone which holds all booking calendar entries).

**Human Error in Process Execution****Key Challenges:**

- Paper / manually generated process inputs and outputs increase the likelihood of human errors in data entry. These errors can then be carried through to other systems that use this data (e.g., Lighthouse cash collection, invoicing, general ledger data entry).

**Key Opportunity:**

- Eliminate paper from processes where possible by implementing digital software that has functionality to automatically pull data directly from sources, make calculations, generate reports, etc. depending on process requirements.

## Summary of Data Findings

### Gaps in Data Collection

#### **Key Challenge:**

- The opportunity to collect appropriate, valuable data is being missed due to a lack of processes, in-house expertise and objectives to guide the proactive collection and analysis of data (e.g., tourism data, Lighthouse sales data, internal department operational KPIs).

#### **Key Opportunity:**

- Begin collecting strategically data as part of process execution to develop broad visualization and analytics capability (i.e., Center of Excellence) to support decision making across the Township

### Data Reliability Concerns

#### **Key Challenges:**

- Available data is not as complete or accurate as possible in some systems that is being used for reference as part of some processes (e.g., Huron-Kinloss GIS (Find It)).
- Data being provided by external organizations can sometimes be outdated, inaccurate, or not specific enough for the Township's needs (e.g., Statistics Canada Census data, Regional Tourism Organization data).

#### **Key Opportunities:**

- Begin strategically collecting data as part of process execution in order to develop in house data sets and intelligence about the various communities in the Township.

### Gaps in Reporting Processes

#### **Key Challenges:**

- Paper / non-digitized data inputs being collected as part of processes makes reporting difficult or not possible. This results in processes that do not have consistent reporting or KPIs that are actively measured and evaluated (e.g., inspections reports, facility usage reports, patrolling reports).

#### **Key Opportunities:**

- Establish reporting processes and schedule when digital solutions (e.g., an inspections app) are implemented to digitize process execution and inputs, making reporting possible and efficient.

## Summary of People Findings

### Inconsistent Interest in and Adoption of Technology

#### **Key Challenges:**

- Some staff actively embrace opportunity for digital modernization, while others resist it.
- Some staff inherently interact with technology less than others due to the nature of their roles and are reluctant to consistently use digital solutions offered by their departments in some cases (e.g., Fire Services, Public Works).
- Some segments of the community (e.g. older demographic, Mennonite community, etc.) are also less interested and willing to engage with the Township through digital channels.
- Some staff, particularly those in field work teams also are experiencing fatigue from trying out too many apps in the past which were difficult to use and introduced new problems.

#### **Key Opportunities:**

- Support the development of a digital culture internally by introducing optimal tools which are user friendly to rebuild team comfort level and willingness to use technology.
- Explore hybrid solutions that allow non-digital and digital based processes and service delivery to meet the needs of staff and the community.

### Silos Within and Across Teams

#### **Key Challenges:**

- A lot of key organizational / system knowledge / experience sits with few, specific long-term employees in some cases (e.g., Drainage Superintendent, Public Works Assistant).
- Not all staff members understand big picture of how their processes impacts other departments or the overall organization, resulting in downstream impacts being observed by teams with process dependencies (e.g., Public Works field team).

#### **Key Opportunities:**

- Create awareness across teams around shared Township objectives and standards in order to align departments (e.g., through introduction of KPI measurement process for departments and individuals, through shared project management methodologies and systems, etc.).

### People Capacity Constraints

#### **Challenges:**

- Some leaders are at capacity managing their departments, therefore do not have the ability to focus on process improvement or strategic projects in some cases (e.g., Community Services, Public Works).
- Some field staff teams are at capacity with the high volume of ongoing work.

#### **Key Opportunities:**

- Create capacity within teams and existing staff headcount by streamlining processes and leveraging better technology / automation to be more efficient in order to free up time on lower value-added tasks to focus on higher value tasks.

## Summary of Governance Findings

### Gaps in Business Capability Areas and Resources

#### **Key Challenge:**

- There has not been sufficient proactive or strategic investment in dedicated resources for some shared services-type functions (e.g., IT, data management, project management). This has resulted in gaps in strategy / standards on how to manage that business capability.
- Responsibilities for core business capabilities that lack dedicated resources are divided across and embedded within various departments in addition to their primary responsibilities (e.g., Treasury taking on IT responsibility). Staff within these areas do not always have the capacity or expertise to provide dedicated and / or high-quality support.

#### **Key Opportunity:**

- Formalize responsibility for new capabilities needed and modify individual roles where appropriate. Revisit the operating model of Township to identify where best to place the newly developed capability areas.

# Future State of Digital

## Future State Digital Maturity Scores and Gaps with Current Scores

In order to determine which business capability areas to focus the future state transformation efforts on, a digital maturity scoring exercise was completed with the Township. In alignment with the activity conducted in phase 1 to determine current state scores, desired future state scores were rated and discussed with Township staff. The scores for the Township and individual capability areas are presented below. The gap between the current and future state scores represents the degree of change required in order to improve maturity in that particular area. At the overall Township level, the desired future state score was 3.2, with an overall gap of 0.8 that needs to be addressed through the proposed solutions presented in this report.

**Table 1 Business Capability Current and Future State Scores – Township Level**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
0.0	<b>Township of Huron-Kinloss</b>	2.3	3.2	0.8	Prioritize digital modernization of the following areas: <ul style="list-style-type: none"> <li>• Recreation Booking</li> <li>• Payments &amp; Ecommerce</li> <li>• Budgeting, Financial Performance Management, Project Management</li> <li>• Document &amp; Records Management</li> <li>• 311, Maintenance Management</li> <li>• HRIS &amp; Payroll</li> </ul>
1.0	<b>Office of the CAO</b>	2.6	3.0	0.4	<ul style="list-style-type: none"> <li>• Improve project management</li> <li>• Improve document management &amp; file collaboration</li> <li>• Improve performance management (KPI tracking)</li> </ul>
2.0	<b>Business and Economic Development</b>	3.6	3.8	0.2	<ul style="list-style-type: none"> <li>• Improve data collection &amp; analysis</li> <li>• Improve use of creative tools &amp; streamline systems used</li> </ul>
3.0	<b>Clerk's Office</b>	2.8	3.3	0.5	<ul style="list-style-type: none"> <li>• Improve records management (transition from paper only to digital retention)</li> <li>• Upgrade existing or select alternative drainage software solution</li> <li>• Improve / automate manual process of drainage / property report reconciliation</li> <li>• Improve tool used and/or training around accessibility compliance</li> </ul>
4.0	<b>Financial Management / Treasury</b>	2.7	3.5	0.8	<ul style="list-style-type: none"> <li>• Consider dedicated budgeting / financial planning software</li> <li>• Streamline / automate manual data entry processes</li> <li>• Enable self-service payments for Residents via Website</li> <li>• Consider HRIS software with payroll functionality</li> </ul>
5.0	<b>Building and Planning</b>	2.7	3.7	1.0	<ul style="list-style-type: none"> <li>• Potential to use building permit software for land use planning (end to end development system)</li> <li>• Improve work order management</li> <li>• Improve records management (transition from paper only to digital retention)</li> </ul>
6.0	<b>Public Works</b>	1.9	2.6	0.7	<ul style="list-style-type: none"> <li>• Improve work order management</li> <li>• Improve document management &amp; file collaboration</li> <li>• Improve internal GIS system</li> <li>• Further explore functionality of Street Logix</li> </ul>

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
7.0	<b>Community Services</b>	2.1	3.3	1.1	<ul style="list-style-type: none"> <li>• Improve project management</li> <li>• Improve work order management</li> <li>• Consider mobile applications for field work use cases</li> <li>• Improve data collection, reporting, and analysis capabilities around operations (establish KPIs)</li> <li>• Consider recreation booking software with payments capabilities</li> <li>• Improve marketing processes / usage of software in collaboration with Communication's Coordinator (new role in Clerk's Office)</li> </ul>
8.0	<b>Fire Services</b>	1.9	3.0	1.1	<ul style="list-style-type: none"> <li>• Digitize timesheet entry for Volunteer Firefighters</li> <li>• Improve work order management</li> <li>• Consider mobile applications for field work use cases</li> <li>• Enable self-service inspection requests for Residents via Website</li> <li>• Consider using tablets to remotely control fire hall doors to improve security</li> <li>• Consider dedicated incident management (accountability tracking) tool</li> <li>• Consider dedicated fire permit management tool that is cloud accessible</li> <li>• Transition from physical to online payments to enable paperless invoicing process</li> </ul>
9.0	<b>Project Management</b>	1.0	3.0	2.0	<ul style="list-style-type: none"> <li>• Consider project management software</li> <li>• Improve / establish project management standards and processes</li> </ul>
10.0	<b>IT and Data Management</b>	1.3	2.0	0.8	<ul style="list-style-type: none"> <li>• Develop IT strategy &amp; architecture aligned with Township's guiding principles for digital modernization</li> <li>• Identify and consolidate data sources in order to access in one place, and better leverage it through decision making (possible under integrated core systems model)</li> <li>• Improve IT operating model and resourcing in order to increase quality / availability of services to support staff</li> <li>• Build broad visualization and analytics capability to better support decision making across Township</li> </ul>
11.0	<b>HR and Talent Management</b>	3.1	3.6	0.5	<ul style="list-style-type: none"> <li>• Consider HRIS software to consolidate employee data in one source</li> <li>• Consider HRIS software with timesheet functionality</li> <li>• Consider HRIS software to further assess job performance and support staff</li> </ul>
12.0	<b>Retail Operations</b>	2.4	3.3	0.9	<ul style="list-style-type: none"> <li>• Consider POS system which will digitize payments and reduce human error and improve sales planning</li> </ul>

Detailed business capability current and future scores with opportunities are referenced in Appendix C.

## Key Opportunities for Modernization

After establishing the desired and current state scores across each capability, a select group of opportunities were identified to help raise digital maturity across the most critical service delivery and business capability areas.

Based on interview feedback and supported by the project team at the Township, 6 specific opportunities for modernization were prioritized within this project for the completion of an options analysis and a cost savings analysis.

The 6 opportunity areas are as follows:

1. Recreation Booking.
2. Payments and Ecommerce.
3. Budgeting, Financial Performance Management, Project Management.
4. 311, Maintenance Management, Field Work.
5. Document and Records Management.
6. HRIS and Payroll.

The options analysis activity was utilized as a tool to identify viable options (e.g., strategic choices making up the Digital Strategy) that solve for the current state challenges. In addition, it served as an opportunity to solve for multiple business capability challenges using the fewest number of systems and the most streamlined processes possible (e.g., different processes across various departments such as collecting payments for recreation booking, building permits, taxes, and at the Lighthouse for product sales can be unified through the implementation of fewer or a single system / solution).

The options analysis included a score to assess how well each option is strategically aligned with the guiding principles for digital modernization set out for this project as well as relevant pros, cons, approximate duration to implement, and high-level cost to implement. A general summary of options is outlined in the following section. Detailed implementation timelines and costs were delivered in the Roadmap and Cost Savings deliverables of this project.

### Individual Future State Initiatives and Options Analysis

#### Opportunity 1: Recreation Booking

The business capability area(s) impacted by this opportunity are as follows:

- Community Services: Recreation Program Service Delivery (Program Registration Fees, Rental Fees)

Table 2 Summary of Individual Options and Costs – Recreation Booking

#	Option	Cost (High level range in CAD)	Included in Recommendations?
1	<b>Implement TownSuite’s Program, Event and Facilities application</b>	~\$34,600 (Implementation) ~\$14,000 (Annual fee)	Y
2	<b>Implement Book King</b>	~\$6,200 - \$9,700 (Implementation with Keystone integration) ~\$4,800 - \$32,400 (Annual fee)	Y
3	<b>Implement Perfect Mind – Parks and Recreation Software</b>	~ \$5,000 (Implementation) ~ \$5,000 (Hosting)	Y
4	<b>Maintain Status Quo</b>	\$0	N
5	<b>Implement ActiveNet</b>	Estimated to be between \$5,000 - \$10,000	N

**Rationale for Recommendations: Recommendation 1 or 2 or 3**

*Recommendation 1 – Implement TownSuite’s Program, Event and Facilities application*

- TownSuite is a comprehensive platform offering solutions for challenges identified across the Township as well as addressing the needs of the Community Services department with respect to recreation.
- The implementation of this software would minimize the need for different software solutions as it consolidates multiple systems into one.
- This solution is used by Canadian municipalities, is Canadian hosted and has comprehensive support options to ensure seamless change management.

*Recommendation 2 – Implement Book King*

- This software would meet the needs of the Community Services department with respect to recreation and minimize processes that are currently manual or are double-entry tasks.
- In addition, this software would integrate with the current financial system, Keystone.
- This solution is Canadian-hosted used across Canada by municipalities of varying sizes.

*Recommendation 3 – Implement Perfect Mind – Parks and Recreation Software*

- This software potentially presents a lower price point than other systems.
- It would meet the needs of the Community Services department with respect to recreation and minimize processes that are currently manual or are double-entry tasks.
- This solution is Canadian-hosted used across Canada by municipalities of varying sizes.
- However, it is important to note that integration with Keystone may not be possible and some processes would continue to be manual.



## Opportunity 2: Payments and Ecommerce

The business capability area(s) impacted by this opportunity are as follows:

- Clerk's Office: Licensing (Marriage, Burial, Lottery).
- Treasury / Financial Management: General Ledger Management.
- Building and Planning: By-Laws Enforcement (Fines, Licensing Requirements).
- Community Services: Recreation Program Service Delivery (Program Registration Fees, Rental Fees).
- Fire Services: Fire Permit Management (Fire Permits).
- Retail Operations: Point of Sale Management (Lighthouse Sales).

**Table 3** Summary of Individual Options and Costs – Payments and Ecommerce

#	Option	1 Year Cost (CAD)	Included in Recommendations?
1	<b>Implement TownSuite POS Software</b>	<b>\$11,849</b> Implementation Fee (One Time) + Annual subscription Fee (Recurring)	Y
2	<b>Implement eSolutions' Form Builder with eCommerce</b>	\$3,000 (implementation and first year hosting) \$7,000 - \$15,000 (implementation of Keystone integration)	Y
3	<b>Implement Moneris</b>	~ \$5,000/ year +2.65% per transaction	Y
4	<b>Maintain Status Quo</b>	\$0	N
5	<b>Implement GovSense Software</b>	<b>\$260,751</b> (implementation and annual fee for entire system)	N
6	<b>Implement Vadim-iCity Financial ERP Software (Or other CentralSquare products)</b>	Assumed to be at least over \$10k.	N
7	<b>Implement Paymentus</b>	~\$4.00/transaction + Kiosk costs	N
8	<b>Implement Bambora</b>	~\$760 (implementation and monthly fee) + 3.5% for VISA/MC + \$.20/transaction	N
9	<b>CityWide POS by PerfectMind</b>	<b>~\$10,000</b> (Implementation and annual fees for entire system)	N
10	<b>Implement Square</b>	~\$900 for hardware + \$2.65/ Visa/MC + \$.10/transaction	N

### **Rationale for Recommendations: Recommendation 1 and 3 or 2 and 3**

#### *Recommendation 1 – Implement TownSuite POS module*

- TownSuite is a comprehensive platform offering solutions for challenges identified across the Township.
- The implementation of this software would minimize the need for different software solutions as it consolidates multiple systems into one.
- This solution is used by Canadian municipalities, is Canadian hosted and has comprehensive support options to ensure seamless change management.

### *Recommendation 2 – Implement Form Builder eCommerce add on*

- Form Builder is a tool that is already used by the Township, familiar to both staff and residents.
- This tool would enable the Township to build online forms that collect payments.
- This solution is Canadian-hosted, and the Township already has a support agreement in place with eSolutionsGroup.
- An integration with Keystone can be built, allowing for more seamless integration between systems.

### *Recommendation 3 – Implement Moneris*

- Moneris can be integrated with either TownSuite or Form Builder.
- Integration between both systems would be seamless.
- This vendor provides an online and in-person POS, allowing the Township to use the same vendor for both payment collection options.
- Moneris is a Canadian-based company.

### **Opportunity 3: Budgeting, Financial Performance Management, Project Management**

The business capability area(s) impacted by this opportunity are as follows:

- Office of the CAO:
  - Municipal Services Oversight and Planning.
  - Business Performance Management.
  - Strategic Initiatives Management.
- Financial Management and Treasury:
  - Planning, Budgeting, and Forecasting.
  - Financial Performance Management.
- Building and Planning:
  - Land Use Planning.
- Public Works:
  - Infrastructure Planning.
- Community Services:
  - Services Planning.
  - Strategic Planning.
- Fire Services:
  - Fire Services Planning and Management.
- Project Management
  - Project Management Life Cycle Management.
  - Project Management Reporting.
  - Project Portfolio Management.

**Table 4** Summary of Individual Options and Costs – Budgeting, Financial Performance Management, Project Management

#	Option	1 Year Cost (CAD)	Included In Recommendations?
1	<b>Implement TownSuite Software</b>	<b>\$196,888</b> Implementation Fee (One Time) + Annual subscription Fee (Recurring)	Y
2	<b>Implement Excel + Asana Solution</b>	<b>\$2,268 - \$5,569 / year</b> (Premium vs Business, billed as \$12.60- \$30.94 per month per user x 15 users – Leadership + 7 other users.)	Y
3	<b>Maintain Status Quo</b>	\$0	N
4	<b>Implement Advanced Excel Based Solution</b>	\$0 (Could be nominal e.g., ~\$50 for Excel training if it is required.)	N
5	<b>Implement MS Excel + MS Power BI Solution</b>	<b>\$1,530 - \$3,070 / year</b> (Pro vs Premium version, billed at \$12.80 - \$25.60 per month, per user x 10 users – Leadership team + 2 additional.)	N
6	<b>Implement Excel + Trello Solution</b>	<b>\$2,268 - \$4,050 / year</b> (Premium vs Enterprise version, billed at \$12.60 - \$22.50 per month, per user x 15 users – Leadership + 7 other users.)	N
7	<b>Implement Qwestica Budget + Qwestica Performance Software</b>	<b>\$29,500</b> (\$10,000 (implementation fee) + \$19,500 (annual fee)) assuming 5 year contract. (*5% inflation cost to be added beginning year 3.)	N
8	<b>Implement Vadim-iCity Financial ERP Software (Or other CentralSquare products)</b>	Assumed to be at least over \$10k.	N
9	<b>Implement GovSense Software</b>	<b>\$260,751</b> (\$120,476 (implementation fee) + \$140,275 (annual fee))	N

**Rationale for Recommendations: Recommendation 1 or 2**

*Recommendation 1 – Lower change / investment option: Excel + Asana*

- Low-cost solution which limits degree of change involved as staff can better use existing, familiar tool (Excel) in a way that better leverages its capabilities.
- In addition, Asana is a very user-friendly tool which requires no implementation time / costs.
- It can easily integrate with the existing Excel based workflow and provide impactful task/project details, timeline, and dashboard views to better manage projects.

*Recommendation 2 – Higher change / higher investment option: TownSuite*

- Most efficient and streamlined solution that consolidates multiple systems into one, eliminating many existing systems.
- Less customization effort required by Township because tool is custom build for municipal use cases. Significant support can be provided by vendor to ensure change management is smooth.

#### Opportunity 4: Document and Records Management

The business capability area(s) impacted by this opportunity are as follows:

- Clerk's Office:
  - Corporate Records Management.
- All other business capabilities that generate / collaborate on documents on a daily basis.

*Table 5 Summary of Individual Options and Costs – Document Management*

#	Option	1 Year Cost (CAD)	Included In Recommendations?
1	<b>Configure Microsoft Office 365 SharePoint file storage</b>	N/A if proceeding with existing SharePoint plan included in current Microsoft license (1TB/user). (Not including effort / costs for process improvements)	Y
2	<b>Gimmel Records</b>	<b>\$42,650</b> (\$30,000 implementation, \$12,650 annual license)	Y
3	<b>Engage Iron Mountain For Offsite Paper Records Storage</b>	TBD based on needs / volume of records	Y
4	<b>Maintain Status Quo</b>	\$0	N
5	<b>Status Quo + Process improvements</b>	\$0	N
6	<b>Implement ImageAdvantage (Records Management and Retention)</b>	<b>\$39,140</b> (\$35,140 implementation, \$4,000 annual support fee + digital imaging costs if looking to digitize existing physical records)	N
7	<b>Implement Laserfiche Cloud Document Management Solution</b>	<b>\$28,800</b> + implementation costs (TBD) (\$80 / month / user based on 30 users)	N

#### **Rationale for Recommendations – Recommendation 1 and 2 and 3**

##### *Recommendation 1 – SharePoint*

- Capitalizes on existing infrastructure and investments.

##### *Recommendation 2 – Iron Mountain Document Storage + SharePoint*

- Iron Mountain offers secure off-site storage for existing physical records at the best possible rate.

##### *Recommendation 3 – Gimmel Records + SharePoint*

- Adds in Records Management capabilities to SharePoint with low day-to-day effort for staff.

#### **Opportunity 5: 311, Maintenance Management, Field Work**

The business capability area(s) impacted by this opportunity are as follows:

- Building and Planning:
  - By-Laws Enforcement.

- Public Works:
  - Road Maintenance Service Delivery.
  - Other Infrastructure Maintenance Service Delivery (Non-Roads).
  - Water and Wastewater Service Delivery Oversight.
  - Public Works Administration.
- Community Services:
  - Facilities Management.
  - Recreation Program Service Delivery.
- Fire Services:
  - Fire Prevention Service Delivery.

**Table 6** Summary of Individual Options and Costs – 311, Maintenance Management, Field Work

#	Option	Cost (High Level Range)	Included in Recommendations?
1	<b>Implement TownSuite Software</b>	<b>\$91,249 (Total year one cost for 3 modules below)</b> <b>Work Orders and Maintenance Module: \$57,850</b> (Year one cost: \$46,850 implementation + \$11,000 annual cost – rate for 10 users) <b>Inspections Module: \$9,449</b> (Year one cost: \$7,450 implementation + \$1,999 annual cost – rate for 15 users) <b>311 Module: \$23,950</b> (Year one cost: \$19,950 implementation + \$4,000 annual cost – rate for 50 users) *Note: volume discounts for annual fees are available as user count exceeds benchmarks provided by vendor. RFP required to determine accurate pricing.	Y
2	<b>Implement CityReporter Software Package</b>	<b>\$15,000 - \$16,800 / year</b> (Estimated cost based on 88 users and ~4 modules required) + <b>Implementation cost</b> (TBD, needs assessment required)	Y
3	<b>Maintain Status Quo</b>	<b>\$0</b>	N
4	<b>iAuditor Pro + SeeClickFix</b>	<b>~\$25,492 / year</b> (Billed as \$24.14 / user / month x 88 users – potentially can reduce number of Fire team with access to significantly lower costs.)	N
5	<b>Implement MaintainX</b>	<b>~\$43,465 / year</b> (Billed as \$41.16 / user / month x 88 users. Can reduce cost by limiting Fire staff with access.)	N
6	<b>Implement Marmak Products (RFAM, MTC, Comtrack, Balance, MiLISA)</b>	<b>RFAM: ~\$9,000 / year</b> (\$750 / month for unlimited users / requests) <b>Comtrack: ~\$3,000 / year</b> <b>MRC: TBD</b> (Estimated to be under \$10,000 / year) <b>Balance: ~\$5,000 - \$10,000 / year</b> (Estimated to be closer to \$5,000 for municipality of HK's size)	N
7	<b>Implement Fiix CMMS</b>	<b>\$79,200 / year</b> (Billed at \$75 per user per month)	N

## Rationale for Recommendations: Recommendation 1 or 2

### Recommendation 1 – Dedicated software with modules to replace many existing systems

- CityReporter: Allows Township to eliminate several existing systems and move towards 1 cost effective vendor solution.
- Solution provides many modules which have extensive functionality tailored to 311, work management, and field work execution needs.
- Implementation appears easier and faster than Marmak products which is most comparable solution.

### Recommendation 2 – Township wide software to replace almost all existing systems

- TownSuite: Ideal option for streamlining maximum number of systems at Township into one.
- User-friendly system specifically designed for municipalities which addresses widest range of functionality needs identified across departments.

## Opportunity 6: HRIS and Payroll

The business capability area(s) impacted by this opportunity are as follows:

- HR and Talent Management:
  - HR Policies, Procedures and Employee Communications.
  - Employee Data Management.
  - Talent Strategy and Resource Planning.
  - Time Management.
  - Talent Management.
  - Union and Labour Relations.
  - Performance Management.
  - Compensation, Benefits and Rewards.
  - Employee Health and Safety Policies and Oversight.

Table 7 Summary of Individual Options and Costs – HRIS and Payroll

#	Option	Year 1 Cost (CAD) based on 100 employees	Included in Recommendations?
1	Implement TownSuite HRIS module	<b>\$30,350</b> (\$22,350 implementation, annual recurring subscription fees \$8,000 based on 100 of employees)	Y
2	Implement BambooHR Basic + Time Tracking Module	<b>\$16,115</b> (\$3,162 implementation, monthly costs of \$6.21 / employee for basic, \$8.46 / employee for basic + time tracking, \$13.50/ month for basic, time tracking and performance)	Y
3	Maintain Status Quo	<b>\$0</b>	N
4	Implement InfoHR	<b>\$25,000</b> (\$15,000 implementation, \$10K/year for up to 100 employees)	N
5	Implement Ceridian Dayforce	<b>\$20,000 plus implementation costs</b> (Approximately \$12/month/employee + implementation costs)	N
6	Implement Success Factors	<b>\$40,000 - \$100,000</b> (\$100 - \$250/year per employee based on 100 employees)	N

## **Rationale for Recommendations: Recommendation 1 or 2**

### *Recommendation #1 – Implement TownSuite HRIS Module*

- Reduces the number of software platforms implemented by the Township. Includes the basic functionality that addresses the current challenges.

### *Recommendation #2 – Implement BambooHR Basic + Time Tracking Module*

- Intuitive, comprehensive solution at the lower price point. No term contracts so can cancel at any time.

## **Outcomes of Options Analysis**

Based on the 6 distinct opportunity areas that were investigated, 4 combined options (i.e., options consisting of different combinations of systems across the opportunity areas) were designed and evaluated across the criteria of strategic alignment, pros, cons, duration to implement, and high-level costs.

The combined options were as follows:

- **Option 1:** Combination of new systems from different vendors (not including TownSuite).
- **Option 2A:** Hybrid of TownSuite and additional systems / vendors (Set A).
  - TownSuite + PerfectMind, SeeClickFix, CloudPermit, Iron Mountain, Gimmel, SharePoint.
- **Option 2B:** Hybrid of TownSuite and additional systems / vendors (Set B).
  - TownSuite + Book King, Moneris, CityReporter, SeeClickFix, CloudPermit, EasyPay, Iron Mountain, Gimmel, SharePoint.
- **Option 3:** Full TownSuite implementation of all relevant modules.

The combined options were presented to the Township and 3 of the 4 options were prioritized for further analysis. These were the combined options 1, 2B and 3, as described in the following section.

## **List of Initiatives / Recommendations**

The following options were selected for roadmap and cost analysis development as they were of interest to the Township for further consideration:

1. Combined Option 2B: Hybrid of TownSuite and additional systems / vendors (Set B).
  - Note that Combined Option 2A is not included in this list of initiatives / recommendations as this was not selected as a preferred option. An alternative hybrid option (i.e., Option 2B) was identified by the Township as the most likely scenario, therefore the roadmap and cost savings for Option 2B is the primary focus for this document; information for the other options are provided in the Appendix D, Appendix E and Appendix F).
2. Combined Option 1: Combination of new systems from different vendors (not including TownSuite).
3. Combined Option 3: Full TownSuite implementation of all relevant modules.

The final combined recommendation was narrowed down to be Option 2B, however, demos of the software will be conducted later in 2022 at which time other external variables impacting decision making which require additional stakeholder engagement beyond the scope of this project (e.g., detailed discussions with Council, internal meetings with department staff, etc.) can be explored. Option 2B was selected to be the top recommendation as it met the Township's short term needs (e.g., recreation) and long term needs the best.

There are also 7 additional recommendations alongside the combined options that are included in a following section, and these will be reflected in all 3 versions of the roadmap.

## Top Recommendation: Option 2B

### Description

- Implement Book King and Moneris (with Keystone integration), CityReporter, and Iron Mountain in 2022.
- Begin implementing TownSuite financial software and Gimmel in 2023.
- Implement TownSuite POS module in late 2023 / early 2024.
- Review suitability of additional prioritized TownSuite modules (e.g. CMMS, 311) in 2024.
- Implement any additional desired TownSuite modules in 2026 (e.g. HRIS), working towards aligning with option 3 (full TownSuite implementation in the long term).
- Keystone will be decommissioned in year 2 this option, although Microsoft Office will continue to be used to some degree within processes.

### Strategic Alignment (With Guiding Principles) – 1 (Low) to 5 (High):

- 4 / 5, rationale provided below.

#### Rationale:

1. Opportunity 1: Recreation Booking.
  - Recommendation: Implement Book King with Keystone Integration in 2022 (short term), and potentially TownSuite Recreation Module in 2025 / 2026 (long term).
2. Opportunity 2: Payments and Ecommerce.
  - Recommendation: Implement Moneris in 2022 (with Keystone integration) + TownSuite POS Module in 2023 / 2024.
3. Opportunity 3: Budgeting, Financial Performance Management, Project Management.
  - Recommendation: Implement TownSuite Financial Software in 2023.
4. Opportunity 4: Document and Records Management.
  - Recommendation: Implement Iron Mountain in 2022, + SharePoint and Gimmel in 2023.
5. Opportunity 5: 311, Maintenance Management, Field Work.
  - Recommendation: Implement CityReporter in 2022 (short term), + potentially TownSuite 311, Work Order, and Inspections Modules in 2025 / 2026 (long term).
6. Opportunity 6: HRIS and Payroll.
  - Recommendation: Keep Keystone and Easypay (short term), + potentially TownSuite HRIS Module in 2025 / 2026 (long term).



## Pros

- Funding for recreation software will be effectively used through the implementation of Book King prior to September 2022 (when funding expires), whereas it will be lost if only the TownSuite recreation module is desired (due to dependency with implementation of TownSuite financial system, which takes ~12 months).
- Selecting individual dedicated software could potentially better support specific business capabilities through superior functionality compared to equivalent modules offered by TownSuite (e.g., CityReporter).
- This option serves as an opportunity to familiarize the Township with TownSuite's software and offerings and evaluate its suitability before investing in additional modules with this vendor.
- This can serve as a more cost-effective solution from a cash flow perspective because purchase of lower cost software will be done in earlier years, while more expensive TownSuite modules will be implemented in the longer term (compared to full TownSuite integration over a 1-2 year period such as in option 3).

## Cons

- Systems outside of TownSuite will not be integrated with TownSuite.
- While the product has an API, custom integrations have not previously been built.
- Some manual processes will still exist to align TownSuite data with other external systems.
- Potential missed opportunities for module bundling discounts compared to sourcing all systems from 1 vendor.

## Duration and costs

- Duration and costs for Option 2B are captured in the Roadmap and Cost Savings sections of this document.

## Additional Recommendations

In addition to the opportunity areas prioritized and included in the combined option above, the following are additional recommendations for the Township to consider in order to pursue digital modernization holistically as an organization.

### **Recommendation 1: Improve Project Management Capability (to further support office of the CAO and all other relevant capability areas)**

#### **Recommendation Description:**

- Establish a project portfolio management process for better project visibility, governance, and prioritization within the Township:
  - Develop a project portfolio view that provides a view into all the projects in the portfolio and the key information related to these projects (e.g., start / end dates, stage / status, risks / issues, project lead / manager, budget).
  - Additionally, develop a comprehensive process which outlines the steps for the creation, prioritization, management and monitoring of the project portfolio and the related roles / responsibilities and decisioning rights.
  - If the Township chooses to utilize TownSuite or a similar product for project management, all available information related to projects (e.g., financials) can also be viewed / tracked using that software product.
  - Consider utilizing a tool such as Asana to create and manage the project portfolio.

- Define / refine project management lifecycle (PMLC) practices:
  - Develop the project management lifecycle (PMLC) framework to be used for all Township projects including the activities (e.g., status / financial reporting), artifacts (e.g., Project Charter), roles / responsibilities and decisioning rights associated with each stage of a project (e.g., Project Initiation, Project Planning, Project Execution, Project Monitoring, Project Closure).
  - Continue utilization of Kanban boards for task and workflow management.
  - Continue to enhance task tracking activities through the use of daily stand-up meetings on projects (e.g., 15-minute meeting where project staff identify what they are working on for that day and if there are any roadblocks for them to complete work).
  - Implement weekly or bi-weekly project status meetings for a more formal status update, knowledge sharing and project steering discussions.

**Expected Benefits:**

- Standardization across departments for project management and project portfolio management.
- Increased visibility and management of projects and related information (e.g., status, risks / issues, milestone dates).
- Improved alignment of the project portfolio with the Township's priorities.

**Recommendation 2: Improve Accessibility Compliance Processes (to further support office of the CAO and the clerk's office capability areas)**

**Recommendation Description:**

- Provide refresher accessibility training or access to previous training recordings, governance and tools to help staff create accessible content more efficiently e.g., by creating content in accessible formats from the outset (Word, PowerPoint) to prevent additional remediation efforts after deliverables are already complete.
- Provide access to previous recordings of more intensive accessibility training for staff that are responsible for creating PDFs intended for posting on the website.
- Reduce the use of PDFs on the website where possible by considering how else the content could be presented (i.e., HTML content, digital forms through Form Builder).
- Develop a digital accessibility policy that documents the responsibilities of different content creator roles.
- Ensure purchasing policies and templates include language that outlines the accessibility requirements for contracted vendors delivering any materials that will be posted on the website e.g., should specify the standards (WCAG 2.0 Level AA or PDF/UA) and that they provide a report showing proof of compliance, where available.
- Consider using a software tool to automate aspects of the accessibility process which can make it easier for staff responsible for creating PDFs to remediate documents. Examples of software tools include:
  - axesPDF – can scan PDF documents, generate reports that show accessibility issues and errors and can batch address some types of WCAG 2.0 issues.
  - Equidox – staff can upload PDF files to a website platform and can address WCAG issues and errors.

**Expected Benefits:**

- Reduce the time required to identify and address accessibility errors in documents that require remediation before they can be posted online.
- Greater clarification around roles, responsibilities, and expectations for accessible document creation.
- If recorded training is available, staff can benefit from it at any time as needed, especially in cases where staff might not be remediating documents on a regular basis.

**Recommendation 3: Enhance Fire-Related Incident Management and Accountability Tracking (to further support fire services capability area)****Recommendation Description:**

- Where enterprise software tools are being considered (e.g., Townsuite), explore the Fire-related functionality to address the challenges identified e.g., shift scheduling, payroll integration.
- For the FirePro tool, explore whether a more comprehensive package can provide improved Fire-related incident management and accountability tracking.
- Investigate other Fire Service specific solutions to determine if there are alternatives to FirePro that can further improve Fire Services capabilities e.g., tools like FireQ by Breton SmartTek may provide a more comprehensive solution.

**Expected Benefits:**

- Improved Fire-related incident management allows for better accountability / personnel tracking during an incident and better reporting following incidents.
- Improved firefighter safety and resource management through additional visibility of information e.g., to incident commanders.

**Recommendation 4: Mobilize a Digital Transformation Management Team (to support all capability areas)****Recommendation Description:**

- Assemble and mobilize a digital transformation management team to provide leadership, governance, and transformation support (architecture, KPIs, program / project management, change management, ongoing strategies and decision support, vendor management, etc.) for digital transformation including the implementation of related digital systems across the Township.
- Establish cadence of regular meetings to review the health of the digital transformation program and identify future areas for digital improvement and support.
- Monitor ongoing operations of implemented digital solutions and drive overall adoption of the solutions.

**Expected Benefits:**

- Ongoing visibility into the initiatives (including solution implementations) across various departments ensuring the initiatives stay on track.
- Program-wide governance, steering and change management across the various digital transformation initiatives allowing for ongoing tracking of inter-dependencies, risks / issues, etc.
- Ensuring the desired benefits of the digital transformation are achieved.

## **Recommendation 5: Conduct a Robotic Process Automation Pilot (across financial management, clerk's office, others relevant capability areas)**

### **Recommendation Description:**

- Identify candidate processes for automation for the RPA pilot. Candidate criteria can include the following characteristics:
  - Low human judgement activities (with little to no exception cases involving human intervention).
  - High volume activities.
  - High degree of process standardization (no changes / variations in process execution over time).
- For the identified processes, conduct an RPA pilot including implement an RPA tool, development of detailed (“click level”) process maps to configure steps to be replicated by an RPA Bot, etc.
- Capture learnings from the pilot and consider additional processes for automation leveraging the learnings.
- As the ability to leverage RPA matures, consider building a more comprehensive RPA center-of-excellence (COE) e.g., for RPA knowledge sharing across the Township.
- Expected Benefits:
  - Automation of manual processes and reduction in process inefficiencies e.g., double-entry of information into multiple systems.
  - Fewer human-errors as a result of the automation.
  - Increased capacity for staff to take on more strategic work.

## **Recommendation 6: Improve Data Management Processes and Tools (to develop IT and Data Management capability areas)**

### **Recommendation Description:**

- Establish a formalized process around data management and governance across the Township in order to realize the value of data as an asset. Some areas of consideration include:
  1. Identify the types of data used across the Township e.g., Financial, Project, Asset, Employee, Field Operations, Customer, etc.
  2. Establish data owners and related roles / responsibilities e.g., ensuring the data is current and reliable.
  3. Provide training on data and analytics to allow department leaders and staff to leverage data for better decision making.
  4. Centralize storage of data and reporting in a cloud-based location so that appropriate stakeholders can access up to date information when needed.
  5. Establish metrics e.g., business performance, data management and how these can be tracked using data either manually or from digital systems.
- Ensure there is clarity and documentation on the end-to-end data flow between the existing and new systems e.g., through the development of data architectures.

### **Expected Benefits:**

- Improved business capabilities that rely on or can be enhanced through data, analytics, and visualization.
- Enhanced data-driven strategic decision making through increased access and analysis of data / reporting.
- Increased efficiency and transparency of data across the organization for relevant stakeholders who will benefit from being able to access data easily and readily.

## **Recommendation 7: Improve IT Operating and Delivery Model (to better support IT and Data Management capability areas)**

### **Recommendation Description:**

- Establish an improved IT operating and delivery model to provide clarity on what IT functions (IT strategy, operations, architecture, data / analytics, security, vendor management) are required for the Township, interactions between IT and the rest of the Township, and the related roles / responsibilities and decisioning rights at the Township and other organizations (e.g., vendors, Bruce County).
- Identify / select optimal IT service provider in collaboration with Bruce County – potential options:
  1. In-house at Huron-Kinloss.
  2. In-house at County.
  3. Keep Microage but develop and sign formal contract with SLAs to help improve service quality / reliability.
  4. Select a different contracted external IT resource or organization for the Township or shared by multiple / all Bruce County municipalities.
  5. Once IT service provider is determined, establish / confirm responsibilities between the Township and the service provider and who will own the relationship with and management of the service provider.

### **Expected Benefits:**

- Improved maturity of IT business capability including IT Strategy, Architecture IT Operations and Service Management (low maturity in the current state).
- Potential efficiencies and cost savings if a shared IT model is implemented across various County tiers.
- Improved access to and quality of IT resources / support available to Township staff, which will better support service delivery to residents and other stakeholders.

# Roadmap For Prioritized Combined Option 2B

## Roadmap Overview

During Phase 2 of this project, the combined option 2B was presented and accepted by the Township as the preferred recommendation for moving forward into the digital future state for the Township. The combined options 1 and 3 were also explored at length and roadmaps were constructed for all three options in order to provide the Township with comprehensive insight into the implementation of each option. Roadmap overviews for the combined options 1 and 3 can be found in Appendix E while Option 2B is captured below.

Each combined option has different recommendations (software to be implemented) and roadmap sequencing (year when it would be implemented) for the top 6 initiatives:

1. Implementation of recreation booking software.
2. Implementation of online payments and eCommerce functionality.
3. Enhancement of budgeting, financial performance management, and project management software.
4. Enhancement of document and records management.
5. Enhancement of current 311, maintenance management, field work software.
6. Implementation of HRIS and payroll management software.

The remaining initiatives are shown below. Note that these recommendations are the same in all 3 of the combined options.

1. Improve IT Operating and Delivery Model.
2. Mobilize Digital Transformation Management Team.
3. Improve Document and Records Management (Iron Mountain, SharePoint and Gimmel).
4. Improve Fire Services.
5. Improve Accessibility Compliance Processes.
6. Improve Data Management Processes.
7. Conduct Robotic Process Automation Pilot.

The detailed roadmaps are available in Excel format and have been provided to the Township.

The table below captures the main initiative groups for the top recommended combined option, Option 2B, with the corresponding activities and implementation timelines. This is the highest level roll up view, and the proceeding section further breaks up these activities into sub activities with descriptions.

Note that the activity start and end dates signify the duration to complete the overall initiative from end to end. This duration tends to be longer than the “Initiative Implementation Start and End” dates, because the end-to-end time includes all relevant steps starting from demos, planning, signing of the sales contract with the vendor, through implementation, and including the stabilization and change management activities which will happen post implementation. Change management is assumed to take 6 months and this assumption has been applied in all 3 Roadmaps.

However, the “Initiative Implementation Start and End” dates represent the majority of the actual core implementation work that needs to take place, and serves as a clearer representation of the fixed work effort from the Vendor’s perspective (based on preliminary estimates provided by the respective vendors).

The overall activity duration is represented below by the bright yellow bars, and the core implementation duration can be seen in the darker yellow bars embedded within the bright yellow bars.

Note that in the case of initiative 0.0 – 3.0, and 10.0 – 13.0, there are no “implementation dates” provided, because these initiatives do not involve formal implementation of any software, rather they involve more general improvements to be made. Please refer to Appendix G for all assumptions for the Roadmaps provided.

*Table 5: High level Roadmap for Option 2B*

Initiative Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
0.0	Develop Digital Modernization Strategy	January 2022	March 2022	N/A	N/A					
1.0	Improve IT Operating and Delivery Model	January 2022	May 2022	N/A	N/A					
2.0	Mobilize Digital Transformation Management Team	March 2022	January 2027	N/A	N/A					
3.0	Improve Project Management Capability Within Township	April 2022	August 2022	N/A	N/A					
4.0	Improve Recreation Booking – Book King	February 2022	February 2023	April 2022	August 2022					
5.0	Improve Payments and eCommerce – Moneris	July 2022	September 2022	July 2022	September 2022					
6.0	Improve 311, Maintenance Mgmt., Field Work – CityReporter	February 2022	December 2022	March 2022	June 2022					

Initiative Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
7.0	Improve Document and Records Management – Iron Mountain	August 2022	April 2023	September 2022	November 2022					
7.0	Improve Document and Records Management – SharePoint	April 2022	July 2023	December 2022	February 2023					
7.0	Improve Document and Records Management – Gimmel	June 2023	May 2024	June 2023	October 2023					
8.0	Improve Budgeting, Financial Performance Management, Project Management – TownSuite Financial	February 2022	April 2024	October 2022	September 2023					
9.0	Improve HRIS & Payroll – TownSuite HRIS Module	February 2022	August 2024	August 2023	January 2024					
4.0 – Continue Initiative	Improve Recreation Booking – TownSuite Recreation Module	February 2022	March 2026	February 2025	August 2025					
5.0 – Continue Initiative	Improve Payments and eCommerce – TownSuite POS Module	February 2022	May 2025	April 2024	September 2024					
6.0 – Continue Initiative	Improve 311, Maintenance Mgmt., Field Work – TownSuite 311, Work Orders, Inspections Modules	February 2022	September 2026	September 2025	January 2026					
10.0	Improve Fire Services	July 2024	January 2025	N/A	N/A					
11.0	Improve Accessibility Compliance Processes	July 2024	January 2025	N/A	N/A					
12.0	Improve Data Management Processes	January 2025	September 2025	N/A	N/A					
13.0	Conduct Robotic Process Automation Pilot	January 2026	January 2027	N/A	N/A					



## Roadmap Details for Option 2B: Hybrid of TownSuite and additional systems / vendors (Set B)

Option 2B has been accepted by the Township as the preferred recommendation at the time of this report. This option is composed of TownSuite Financial and accompanying TownSuite modules supported in various capacities by other systems and vendors in the interim period to achieve the desired future state of digital within the Township.

The Roadmap for Option 2B is presented with a 5-year timeline with some software implementation occurring during year 5. In this option, the TownSuite financial software would replace Keystone Financial with implementation starting in October 2022. As implementation of TownSuite would take at least a full year, to address the immediate need of a recreational booking software, Book King would be implemented in August of 2022.

This implementation will not only serve the initial needs, but also will provide a point of comparison when exploring the recreation module offered by TownSuite (which is planned for implementation in October 2025) as well as the flexibility to maintain Book King if desired. Similarly, CityReporter addresses the immediate needs for 311, maintenance management and field work with implementation in August 2023 with the corresponding TownSuite module being implemented in March 2026 (if desired). Implementation of TownSuite HRIS module takes place in October 2023 to address the goal of a central HRIS system that is integrated with the overall financial software. Option 2B also addresses the need for eCommerce capabilities through the implementation of TownSuite POS with Moneris as the payment processor, this implementation is planned for June 2024. The detailed Roadmaps are available in Excel format and have been provided to the Township.

Roadmap For Option 2B with second level activities included.

Table 6 High Level Roadmap for Option 2B

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
0.0	Develop Digital Modernization Strategy	January 2022	March 2022	N/A	N/A					
1.0	Improve IT Operating and Delivery Model	January 2022	May 2022	N/A	N/A					
2.0	Mobilize Digital Transformation Management Team	March 2022	January 2027	N/A	N/A					
3.0	Improve Project Management Capability Within Township	April 2022	August 2022	N/A	N/A					
4.0	Improve Recreation Booking	February 2022	February 2023	April 2022	August 2022					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
4.1	Conduct Solution Demo & Make Go / No-Go Decision For Book King	February 2022	April 2022	April 2022	August 2022					
4.2	Conduct Discovery & Planning For Book King	April 2022	June 2022	April 2022	August 2022					
4.3	Conduct Implementation Activities For Book King	May 2022	August 2022	April 2022	August 2022					
4.4	Conduct Change Management Activities For Book King	August 2022	February 2023	April 2022	August 2022					
5.0	Improve Payments and eCommerce - Moneris	July 2022	September 2022	July 2022	September 2022					
5.1	Implement Moneris	July 2022	September 2022	July 2022	September 2022					
6.0	Improve 311, Maintenance Mgmt., Field Work	February 2022	December 2022	March 2022	June 2022					
6.1	Conduct Solution Demo & Make Go / No-Go Decision For CityReporter	February 2022	April 2022	March 2022	June 2022					
6.2	Conduct Discovery & Planning For CityReporter	March 2022	May 2022	March 2022	June 2022					
6.3	Conduct Implementation Activities For CityReporter	April 2022	August 2022	March 2022	June 2022					
6.4	Conduct Change Management Activities For CityReporter	June 2022	December 2022	March 2022	June 2022					
7.0	Improve Document and Records Management - Iron Mountain	August 2022	April 2023	September 2022	November 2022					
7.1	Conduct Discovery & Planning For Iron Mountain	August 2022	October 2022	September 2022	November 2022					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
7.2	Conduct Implementation Activities For Iron Mountain	October 2022	January 2023	September 2022	November 2022					
7.3	Conduct Change Management Activities For Iron Mountain	October 2022	April 2023	September 2022	November 2022					
7.0	Improve Document and Records Management - SharePoint	April 2022	July 2023	December 2022	February 2023					
7.4	Conduct Solution Demo & Make Go / No-Go Decision For SharePoint	April 2022	December 2022	December 2022	February 2023					
7.5	Conduct Discovery & Planning For SharePoint	December 2022	February 2023	December 2022	February 2023					
7.6	Conduct Implementation Activities For SharePoint	December 2022	January 2023	December 2022	February 2023					
7.7	Conduct Change Management Activities For SharePoint	January 2023	July 2023	December 2022	February 2023					
7.0	Improve Document and Records Management - Gimmel	June 2023	May 2024	June 2023	October 2023					
7.8	Conduct Solution Demo & Make Go / No-Go Decision For Gimmel	June 2023	July 2023	June 2023	October 2023					
7.9	Conduct Pre-Implementation Activities For Gimmel	June 2023	August 2023	June 2023	October 2023					
7.10	Conduct Implementation Activities For Gimmel	July 2023	December 2023	June 2023	October 2023					
7.11	Conduct Change Management Activities For Gimmel	November 2023	May 2024	June 2023	October 2023					
8.0	Improve Budgeting, Financial Performance Management, Project Management	February 2022	April 2023	October 2022	September 2023					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
8.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	October 2023	October 2022	September 2023					
8.2	Conduct Discovery & Planning For TownSuite Financial	October 2022	December 2022	October 2022	September 2023					
8.3	Conduct Implementation Activities For TownSuite Financial	November 2022	November 2023	October 2022	September 2023					
8.4	Conduct Change Management Activities For TownSuite Financial	October 2023	April 2023	October 2022	September 2023					
9.0	Improve HRIS & Payroll	February 2022	August 2024	August 2023	January 2024					
9.1	Conduct Solution Demo & Make Go / No-Go Decision For TownSuite HRIS Module	February 2022	September 2023	August 2023	January 2024					
9.2	Conduct Discovery & Planning For TownSuite HRIS Module	August 2023	October 2023	August 2023	January 2024					
9.3	Conduct Implementation Activities For TownSuite HRIS Module	October 2023	March 2024	August 2023	January 2024					
9.4	Conduct Change Management Activities For TownSuite HRIS Module	February 2024	August 2024	August 2023	January 2024					
4.0 – Continue Initiative	Improve Recreation Booking	February 2022	March 2026	February 2025	August 2025					
4.5	Conduct Solution Demo & Make Go / No-Go Decision For TownSuite Recreation Module	February 2022	February 2025	February 2025	August 2025					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
4.6	Conduct Discovery & Planning For TownSuite Recreation Module	February 2025	April 2025	February 2025	August 2025					
4.7	Conduct Implementation Activities For TownSuite Recreation Module	April 2025	October 2025	February 2025	August 2025					
4.8	Conduct Change Management Activities For TownSuite Recreation Module	September 2025	March 2026	February 2025	August 2025					
5.0 – Continue Initiative	Improve Payments and eCommerce	February 2022	May 2025	April 2024	September 2024					
5.2	Conduct Solution Demo & Make Go / No-Go Decision For TownSuite POS Module	February 2022	May 2024	April 2024	September 2024					
5.3	Conduct Discovery & Planning For TownSuite POS Module	April 2024	June 2024	April 2024	September 2024					
5.4	Conduct Implementation Activities For TownSuite POS Module	June 2024	November 2024	April 2024	September 2024					
5.5	Conduct Change Management Activities For TownSuite POS Module	November 2024	May 2025	April 2024	September 2024					
6.0 – Continue Initiative	Improve 311, Maintenance Mgmt., Field Work	February 2022	September 2026	September 2025	January 2026					
6.5	Conduct Solution Demo & Make Go / No-Go Decision For TownSuite 311 / CMMS / Inspections Module	February 2022	October 2025	September 2025	January 2026					
6.6	Conduct Discovery & Planning For TownSuite 311 / CMMS / Inspections Module	September 2025	November 2025	September 2025	January 2026					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
6.7	Conduct Implementation Activities For TownSuite 311 / CMMS / Inspections Module	October 2025	March 2026	September 2025	January 2026					
6.8	Conduct Change Management Activities For TownSuite 311 / CMMS / Inspections Module	March 2026	September 2026	September 2025	January 2026					
10.0	Improve Fire Services	July 2024	January 2025	N/A	N/A					
11.0	Improve Accessibility Compliance Processes	July 2024	January 2025	N/A	N/A					
12.0	Improve Data Management Processes	January 2025	September 2025	N/A	N/A					
13.0	Conduct Robotic Process Automation Pilot	January 2026	January 2027	N/A	N/A					

# Cost Savings

## Overall Approach & Objective

Cost Savings were forecasted for the following 6 prioritized initiatives in agreement with the Township:

- Implementation of recreation booking software.
- Implementation of online payments and eCommerce functionality.
- Enhancement of budgeting, financial performance management, and project management software.
- Enhancement of document and records management.
- Enhancement of current 311, maintenance management, field work software.
- Implementation of HRIS and payroll management software.

The purpose of the cost savings analysis was to determine the costs that would need to be incurred by the Township to implement (i.e., purchase and set up) and maintain (i.e. through payment of annual maintenance and support fees) each of the proposed future state combined options including Option 2B (the top recommended option involving a hybrid of TownSuite and other systems), Option 1 (variety of non TownSuite systems), and Option 3 (TownSuite-only option). Information on Option 2B is presented below while information on Option 1 and 3 is found in the Appendix F. Please refer to Appendix G for all assumptions for the cost savings information provided.

## Approach for Cost Projections

When analyzing costs, the following categories and metrics were included in the analysis:

1. **Software Costs** (costs associated with implementing new software):
  1. Implementation Fees (e.g., the costs to plan, install, test, and roll out new software).
  2. Keystone Integration Fees (e.g., the costs to build a custom integration between a new system and Keystone because Keystone cannot be replaced in that combined option).
  3. Hosting Fees (e.g., if the solution needs to be hosted on the Vendor's servers).
  4. Usage / Volume Based Fees (e.g., fee of 1% of transaction value to be paid to the Vendor per POS transaction).
  5. Annual fees (e.g., annual fee driven by user count in many cases, typically can include maintenance, support, routine updates, etc. from the Vendor).

2. **Internal Transformation / Change Management Costs** (additional costs associated with Township leadership oversight to support the introduction of new software):
  1. Required Infrastructure Enhancements (e.g., hardware or other required investments that might need to be made to support implementation / usage of the proposed solution such as new servers, new tablets, new laptops, etc.).
  2. FTE Costs (e.g., employee time that is expected to be dedicated to implementation / change management).

## Approach for Benefit Projections

When analyzing potential benefits, the following categories and metrics were included in the analysis:

1. **Potential Increase In Revenue** (e.g., this could potentially include increased productivity which drives higher revenue such as an increased number of licenses, permits, program registrations, etc. processed, as well as increased attraction of new businesses / developers / residents to Township due to improved ease of doing business with the municipality).
2. **“Hard Dollar” Savings** (operating expenses that can be reduced as a result of efficiency gains).
  1. Reduction in current state technology expenditure (e.g., money saved by decommissioning certain systems).
  2. Reduction in paper expenditure.
  3. Reduction in office supplies expenditure.
  4. Reduction in office equipment expenditure.
3. **Time Savings** (Staff time and associated costs saved due to increased process efficiency):
  1. FTE Hours Saved.
  2. FTE Dollars Saved.



## Cost Savings Overview for Option 2B

The below table summarizes the annual costs, dollar value benefits as well as net benefits for Option 2B. Tables for Options 1 and 3 can be found in Appendix F.

**Table 7** Annual Costs, Benefits, and Net Benefits Data for Option 2B

Metric	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Year 6 (2027)	Year 7 (2028)	Year 8 (2029)	Year 9 (2030)	Year 10 (2031)	5 Year Total	10 Year Total	Break Even Year *
Total Annual Costs	\$ 221,427	\$ 136,623	\$ 100,298	\$ 222,097	\$ 101,714	\$ 101,715	\$ 101,715	\$ 101,715	\$ 101,716	\$ 101,716	\$ 782,159	\$ 1,290,736	
Total Annual Benefits	\$ 300	\$ 132,850	\$ 151,023	\$ 147,896	\$ 148,079	\$ 155,232	\$ 162,743	\$ 170,630	\$ 178,911	\$ 187,606	\$ 580,148	\$ 1,435,270	
<b>Total Annual Net Benefits</b>	<b>-\$221,127</b>	<b>-\$ 3,773</b>	<b>\$ 50,726</b>	<b>-\$ 74,201</b>	<b>\$ 46,364</b>	<b>\$ 53,518</b>	<b>\$ 61,029</b>	<b>\$ 68,915</b>	<b>\$ 77,195</b>	<b>\$ 85,889</b>	<b>-\$ 202,011</b>	<b>\$ 144,534</b>	<b>Year 9</b>

**\*Note:** Break-even year is calculated by the year where the cumulative net benefits from the proceeding years becomes positive.

# Appendices

# **Appendix A:**

## **Business Capability Descriptions**

## Business Capability Descriptions

### Office of the CAO

#### *Business Capability Descriptions – Office of the CAO*

Level / Sub Level	Capability Title	Capability Description
1.0	<b>Office of the CAO</b>	Leadership and oversight for the Township, including directing the human, financial and physical resources to deliver services effectively, and ensuring that Council's directives are carried out.
1.1	<b>Municipal Services Oversight and Planning</b>	Strategy, planning, and oversight of existing/new municipal services to be delivered to residents of Huron-Kinloss.
1.2	<b>Municipal Policy Planning</b>	Strategy and planning of existing/new municipal policies with respect to services to be delivered by the Township to Huron-Kinloss residents (in collaboration with Council).
1.3	<b>Business Performance Management</b>	Ongoing monitoring, measurement, and evaluation of business performance across different divisions of the Township.
1.4	<b>Strategic Initiatives Management</b>	Ongoing opportunity identification, execution, and/or oversight of new/existing strategic initiatives being undertaken by the Township. E.g., implementation of Communications Plan initiatives. (Not including project management capabilities).
1.5	<b>Community Development</b>	Strategy with respect to community capacity, attracting residents, establishing partnerships with community organizations. Ensuring support for communities through grants and events.
1.6	<b>Community Engagement</b>	Strategy for two-way communication between Township and residents. Communication channels include Township website, educational campaigns, and social media. Involves marketing (non-programming related) for economic development and tourism.
1.7	<b>Operating Model Management</b>	Creation and management of the organizational structure. Including the creation of new roles, review of reporting relationships and assessment of operating model to support future changes.

### Business and Economic Development

#### *Business Capability Descriptions – Business and Economic Development*

Level / Sub Level	Capability Title	Capability Description
2.0	<b>Business and Economic Development</b>	Promoting Huron Kinloss as a great place to do business; and acting as the main contact for current, prospective, and expanding businesses.
2.1	<b>Business Recruitment and Retention</b>	Attraction of new businesses to the Township and ongoing communications with businesses in the community.
2.2	<b>Grants and Partnerships Management</b>	Identification of opportunities for grants and partnerships to grow businesses capacity in the Township of Huron-Kinloss.
2.3	<b>External Organization Support</b>	Management of partnerships with the Lucknow Chamber of Commerce, Ripley Business Community and Revitalization Committees.
2.4	<b>Township Promotions and Marketing</b>	Development of township promotional materials.
2.5	<b>Tourism Service Delivery</b>	Delivery of all tourism service offerings, including, Ice Cream Trail, Point Clark Lighthouse, and the Lucknow Tourism Office.

## Clerk's Office

### Business Capability Descriptions – Clerk's Office

Level / Sub Level	Capability Title	Capability Description
3.0	<b>Clerk's Office</b>	Day to day provision to Council, members of Council and its committees, with support and administrative services, and ensuring the municipality meets all its statutory requirements in all areas.
3.1	<b>Mayor and Council Support Management</b>	Acts as a liaison between the elected officials and internal/external contacts including residents, business, and other levels of government. Primarily responsible for managing Council meetings and recording meeting minutes.
3.2	<b>Corporate Records Management</b>	Management of corporate records in accordance with retention policies and mandate.
3.3	<b>Freedom of Information Request Management</b>	Management and fulfillment of Freedom of Information (FOI) requests.
3.4	<b>Drainage Act Compliance</b>	Performing activities related to compliance with the Municipal Drainage Act. Performed by the Drainage Superintendent.
3.5	<b>Land Use Planning</b>	Future land use planning.
3.6	<b>External Communications</b>	Informing the public of key information and updates on behalf of the Township, including social media-based communications.
3.7	<b>Accessibility Oversight and Reporting</b>	Performing all required accessibility compliance activities (e.g., to comply with AODA).
3.8	<b>Licensing</b>	Issuing licenses to the public: marriage, burial permits, and lottery.

## Financial Management / Treasury

### Business Capability Descriptions – Financial Management / Treasury

Level / Sub Level	Capability Title	Capability Description
4.0	<b>Financial Management / Treasury</b>	Control, management, and administration of financial accounting and data processing functions of the Township, including financial planning, budgeting, accounting, investment and fund management, tax and water revenue management, risk management, payroll administration, and procurement.
4.1	<b>Planning, Budgeting, and Forecasting</b>	Activities related to developing financial plans and forecasting budgets for the Township.
4.2	<b>Financial Performance Management</b>	Management of metrics for the financial performance of the Township and decision making to improve performance.
4.3	<b>Accounts Receivables</b>	Administering accounts receivable activities. Including the preparation of invoices and collection activities as well as ensuring accounts are complete and current.
4.4	<b>Accounts Payables</b>	Administering accounts payable activities. Including Processing vendor invoices and producing cheques.

Level / Sub Level	Capability Title	Capability Description
4.5	<b>Period End Closing and Reconciliation</b>	Accounting activities related to closing out books at period end.
4.6	<b>Financial Reporting</b>	Activities related to developing financial reports and maintaining financial records for the Township.
4.7	<b>General Ledger Management</b>	Management of the general ledger on an ongoing basis as payments are made (POS, pre-authorized payments).
4.8	<b>Treasury and Tax Management</b>	The Taxation and Revenue Clerk acts as a support person to the Treasurer and is responsible for the collection of revenue for the Township of Huron-Kinloss.
4.9	<b>Service Payments / Cash Receipts</b>	Receiving and processing payments (through phone or in person, cash, debit, or etransfer only).
4.10	<b>Payroll Management</b>	The Payroll and Asset Co-ordinator manages payroll and assists with management of human resources and tangible capital assets. This role also assists with answering the phone and taking over-the-counter payments.
4.11	<b>Audits and Accounting Controls</b>	Oversight and enforcement of controls over financial management activities.
4.12	<b>Insurance and Risk Management</b>	Management of insurance and risk management planning for Township.
4.13	<b>Procurement</b>	Activities related to purchasing/acquiring goods/services for the Township or approving the purchasing decisions made by other departments.
4.14	<b>Asset Management</b>	Management of Township asset inventory.
4.15	<b>Grant Applications and Management</b>	Completion of applications for grants on behalf of different Township departments, and support to other teams in the grant research process.

## Building and Planning

### *Business Capability Descriptions – Building and Planning*

Level / Sub Level	Capability Title	Capability Description
5.0	<b>Building and Planning</b>	Planning of land use, promotion of public safety, and ensuring compliance with the Ontario Building Code and the Property Standards Code. Accomplished with the cooperation of public health, fire protection, as well as adherence to structural sufficiency standards.
5.1	<b>Land Use Planning</b>	The Building and Planning Manager/CBO oversees all planning functions, including, providing information and support related to the Official Plan, Zoning by-laws and processing planning applications in cooperation with Bruce County.

Level / Sub Level	Capability Title	Capability Description
5.2	<b>By-Laws Enforcement</b>	Enforcement of various regulatory by-laws of the Township and statutes including the Residential Tenancy Act, the Maintenance Standards included in Ontario Regulation 517/06 under the Residential Tenancies Act, Weed Control Act, Pounds Act and Line Fences Act (as required). Township By-Laws include but not limited to Parking, Animal Control, Open Air Burning, Public Nuisance, Property Standards, Lawn Watering, ATV, Noise, Comprehensive Zoning and Property Standards By-laws. Acts as the Municipal Investigator as defined in the Ontario Wildlife Compensation Program. Acts as the Public Lands Officer as defined in the Public Lands Act. Acts as an Inspector for Property Standards as defined in the Residential Tenancies Act Standards. Acts as an Inspector as defined by the Building Code.
5.3	<b>Building Permits and Inspections</b>	Conducting building inspections and issuing building permits to ensure all building projects within the Township comply with the zoning By-law and meet the minimum standards set out on the Ontario Building Code as well as other requirements from authorities including the Public Health Unit and Conservation Authority.

## Public Works

### *Business Capability Descriptions – Public Works*

Level / Sub Level	Capability Title	Capability Description
6.0	<b>Public Works</b>	Management and execution of the maintenance and construction of roads and public works operations such as waste management, water treatment, sewage treatment and disposal, as well as responsibilities associated with the provision and contracting of hydro services and street lighting.
6.1	<b>Road Maintenance Service Delivery</b>	Operation and maintenance of a variety of equipment to construct roads and maintain the services provided by the Public Works Department.
6.2	<b>Other Infrastructure Maintenance Service Delivery (Non-Roads)</b>	Maintenance of all non-roads infrastructure in Township including facilities, gravel pit, and other assets (i.e., streetlights).
6.3	<b>Water and Wastewater Service Delivery Oversight</b>	Oversight of services being delivered by Veolia.
6.4	<b>Landfill Management</b>	Management of day-to-day landfill operations and oversight of entry and exit of all vehicles to the landfill.
6.5	<b>Road Safety Service Delivery (Crossing Guards)</b>	Management of road safety by crossing guard at various locations in the Township.
6.6	<b>Public Works Administration</b>	Responding to requests and concerns from the public related to Public Works. Assisting with document management and reporting within Public Works, and coordination of health and safety program.
6.7	<b>Equipment Procurement</b>	Planning and research on behalf of Community Services, or other departments that require new equipment followed by a review with Treasury for advice / approval.
6.8	<b>GIS Management</b>	Development and maintenance of the GIS system for the municipality.
6.9	<b>Infrastructure Planning</b>	Planning activities for infrastructure / capital projects as required by the Township.

## Community Services

### Business Capability Descriptions – Community Services

Level / Sub Level	Capability Title	Capability Description
7.0	<b>Community Services</b>	Management of recreational programming as well as the operation and maintenance of facilities in the Township.
7.1	<b>Services Planning</b>	Management of community service planning activities for the facilitation of services and programming.
7.2	<b>Strategic Planning</b>	Strategy development and Management of strategic projects for the community services department. I.e., The Climate Change and Energy Plan.
7.3	<b>Facilities Management</b>	<p>Execution of daily operations and maintenance of all Township parks, green spaces, trails, lakeshore area, and facilities (including arenas, community centers, pavilions, gazebos, library, fire halls, municipal offices, lighthouse, tennis courts, basketball courts, and baseball diamonds). Activities to maintain daily operations:</p> <ul style="list-style-type: none"> <li>- Grass cutting</li> <li>- Janitorial services</li> <li>- Completing and maintaining logs</li> <li>- Completion of annual inspections and initiation of repairs when required</li> <li>- Management of AGCO requirements for licensed facilities</li> <li>- Assisting in installation, maintenance and removal of ice surface</li> <li>- Assigning of job and tasks to facility operators, parks students and arena attendants</li> <li>- Management of sand dune restoration</li> <li>- Tree preservation, invasive species (i.e. phragmites) control, and watering of flower beds in public spaces.</li> </ul>
7.4	<b>Festivals and Events Delivery and Support Services</b>	Support services in the planning and execution of community led festivals and events within the Township. This activity is also supported by Public Works and the Fire department.
7.5	<b>Recreation Program Service Delivery</b>	Planning, development, and facilitation of all fitness (i.e., spin classes), sports (i.e., hockey, soccer, baseball programs), and other (babysitting courses, camps) programming for residents.
7.6	<b>Cemetery Management</b>	Management and maintenance of the Ripley Cemetery, including administrative functions such as records management.
7.7	<b>Community Services Administration</b>	<p>Administrative activities to support the Community Services department including:</p> <ul style="list-style-type: none"> <li>- Assisting Treasury with month end reconciliation, deposits, and invoicing</li> <li>- Permitting for beach vehicles and trees</li> <li>- Development of marketing materials for programs</li> </ul>



## Fire Services

### Business Capability Descriptions – Fire Services

Level / Sub Level	Capability Title	Capability Description
8.0	<b>Fire Services</b>	Delivery of fire and emergency protection services to the Township of Huron Kinloss.
8.1	<b>Fire Services Planning and Management</b>	Providing leadership and direction to the Ripley Huron Fire Department. Ensuring the development of personnel. Establishing and implementing departmental planning. Responsible for making recommendations related to the administration, policy development, budgeting and the management and operation of fire programs.
8.2	<b>Emergency Management Planning</b>	Development of plans related to emergency response procedures.
8.3	<b>Volunteer Scheduling and Attendance Tracking</b>	Scheduling volunteer firefighter shifts and tracking attendance.
8.4	<b>Fire Prevention Service Delivery</b>	Responsible for fire services by volunteer firefighter staff, mainly fire inspections.
8.5	<b>Fire Suppression Service Delivery</b>	Responsible for fire services by volunteer firefighter staff, mainly putting out fires and responding to emergencies.
8.6	<b>Emergency Medical Service Delivery</b>	Delivery of EMS by emergency team.
8.7	<b>Accountability Tracking</b>	Management, tracking, and oversight of Volunteer Firefighters when they go out into the field to track their whereabouts and safety.
8.8	<b>Fire Permit Management</b>	Management of fire permitting applications and issuance.
8.9	<b>Fire Records Management</b>	Management of administrative aspects of fire service delivery.

## Project Management

### Business Capability Descriptions – Project Management

Level / Sub Level	Capability Title	Capability Description
9.0	<b>Project Management</b>	Project Management standards and procedures used across all Township departments to plan and deliver projects.
9.1	<b>Project Management Life Cycle Management</b>	Implementation of project management procedures and standards that are applied throughout the life cycle of a project, starting from project initiation / kick-off to close out.
9.2	<b>Project Management Reporting</b>	Delivery of project management reporting within individual projects to provide status updates to stakeholders and to track project health.
9.3	<b>Project Portfolio Management</b>	Oversight at the highest level of a portfolio of all projects occurring within all Township departments.

## IT and Data Management

### *Business Capability Descriptions – IT and Data Management*

Level / Sub Level	Capability Title	Capability Description
10.0	<b>IT and Data Management</b>	Management, strategy, and governance of IT and digital data across the Township.
10.1	<b>IT Strategy and Architecture</b>	Development of an overarching IT strategy and architecture design for the Township's IT systems.
10.2	<b>Application Development and Maintenance</b>	Development of applications for use by the Township.
10.3	<b>IT Satisfaction Management</b>	Escalation point for communication of challenges with externally contracted IT resource/s.
10.4	<b>Security / Cybersecurity Management</b>	Selection, implementation, and oversight of cybersecurity tools and policies across the Township.
10.5	<b>IT Vendor Management</b>	Managing IT vendors for systems support.
10.6	<b>Data Management / Governance</b>	Management and governance of key data that exists within systems for the Township in a centralized database (e.g., a data lake).
10.7	<b>IT Operations and Service Management</b>	Execution of IT support services (currently being performed by Microage)
10.8	<b>Visualization and Advanced Analytics</b>	Analytics and data visualization capabilities to aid in reporting and business analysis, to make data driven decisions within the Township.

## HR and Talent Management

### *Business Capability Descriptions – HR and Talent Management*

Level / Sub Level	Capability Title	Capability Description
11.0	<b>HR and Talent Management</b>	Management and administration of human resources functions and talent retention across the Township.
11.1	<b>HR Policies, Procedures and Employee Communications</b>	Development of HR policies, procedure, and communications for employees.
11.2	<b>Employee Data Management</b>	Managing HR related data and records.
11.3	<b>Talent Strategy and Resource Planning</b>	Development of a strategy for talent and resource needs for the Township. Including the development of new roles or updating of existing job descriptions.
11.4	<b>Time Management</b>	Management of the timesheet entry process.
11.5	<b>Talent Management</b>	Attracting and retaining high-performing employees. Providing tools to develop their skills and keeping them engaged and motivated.
11.6	<b>Union and Labour Relations</b>	Working with relevant Union groups to manage Labour relations.
11.7	<b>Performance Management</b>	Management of individual employee performance and KPIs.

Level / Sub Level	Capability Title	Capability Description
11.8	<b>Compensation, Benefits and Rewards</b>	Planning of employee compensation, benefits, and rewards packages.
11.9	<b>Employee Health and Safety Policies and Oversight</b>	Development and execution of health and safety policies in the workplace.

## Retail Operations

### *Business Capability Descriptions – Retail Operations*

Level / Sub Level	Capability Title	Capability Description
12.0	<b>Retail Operations</b>	Management, marketing, and monitoring of retail operations across the Township.
12.1	<b>Sales Strategy and Forecast Demand</b>	Development of sales strategy plans, including the forecasting of future demand for sales across all categories.
12.2	<b>Channel Management</b>	Management and planning of the different channels (e.g., online, in person locations, etc.) where goods / services are sold.
12.3	<b>Market and Customer Analysis</b>	Research and analysis to understand the market and customer profiles and determine how to better address customer needs.
12.4	<b>Marketing Communications</b>	Creation and execution of marketing communications for the purpose of attracting retail sales.
12.5	<b>Point of Sale Management</b>	Management of the point-of-sale system in retail locations (e.g., lighthouse).
12.6	<b>Inventory Management</b>	Management and tracking of inventory levels for retail products.
12.7	<b>Order Management</b>	Management of orders of new stock of inventory for retail sales.
12.8	<b>Customer Service</b>	Delivery of customer service through retail sales process.

# **Appendix B:**

**Detailed Current State Findings by  
Business Capability Area**

## Detailed Current State Findings by Business Capability Area

### Capability 1.0: Office of the CAO

#### Capability 1.1: Municipal Services Oversight and Planning

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook:</b> Used for communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to use as a collaboration tool when developing deliverables.</li> <li>○ <b>Opportunity:</b> Township wide document management solution can improve document collaboration by allowing real time editing by multiple people, and version control capability.</li> </ul> </li> <li>• <b>Zoom/MS Teams:</b> Used for virtual meetings</li> <li>• <b>Shared/W Drive:</b> Used for document storage               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists.</li> <li>○ <b>Opportunity:</b> Township wide document management solution can improve ease of access and reduce time spent locating documents.</li> </ul> </li> <li>• <b>Huron-Kinloss Intranet:</b> Used for document storage.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs, no one centralized document repository exists.</li> </ul> </li> <li>• <b>Trello:</b> Used for leadership agenda meeting management</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Most planning / thinking work is paper based / "in head", not necessarily documented.</li> <li>• A physical Kanban board with sticky notes is also used to track what work is on the go and the status.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> It is easy to manage CAO tasks through this method, but harder to get insight into what other departments are doing as they have their own processes.</li> <li>○ <b>Opportunity:</b> Township wide project management solution (tool, processes, standards) can potentially improve visibility into other departments, resulting in more efficient planning for CAO.</li> </ul> </li> </ul>

#### Capability 1.2: Municipal Policy Planning

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word:</b> Used for procedure document creation, and creation of documents for council review</li> <li>• <b>Outlook:</b> Used for communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to use as a collaboration tool when developing deliverables</li> </ul> </li> <li>• <b>Zoom/MS Teams:</b> Used for virtual meetings</li> <li>• <b>Shared/W Drive:</b> Used for document storage               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists</li> <li>○ <b>Opportunity:</b> Township wide document management solution can improve ease of access and reduce time spent locating documents.</li> </ul> </li> <li>• <b>Huron-Kinloss Intranet:</b> Used for document storage / communications.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs, no one centralized document repository exists</li> </ul> </li> </ul>

### Capability 1.3: Business Performance Management

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used for performance tracking for initiatives</li> <li>• <b>Outlook:</b> Used for communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to use as a collaboration tool when gathering information</li> </ul> </li> <li>• <b>Zoom/MS Teams:</b> Used for virtual meetings</li> <li>• <b>Shared/W Drive:</b> Used for document storage               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists                   <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Township wide document management solution can improve ease of access and reduce time spent locating documents.</li> </ul> </li> </ul> </li> <li>• <b>Huron-Kinloss Intranet:</b> Used for document storage / communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs, no one centralized document repository exists</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategic plan monitoring: There is</b> room for improvement in this process.</li> <li>• Most of the monitoring of KPIs associated with the strategic plans are being tracked in Excel.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> The individual departments might not be focused on tracking their own KPIs, but some might be doing it.</li> <li>○ Teams have capacity constraints which could make reporting on project outcomes challenging.</li> <li>○ There is value in doing it to improve quality / methods of delivery.</li> <li>○ Currently, no performance measurement is happening for many projects, but they are tied to the capital plan.</li> <li>○ Note that formal performance report is submitted annually to external stakeholders.</li> <li>○ <b>Opportunity:</b> Township wide project management solution (tool, processes, standards) can potentially improve visibility into other departments, resulting in easier assessment of performance. Department level KPIs can be tracked in a dashboard and reports can be generated.</li> </ul> </li> </ul>

### Capability 1.4: Strategic Initiatives Management

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word:</b> Used for document creation</li> <li>• <b>Excel:</b> Used for document creation</li> <li>• <b>Outlook:</b> Used for communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Difficult to use as a collaboration tool when developing deliverables</li> </ul> </li> <li>• <b>Zoom/MS Teams:</b> Used for virtual meetings</li> <li>• <b>Shared/W Drive:</b> Used for document storage               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs</li> </ul> </li> <li>• <b>Huron-Kinloss Intranet: Used for</b> document storage / communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists</li> <li>○ <b>Opportunity:</b> Township wide document management solution can improve ease of access and reduce time spent locating documents.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Current process: action plans have their own timeline and staff resources assigned to tasks.</li> <li>• Initial meetings are done to align everyone on plan, then teams execute more on their own.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• There isn't always enough available staff / capacity to implement plans:</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Sometimes plans not completed or delayed</li> <li>○ <b>Opportunity:</b> Township wide project management solution (tool, processes, standards) can potentially improve visibility into other departments, resulting in easier monitoring of action plans.</li> </ul>
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**Capability 1.5: Community Development**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word:</b> Used for document creation</li> <li>• <b>Excel:</b> Used for document creation</li> <li>• <b>Outlook:</b> Used for communications               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Difficult to use as a collaboration tool when developing deliverables</li> </ul> </li> <li>• <b>Zoom/MS Teams:</b> Used for virtual meetings</li> <li>• <b>Shared/W Drive:</b> Used for Document storage:               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists</li> <li>○ <b>Opportunity:</b> Township wide document management solution can improve ease of access and reduce time spent locating documents.</li> </ul> </li> <li>• <b>Huron-Kinloss Intranet:</b> Used for document storage / communications:               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> difficult to find info / docs (everyone has their own subfolder), no one centralized document repository exists</li> </ul> </li> </ul>

**Capability 1.6: Community Engagement**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Bang The Table:</b> Used as an engagement tool to collect feedback from the community:               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to better use the existing tool better to their best ability. Further explore functionality of Bang the Table which might be underutilized in current state.</li> </ul> </li> <li>• <b>Huron Kinloss Website (eSolutions Form Builder):</b> Used to collect feedback from public online (more simple forms than above)</li> <li>• <b>Social Media:</b> Used for engagement with the public. Only 1 corporate FB and Twitter page which is easy to monitor.</li> <li>• <b>Keystone:</b> On few occasions tracked in complaints manager in Keystone, not consistently done.</li> <li>• <b>Excel / Word:</b> Some comments from social media are tracked in Word/Excel There isn't too much social media engagement, so a sentiment tracking tool might not be required.</li> </ul>

### Capability 1.7: Operating Model Management

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word:</b> Used for document creation (e.g., organizational charts)</li> <li>• <b>Outlook:</b> Used for communications</li> <li>• <b>Excel:</b> Used to track information.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Happens on an as needed basis, CAO will work with team leaders to get updates and see what might need to be changed based on recent events (e.g., if someone retires and a new position / team change is needed).</li> </ul>

### Capability 2.0: Business and Economic Development

#### Capability 2.1: Business Recruitment and Retention

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Huron-Kinloss Website (eSolutions Form Builder):</b> Used to create online forms to gather information from businesses</li> <li>• <b>GIS:</b> Used to locate proper zoning information, locate properties, etc.</li> <li>• <b>Townfolio:</b> Used to access community profile data</li> <li>• <b>Outlook and MS Teams:</b> Used for internal and external communications</li> <li>• <b>Facebook Page:</b> Used to interact with businesses, and provides informational info on relevant topics</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Gap is that the data provided by RTO / Stats Can isn't the most relevant to the Township and businesses it is trying to attract.</li> <li>• <b>Challenge:</b> Township doesn't proactively collect enough data, or know how to best use it <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to improve data collection and analysis processes</li> </ul> </li> </ul>

#### Capability 2.2: Grants and Partnerships Management

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>External (e.g., Provincial) Online Portals:</b> Inefficiencies are on provincial rather than on systems that HK uses as part of this process.</li> <li>• <b>Outlook and MS Teams:</b> Used for internal and external communications</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Most of the process for this is doing research and communications, reading emails and press releases.</li> </ul>



**Capability 2.3: External Organization Support**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook and MS Teams:</b> Used for internal and external communications</li> <li>• <b>Zoom:</b> Used for online meetings</li> </ul>

**Capability 2.4: Township Promotions and Marketing**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Adobe Creative Cloud (Publisher):</b> Was purchased outright with 2 licenses, and staff has been using it to date.</li> <li>• <b>Canva:</b> Used to create marketing materials for Tourism               <ul style="list-style-type: none"> <li>○ <b>Challenge.</b> Sometimes there are access challenges because not all software is installed on the laptops of staff that need to use programs.</li> <li>○ <b>Opportunity:</b> Opportunity to streamline creative tools (e.g., have more staff using Canva to eliminate access issues/costs).</li> <li>○ <b>Opportunity:</b> Opportunity to further train staff on how to use tools and use it for more use cases to improve quality of marketing materials.</li> </ul> </li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Video Production Software</b> (e.g., Renderforest): Could be used to develop promotional videos for Huron-Kinloss, or to explain to residents how to perform self service functions or for community engagement projects.</li> </ul>

**Capability 2.5: Tourism Service Delivery**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Huron Kinloss Website (eSolutions Form Builder):</b> Used for forms for the public.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> there were some issues where users don't always follow form instructions (i.e., photo size attached is too large), however the Township can access back end of form builder to contact individuals whose forms had problems.</li> </ul> </li> <li>• <b>"Goose chase"</b> system was tried in the past for a scavenger hunt, but was not effective</li> <li>• <b>Note:</b> There are tourist town websites, and decision still to be made if they are efficient to keep / run (3rd party called Tourist Town looks after them, this is a free service for the Township to receive)</li> </ul>

**Capability 3.0: Clerk’s Office**

**Capability 3.1: Mayor and Council Support Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Huron Kinloss Website (Calendar):</b> Used to post meeting information.</li> <li>• <b>eScribe:</b> Used as a meeting management system part of the website.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that there are concerns around confidentiality controls. Any "administrator" can gain access to closed meetings which shouldn't be the case.</li> </ul> </li> <li>• <b>Note:</b> Some agenda info stored on old platform (in house agenda management system) couldn't be imported into the new system for closed meetings (but this was requested by H-K).</li> <li>• <b>Intranet:</b> Used for closed meetings.</li> <li>• <b>Challenge:</b> Ideally eScribe should be used for open and close. Inconvenient to use, duplication of data entry / updating required.</li> <li>• <b>Zoom:</b> Used for Virtual Meetings: 2 links being sent to Council: 1 for open agenda, and 1 for closed session               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Sometimes the wrong link might get clicked on (however, this can't be changed because the Public can't get accessed to the closed session).</li> </ul> </li> <li>• <b>Note:</b> Meetings are not recorded and shared with the public. This is because they need to be closed captioned to meet accessibility standards, and option to use YouTube isn't accurate. The eScribe module could be used, but there doesn't seem to be demand for recordings to justify the cost.</li> </ul>

**Capability 3.2: Corporate Records Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Primarily paper based (based on by-laws which dictate which docs must be permanently stored vs can be digital)</li> <li>• <b>MS Word:</b> Used to draft by-law documents to be uploaded on Keystone</li> <li>• <b>Keystone:</b> Used to store all by-laws are on stored Keystone</li> <li>• <b>eScribe + Huron-Kinloss Website:</b> Used to store meeting minutes and select by-laws on the website (those which would be of most interest to the public)</li> <li>• <b>Shared W Drive:</b> Also stores some documents</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No digital document repository exists; most files are paper based and physically stored on site at municipal office. Limitations of this include the fact that it increases risk for Township if records are damaged in the future. Also, physical space is running out. Other staff members have longer wait times and rely on Clerk to get access to documents.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to adopt a digital document repository that aligns with retention requirements. Reduce paper usage and storage risks.</li> </ul> </li> <li>• <b>Opportunity:</b> By-laws management opportunity to use electronic signature solution (e.g., DocuSign) to make approval process more efficient (in situations where wet signature is not mandatory). However, there is not a significant expected increase in efficiency if implemented. Might also create some confusion about which doc is original copy / possible duplication.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> By-laws have yet to be updated to indicate digital storage is allowed for documents currently retained on paper.</li> <li>• <b>Note:</b> The Ontario Municipal Records Management Systems ("Tomrance) is a new classification system for records (not a tool) which is used across Ontario that will impact records management processes in the future.</li> </ul>

**Capability 3.3: Freedom of Information Request Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Depends on where the record being requested is stored so that it can be retrieved (paper, Outlook, shared drive, Keystone, etc.)</li> <li>• <b>Huron-Kinloss Website:</b> Used to create and post digital form for public to request info, and they have to pay \$5 which goes through Treasury</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Very few requests are made per year.</li> </ul>

**Capability 3.4: Drainage Act Compliance**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Drain Brain:</b> Used as the dedicated system for drainage management               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that it is not cloud accessible, and only 1 employee knows how to use it (1-2 more will be cross trained on it in the future).</li> <li>○ <b>Challenge:</b> Not compatible with Township property database in Keystone (drainage repairs and payments are linked to property locations / owners). Need to provide notifications to people impacted in watershed area which is a manual process to determine who to contact.</li> <li>○ <b>Opportunity:</b> Opportunity to investigate Drainage Software options that would be compatible with Township software and cloud based</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• There are reports generated by the system that are sent to regulatory agencies.</li> </ul>

**Capability 3.5: Land Use Planning**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Bruce County GIS:</b> and reports they provide to upload to Township system.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Bruce County GIS is not always up to date (property ownership information).</li> </ul> </li> <li>• <b>Keystone:</b> Used to cross reference and validate accuracy of property data.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Circulation list is prepared, and property ownership data in County GIS is compared to Keystone to validate by cross referencing.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> This is a very manual process (need to validate that every role number, mailing address, and name is correct), there are usually 3-4 per month, and could have to review 1000s of property details each time.</li> <li>○ <b>Opportunity:</b> Opportunity to streamline / eliminate manual process of report reconciliation (e.g., through robotic process automation)</li> </ul> </li> </ul>

**Capability 3.6: External Communications**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Adobe Photoshop / Illustrator / Canva:</b> Once the communications coordinator role is brought in, these tools will be used by this department to create communications materials.</li> <li>• <b>Mailchimp:</b> Moving to Clerk's department, will be used to send out monthly newsletter via email.</li> <li>• <b>Social Media:</b> Corporate FB and Twitter page used to post updates for the public and engage with them.</li> </ul>

**Capability 3.7: Accessibility Oversight and Reporting**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Escribe:</b> The website and agenda management both need to meet accessibility requirements, and they currently do</li> <li>• <b>Adobe Accessibility Checker:</b> Used to assess if a document is accessible. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Very slow, manual, there could be a better program for this</li> <li>○ <b>Opportunity:</b> Opportunity to determine a better tool to assist in accessibility compliance</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Members of the public might provide documents to the Township that might not be in an accessible format. Accessibility reports are also prepared and sent to gov once annually.</li> </ul>

**Capability 3.8: Licensing**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used to update lottery license, marriage licenses, burial permits, etc., based on the paper copies which are manually entered into system.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Only a couple / 6-10 per month in each category are issued.</li> </ul>

**Capability 4.0: Financial Management and Treasury**

**Capability 4.1: Planning, Budgeting, and Forecasting**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone</b></li> <li>• <b>Excel.</b></li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• Dedicated budgeting software (e.g., Questica) <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a dedicated budgeting and financial planning software to improve this function / make it less manual (Excel based).</li> </ul> </li> </ul>

**Capability 4.2: Financial Performance Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone</b></li> <li>• <b>Excel</b></li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Similar to budgeting in that info is pulled from where needed, and as needed. Provincially required performance management is being done when needed.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a dedicated budgeting and financial planning software to enable this function (e.g., dashboard view of key financial metrics per department) and improve financial decision-making capabilities.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• Certain data is tracked, but sometimes Township doesn't know what data will be required when it is requested.</li> <li>• Some data is looked at monthly, quarterly, or annually depending on what they are, coordinated with Council requests or auditing.</li> </ul>

**Capability 4.3: Accounts Receivable**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used for data entry, and integrated with RBC express, enables EFT, and emailing of invoices.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that the invoices for recreation activities has a different process because it comes through a different module.</li> <li>○ <b>Opportunity:</b> Opportunity to automate manual data entry (e.g., through robotic process automation).</li> </ul> </li> </ul>

**Capability 4.4: Accounts Payable**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used for data entry, and integrated with RBC express, enables EFT, and emailing of invoices.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Manual entering of invoices               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to automate manual data entry (e.g., through robotic process automation).</li> </ul> </li> </ul>

**Capability 4.5: Period End Closing and Reconciliation**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone.</b></li> </ul>

**Capability 4.6: Financial Reporting**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Keystone.</li> <li>• Excel.</li> </ul>

**Capability 4.7: General Ledger Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Keystone.</li> <li>• Excel.</li> <li>• <b>Scanner:</b> Used to mass scan large volume of payments.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Manual data entry involved (e.g., for etransfer, mortgage payments, year-end GL entries).</li> <li>• <b>Opportunity:</b> Opportunity to automate manual data entry (e.g., through robotic process automation).</li> </ul>

**Capability 4.8: Treasury and Tax Management**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Functionality is optimized for this capability, aligns with legislative requirements.</li> <li>• Excel.</li> </ul>

**Capability 4.9: Service Payments / Cash Receipts**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Keystone.</li> <li>• Phone.</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No self-service option for residents to make online payments instead of phone.             <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to enable self service payments function for residents through website.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Data related to payment is entered into system.</li> <li>• Payments for different departments / facilities location are available to view anywhere in keystone because invoices are stored in this one place.</li> </ul>

**Capability 4.10: Payroll Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Easypay:</b> Used for payroll data entry                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Not used currently to track sick time (because dates aren't shown, dates must be tracked elsewhere). Note: E-stub is generated now instead of paper.</li> <li>○ <b>Opportunity:</b> Opportunity to use a different system (e.g., an HRIS system that also has full timesheet entry functionality, integrated with payroll) to streamline process.</li> </ul> </li> <li>• <b>Outlook:</b> There is a combination of paperless (Excel via email) and few paper time sheets being submitted to payroll coordinator.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Manual data entry of timesheet entries, cross referencing with Vacation / sick time.</li> </ul>

**Capability 4.11: Audits and Accounting Controls**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following</p> <ul style="list-style-type: none"> <li>• <b>Keystone.</b></li> <li>• <b>Excel.</b></li> </ul>

**Capability 4.12: Insurance and Risk Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone.</b></li> <li>• <b>Excel.</b></li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Need driven process. No enterprise level risk management system is updated / tracked to check status of if risks are being resolved.</li> </ul>

**Capability 4.13: Procurement**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Bids and Tenders.</b></li> </ul>

**Capability 4.14: Asset Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Citywide:</b> Used to periodically update Township asset inventory. Easy to use, don't currently have a reason to use the other modules which haven't been added yet.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Capital planning module could be better used (helps run scenarios for asset life / future funding etc.) because it has more functionality. More training / staff able to use it would be beneficial. This is already being paid for through current package.</li> </ul> </li> </ul>

**Capability 4.15: Grant Applications and Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Online government portals:</b> Used to submit grant applications.</li> <li>• <b>Excel:</b> Used to track what grants were applied to, but this process wasn't consistently followed.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Grant parameters influence what process is followed; successful grant applications lead into project management process because there are milestones to plan around.</li> </ul>

**Capability 5.0: Building and Planning**

**Capability 5.1: Land Use Planning**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Paper and Excel.</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• No dedicated project management software is used for planning initiatives, currently.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement improved and standardized processes and guidelines.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Siloed process between County and Municipality looking after higher and lower-level planning respectively.</li> <li>• There is a lot of phone and email communications back and forth to discuss planning throughout the process.</li> <li>• Paper trail is hard to go back and see.</li> </ul>



### Capability 5.2: By-Laws Enforcement

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Phone:</b> Used to intake / facilitate payments. The website is not leveraged to enable self service payments for residents.</li> <li>• <b>See Click Fix:</b> Used to intake / assign by-laws enforcement related activities coming from resident requests.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No self-service available online for payments. The payments collection process (for fines, licensing requirements) are either done manually in person, or on the phone (CC or etransfer). <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to enable online payments function through website.</li> </ul> </li> <li>• <b>Challenge:</b> Each bylaw has its own tracking of progress, where the matter lies (first vs second complaint etc.) which aren't standardized. Complaints are coming in via phone and email and aren't centrally tracked (some go to See Click Fix). <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> </ul> </li> </ul>

### Capability 5.3: Building Permits and Inspections

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Cloud Permit:</b> Used for the applications submission, and inspections process. It is advanced and allows for work assignment + timelines and admin to address governance needs, indicates types of buildings being constructed, shows some metrics. Inspection notes, pictures, supporting docs can be added to Cloudpermit as well for reference.</li> <li>• <b>Challenge:</b> Limitations of the system include lack of payments capabilities, and not all agencies/approval bodies have access to system for efficient communications. However, there are dependencies with other technology limitations faced by other departments at HK (e.g., Keystone / Treasury), and other 3rd party stakeholders' processes.</li> <li>• <b>Revu (BlueBeam):</b> Is also used for managing drawings submitted as PDF and reviewed to make sure they comply with building code, and notes are added.</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Limited info/data available via GIS integration through Cloudpermit (e.g., it would be helpful to have more info on septic system, more infrastructure info, road mapping etc. available).</li> <li>• <b>Challenge:</b> Not as much data related to buildings is being collected (e.g., accessibility, energy efficiency compliance), which could make reporting to higher level stakeholders easier.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Current by-laws make printing paper copies of digital documents mandatory for retention purposes which creates document storage challenges. Opportunity to shift to digital only. <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to update by-laws to allow digital document storage, and to adopt a digital document repository.</li> </ul> </li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Many users of the system are new to using technology, some have requested access to more data, some don't have demand due to lack of familiarity/insight.</li> </ul>

**Capability 6.0: Public Works**

**Capability 6.1: Road Maintenance Service Delivery**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <p><b>Huron Kinloss GIS (Find It) / Arc GIS:</b> Used to locate things when out in the field.</p> <ul style="list-style-type: none"> <li>• <b>See Click Fix / Phone:</b> Used to intake PW service requests coming from the public, email comes to team leader, then assigned to field team member who can retrieve the request in the app on their phone.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Manual process to assign requests to PW team, although this was a process decision that was made by the Township (email goes to Leader first or Admin Assistant, then they assign to team member).</li> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> </ul> </li> <li>• <b>Huron-Kinloss Intranet:</b> Used to post communications / updates for the field team to review.</li> <li>• <b>Cell Phones:</b> Used to access MS Teams / Email / text message to communicate with team when out in the field.</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Reporting Tool:</b> To produce reports related to PW operations.</li> <li>• <b>Mobile Tablets / Patrolling Mobile Apps:</b> Were tried out for use in winter patrols, but apps being used weren't trusted / working well. The PW tablets are only being used by Veolia right now.</li> <li>• <b>Apps that were tried out:</b></li> <li>• <b>AET app:</b> AET is the current provider for tracking vehicles via GPS, records how fast it was driving etc. (helps to prove facts if legal issues arise).               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Also has a patrol function for this app, but you can't input road / weather conditions info which is part of patrolling activity.</li> </ul> </li> <li>• <b>Citywide app:</b> Tried out as a winter patrol app.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> In the Kinloss area, wireless connection is weak, so app wasn't reliable, would stop tracking truck location, and Citywide wasn't able to resolve issue. Citywide also doesn't integrate with other systems.</li> </ul> </li> <li>• <b>MESH:</b> This a program that is being considered but it is expensive (20k/yr.), it does have a lot of useful functionality, and other municipalities are using it.</li> <li>• When a new system / app is being chosen, consideration needs to be made to retain patrolling documents for long enough period to protect if liability cases occur, digital will make this easier to store.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to determine a mobile app that will suit the needs of the department for patrolling.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Patrolling and execution of tasks in the field which involves a lot of data collection / entry (on paper) to record patrolling results.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Less interest / willingness within field team to adopt new technology, fatigue from trying out too many apps in the past.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Support the development of a digital culture by introducing optimal tools which are user friendly in order to rebuild team comfort level and willingness to use technology.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No reporting being generated in the current state due to paper inputs recorded during patrolling activities.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Digitize patrolling process in order to enable reporting, and establish reporting needs and processes.</li> </ul> </li> </ul>

**Capability 6.2: Other Infrastructure Maintenance Service Delivery**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>See Click Fix / Phone / Fax:</b> Same as above, used to intake PW service requests. Usually the contractor is contacted (specifically through either phone or fax) to go out and deliver the service when needed.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> </ul> </li> <li>• <b>Excel:</b> Used to manage the gravel pit. Gravel pit has some info tracked in Excel and provided to ministry annually. Some modernization might be required in the future when work is being done on the gravel pit.</li> <li>• <b>Canadian Scales:</b> Used in operations to weigh content at landfill and has improved reporting accuracy.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Less interest / willingness within field team to adopt new technology, fatigue from trying out too many apps in the past. This is one individual right now (the contractor).               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Support the development of a digital culture by introducing optimal tools which are user friendly in order to rebuild team comfort level and willingness to use technology.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No reporting being generated in the current state due to paper inputs recorded during patrolling activities.</li> </ul>

**Capability 6.3: Water and Wastewater Service Delivery Oversight**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Mobile Tablets:</b> Used by Veolia staff to review as built drawings and service records</li> <li>• <b>Huron Kinloss GIS (Find It) / Arc GIS:</b> Used by Veolia can access maps (e.g., for hydrant flushing, next year for valve turning)</li> <li>• <b>See Click Fix:</b> Used to intake water related service request from the public. Water related requests get converted to an email-based work request by assistant that goes to Veolia.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Only PW assistant has insight in status of work order completion.</li> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> </ul> </li> <li>• <b>Outlook:</b> Used to intake / assign work orders. Work order process goes though PW assistant who communicates with Veolia, this system has worked well in the past.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Veolia sends weekly water quality results to Township (also they alert ministry if there is a water quality issues).</li> </ul>

**Capability 6.4: Landfill Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone (Landfill module):</b> Used to manage landfill operations.                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Crashes frequently, being investigated by Microage/Treasury.</li> </ul> </li> <li>• <b>Toramont:</b> Reporting on time equipment was run / was idle, fluid info, etc.</li> <li>• <b>Outlook / Phone:</b> Used to arrange disposal requests for specific type of items (mattresses, scrap metal)</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• Keystone and Toramont does have reporting capabilities which is meeting the department's needs.</li> </ul>

**Capability 6.5: Road Safety Service Delivery (Crossing Guard)**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Phone:</b> Used to communication back with the office when needed (e.g., to report incidents).</li> </ul>

**Capability 6.6: Public Works Administration**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Phone:</b> Used to intake requests from public</li> <li>• <b>See Click Fix:</b> Used to receives emails for PW requests which are then sent to Manager to further assign to team member, or they are directly forwarded to lead hand</li> <li>• <b>Excel:</b> Used to track health and safety training, equipment maintenance, gravel pit reporting (paper inputs from lead hand which are then manually entered into Excel), street light maintenance (must be reported to electrical authority).                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Challenge is that Manager doesn't have full insight at all times into what the status of things are. Can't easily view status information (i.e., what repairs were done, are pending, when the contractor finished a job).</li> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> <li>○ <b>Challenge:</b> Sometimes a lot of paper builds up for year-end reporting which then must be located and entered in a short amount of time.</li> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide document management solution which can improve ease of access and reduce time spent locating documents.</li> </ul> </li> <li>• <b>USB Drive:</b> All documents are saved here when WFH, and then backed up on server only when in the office.                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> There is a process to access the W drive remotely, but it isn't reliable, and people prefer to save on local device instead. It is also difficult to access other department files and collaborate on docs.</li> </ul> </li> </ul>

### Capability 6.7: Equipment Procurement

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook:</b> Used to communicate with departments</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Happens on an as needed basis, or seasonal / year end forecasts are done where this is evaluated. The other departments usually do their own research into what equipment they need and what the pricing info is before sharing with Public Works.</li> </ul>

### Capability 6.8: GIS Management

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Huron Kinloss GIS (Find It) / Arc GIS:</b> Used to manage mapping data for Township. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Can be further developed but team doesn't have capacity to focus on this currently.</li> <li>○ <b>Opportunity:</b> Opportunity to continue developing the Township GIS tool if capacity is freed up on other tasks (i.e., if workflow management and project management becomes more efficient).</li> </ul> </li> <li>• <b>Citywide:</b> Used to manage data <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Challenge is that Citywide provides data that can be very far off from the GIS data.</li> <li>○ <b>Challenge:</b> Citywide issues a 4 digit ID, but the Township uses an alpha numeric system, need to figure out how to integrate the 2. GIS is more accurate with the data than Citywide is since Citywide has data entry from Treasury.</li> </ul> </li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Treasury doesn't understand the GIS system well, and PW doesn't understand Citywide as much. GIS consultant is engaged to help see how this can be resolved.</li> </ul>

### Capability 6.9: Infrastructure Planning

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Street Logix (Street Scan):</b> Used for paved roads, LIDAR vehicle assigned PCI index to each road, can be viewed in the program to see the cracks, potholes, assess condition of road, identify capital needs. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Challenge is that a lot of info needs to be inputted for the tool to be useful.</li> <li>○ <b>Challenge:</b> There is limited capacity to explore the scenario planning feature (many if statements to consider/analyze).</li> <li>○ <b>Challenge:</b> It is expensive at \$30k/annually, and it not being used to full potential, but has many benefits.</li> <li>○ <b>Opportunity:</b> Opportunity to further explore functionality of Street Logix if capacity is freed up in other areas (i.e., if workflow management and project management becomes more efficient)</li> </ul> </li> <li>• <b>Excel:</b> Used for document creation (e.g., 10 yr. capital plan for roads, water, etc.)</li> <li>• <b>Outlook / MS Teams:</b> Used for communications.</li> </ul>

## Capability 7.0: Community Services

### Capability 7.1: Services Planning

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Trello:</b> Has been used on some occasions, but not for monthly or weekly tracking.</li> <li>• <b>Citywide:</b> Used for asset management data tracking.</li> <li>• <b>Excel:</b> Used alongside Citywide for asset management. Spreadsheets are used to manage data about assets that were purchased.</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No dedicated project management system</li> <li>• <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement standardized processes or standards.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Annual strategic planning is done.</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• Appears there is an untapped opportunity to collect more data as part of facilities management and other community services delivery which can feed into reporting which can be used for planning and better evaluate department performance / KPIs.</li> </ul>

### Capability 7.2: Strategic Planning

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>LAS Energy Planning Tool:</b> Used for record keeping related to energy consumption</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• No dedicated project management system.</li> <li>• <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement standardized processes or standards.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> If Climate Change and Green Energy Plans are approved, there might be capacity constraints with not enough resources available to implement / execute plan.</li> <li>• <b>Opportunity:</b> If more staff time was freed up from admin / manual tasks through better use of technology, staff could focus more on strategic planning.</li> </ul>

**Capability 7.3: Facilities Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>iAuditor:</b> free trial is being used to access a checklist for inspections and record keeping (RFAM and City Report are / were also being considered for this).               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Functionality is limited: Does not act as a work order system, it will have to be integrated with one</li> <li>○ It is also not integrated with Citywide</li> <li>○ Not cloud accessible, therefore can't be updated via tablet while out in the field</li> <li>○ <b>Opportunity:</b> Opportunity to select an inspections management tool that meets the department's needs which can make field processes paperless long term.</li> </ul> </li> <li>• <b>Mobile Tablets</b> (e.g., Surface Pro): used to conduct Parks inspections in the field</li> <li>• <b>Ecobee:</b> used to remotely monitor / temp control facilities.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> There is an opportunity for better building automation in the future.</li> </ul> </li> <li>• <b>Outlook and MS Teams:</b> used for internal communications</li> <li>• <b>Phone:</b> used to accept requests / complaints about facilities from the public               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Work assignment process is time consuming / manual because request is written on paper than assigned to a staff member to complete</li> </ul> </li> </ul> <p><b>System Gaps:</b></p> <p>There are some <b>gaps in software</b> for essential departmental functions:</p> <ul style="list-style-type: none"> <li>• No <b>work order system</b> exists, work is manually assigned               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project work order management / CMMS tool (i.e., one that facilitates the intake of all public requests for service). Reduce usage of phone / email / paper in this process.</li> </ul> </li> <li>• <b>Remote facilities door access solution</b> is pending to be acquired/implemented, and a manual punch code system is used on site now. Salto Doors system is being considered.</li> <li>• <b>Tree inventory software:</b> This doesn't exist but would be very beneficial for mapping and to develop tree reforestation plan in the future.</li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• There are gaps in data being collected (e.g., facility usage reports, inspections progress/KPI reports), and minimal reporting being generated which would help improve / make better decisions for facilities management, and aid in the implementation of goals from the Climate Change and Green Energy Plan               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to introduce reporting through the digitization of inspections activity data and use of a toll which can auto generate reports.</li> <li>○ <b>Opportunity:</b> Opportunity to enable assessment of KPI's for facilities and equipment, reducing risks / liability, and improve equipment / infrastructure replacement plans.</li> </ul> </li> </ul>

**Capability 7.4: Festivals and Events Delivery and Support Services**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following</p> <ul style="list-style-type: none"> <li>• <b>Keystone / Outlook / Phone:</b> Used for the same booking systems activities recreation programming (capability 7.5 below)</li> <li>• <b>Trello:</b> Used for some planning functions</li> <li>• <b>Outlook:</b> used to add reminders of when to contact stakeholders to an event planning calendar</li> </ul>

**Capability 7.5: Recreation Program Service Delivery**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used for some programming and registration activities               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> System is not designed for this function and is not cloud accessible.</li> <li>○ <b>Challenge:</b> No integration between Keystone and other systems used for programming / booking including website calendar, Outlook calendars, etc.</li> </ul> </li> <li>• <b>Huron Kinloss Website:</b> Used to facilitate some requests</li> <li>• <b>Outlook:</b> Used to enter programming info into calendars               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that that the notes for the program aren't easily visible for review by front line staff unless they fully open a booking</li> </ul> </li> <li>• <b>Phone:</b> Used to facilitate payments from the public</li> <li>• <b>Challenge:</b> No self-service payments method currently exists on website</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Dedicated recreation software</b> (integrated with Treasury) for booking and payments doesn't exist yet. ACTIVEnet, Perfect Mind, Book King, being considered.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to select a recreation booking software that suits the department's needs which will help eliminate duplication of data entry and reduce human error.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Time consuming and manual to set up a new session of an existing program. Could be auto populated from a past template with a better system which would save staff time. Also, time consuming to enter in Calendar information in 3 different places.</li> </ul>

**Capability 7.6: Cemetery Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Stone Orchard:</b> used as a dedicated system to manage the Cemetery and view maps when in the field               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that it is a slow system, and map system integration is still in progress and needs to be connected with database.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• System does have reporting capabilities which meet the department's needs</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Only used for 20-25 burials per year due to size of Township.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Not directly connected to the invoicing process / Keystone, so there is a manual process associated with Cemetery invoicing.</li> </ul> </li> </ul>



**Capability 7.7: Community Services Administration**

Current State Score	Findings
2	<p><b>Technology:</b> Systems used include Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used for data entry                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Slow and difficult to work with, not cloud accessible</li> </ul> </li> <li>• <b>Outlook:</b> Used for calendar updating</li> <li>• <b>Desktop computers:</b> laptops would be preferred for more flexibility and use within facilities (e.g., if needed at a camp to watch a movie)</li> <li>• <b>Huron-Kinloss Website (eSolutions Form Builder):</b> Used for permitting applications that the Public can submit online</li> <li>• <b>Adobe Programs (Illustrator):</b> Used to create some promotional materials for recreation program marketing                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Only accessible on certain laptops (at the main office, can't access on that laptop at any time)</li> <li>○ <b>Opportunity:</b> Can develop better processes around using the tool (i.e., creating templates to re-use for new programs). Opportunity to improve marketing processes / use of tool in collaboration with new Communications Coordinator in Clerk's office.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Manual data entry resulting in human error at times.</li> </ul>

**Capability 8.0: Fire Services**

**Capability 8.1: Fire Services Planning and Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Fire Pro:</b> Used to store planning documents such as standard operating guidelines, pre-incident plans for specified facilities, etc.</li> <li>• <b>Outlook:</b> Used for internal communications between Fire Chief and other departments</li> <li>• <b>MS Teams:</b> Used for internal communications between Fire Chief and other departments, (is not used between Fire Chief and Volunteer Firefighters however)</li> <li>• <b>Excel:</b> Used to document master list of fire services assets which is periodically provided to Treasury for asset management data entry in Citywide</li> <li>• <b>Vector Solutions:</b> Used for accessing / reviewing data related to detailed asset info, inspections, and for training. The system also sends relevant notifications.</li> </ul>

**Capability 8.2: Emergency Management Planning**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word / Excel:</b> Used for document creation</li> <li>• <b>Outlook:</b> Used for internal communications between Fire Chief and other departments</li> <li>• <b>Web EOC:</b> Infrequently used because emergencies rarely occur (it helps manage a very specific type of emergency event: natural disasters, power outages, pandemics, etc.).                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> The system is not user friendly, and because the system is not proprietary to Township, changes can't be made to it.</li> </ul> </li> </ul> <p><b>System Gap:</b></p> <ul style="list-style-type: none"> <li>• <b>Incident Management System:</b> an internal tool with similar functionality as Web ECO</li> </ul>

Current State Score	Findings
	<p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• When an incident is dispatched, degree of dispatch needs to be determined based on nature/scale of incident, resources required need to be determined. This is happening on paper in current state.</li> <li>• Emergency Management response involves a combination of info/activities to manage photos, whiteboards, paper maps being printed, and computers used. There are apps available to manage this function.</li> </ul>

**Capability 8.3: Volunteer Scheduling and Attendance Tracking**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Time entry completely paper based right now</li> <li>• <b>Fire Pro:</b> Used to enter paper data for attendance and payroll <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Not integrated with Keystone</li> <li>○ <b>Opportunity:</b> Opportunity to digitize timesheet entry to eliminate paper from process.</li> </ul> </li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Mobile App for scheduling / attendance tracking:</b> Could be used to schedule volunteer training shifts, should be integrated with Treasury / payroll system for annual salary payments (Keystone / Easypay).</li> </ul>

**Capability 8.4: Fire Prevention Service Delivery**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Inspections documentation is fully paper based <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use mobile app on tablets when completing inspections in the field to eliminate paper from process.</li> </ul> </li> <li>• <b>FirePro:</b> Used for data entry of info from paper.</li> <li>• Note: FirePro is working on a fire prevention inspection system what would be cloud accessible, integrated with server of main system.</li> <li>• <b>See Click Fix:</b> Used as an intake tool for all Township safety complaints / requests (not leveraged for inspections requests which come through phone / email) and is monitored / triaged by an admin staff member outside of the Fire department. This is because this department does not have its own license. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that there is a manual process to assign these requests to the Fire Chief, and often they come in very late when the situation might already be resolved (i.e., 5 days later). Used very infrequently and mainly for emergency management related requests as well, request volumes tend to be low, however.</li> <li>○ <b>Opportunity:</b> Opportunity to improve work order management / introduce a CMMS tool / processes.</li> </ul> </li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Inspection Booking System:</b> Could be used for residents to submit safety complaints online which would generate a request that goes to Fire Chief to reduce use of phone. <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to create self-service functionality on website for inspection requests from the public.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li>• <b>Pain Point:</b> Paper based process data makes reporting on inspections trends / department performance difficult / not possible <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to digitize field work activities in order to make reporting possible through an app.</li> </ul> </li> </ul>

**Capability 8.5: Fire Suppression Service Delivery**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Mobile tablets + App (I Am Responding (IAR)):</b> Used as part of conducting field activities (one tablet is available in each fire truck).</li> <li>• Dispatch info and mapping is also available on the tablets when responding to a fire, also used for information accessibility (to view reference materials i.e., safety books/guidelines)</li> <li>• <b>Vector Solutions:</b> Used for vehicle inspections data entry / task completion.</li> <li>• All equipment / assets on fire truck are logged, and biannual inspections are recorded here. Defects are also logged, notifications are sent. Also used for training.</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Incident Management Command System</b> (see capability 8.7)</li> <li>• Tablet / <b>mobile controlled door closing system</b> for the fire hall               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> When responding to a fire, the fire hall doors can remain open which creates risk of equipment damage (i.e., freezing during winter) or theft.</li> <li>○ <b>Opportunity:</b> Opportunity to use tablets to remotely control fire hall doors.</li> </ul> </li> </ul>

**Capability 8.6: Emergency Medical Service Delivery**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Paper based initial data documentation</li> <li>• <b>Fire Pro:</b> Used to manually enter info from paper               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use mobile app on tablets when developing EMS services in the field to eliminate paper from process.</li> </ul> </li> </ul> <p><b>Systems Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Mobile tablets / apps:</b> Could use medical reporting apps to make data entry digital when out in the field</li> </ul>

**Capability 8.7: Accountability Tracking**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Completely paper / white board based right now</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Accountability Tracking / Incident Management System:</b> Could be used to track check ins and outs, and whereabouts of firefighters in the field via GPS within buildings.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a dedicated incident management (accountability tracking tool) to remove whiteboards and paper from process.</li> </ul> </li> </ul>

**Capability 8.8: Fire Permit Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Paper Based initial data documentation</li> <li>• <b>Fire Pro:</b> Used to manually enter info from paper               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that it is not cloud accessible for review in the field.</li> <li>○ Note: There are dedicated end to end systems just for Fire Permitting available in the market.</li> <li>○ <b>Opportunity:</b> Opportunity to use a dedicated fire permit management tool that is cloud accessible.</li> </ul> </li> <li>• Note: FirePro is integrated with fire communication system in Ontario (dispatcher). Both servers talk to each other, which is an advantage (efficient communications).</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Permits are a very manual process right now, from initial application in person or phone, to payments, to issuance.</li> <li>• Approximately 1000 issued per year.</li> <li>• All permits are manually renewed by the Township, and responsibility is not on the resident to trigger this.</li> <li>• Township will manually update all permits in bulk through Fire Pro. Invoices are prepared and sent out, need to ensure all get paid in full.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to make renewal process less manual if invoicing / payments component can be digitalized (e.g., link sent to pay online).</li> </ul> </li> </ul>

**Capability 8.9: Fire Records Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Shared Drive:</b> Used to store documents</li> <li>• <b>FirePro:</b> used to manage fire documentation.               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Limitation is that it is not cloud accessible for review in the field (e.g., to review if a location had a valid fire permit).</li> <li>○ <b>Opportunity:</b> Opportunity to potentially use a township wide cloud accessible document repository.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Types of fire documents include incident reports, inspection reports, public education records, compensation and payroll records, training records, non-emergency duty records (i.e., cleaning up at the fire hall), inventory tracking.</li> </ul>

## Capability 9.0: Project Management

### Capability 9.1: Project Management Life Cycle Management

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used for tracking / documenting project data</li> <li>• <b>Word:</b> Used for tracking / documenting project data</li> <li>• <b>Outlook:</b> Used for communicating with other departments regarding project action items or status</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> No dedicated PM software to provide consistent, repeatable frameworks such as project plans.</li> <li>• Cascade was considered in the past, but final decision did not end up getting made to implement.               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement standardized processes or standards.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Manual, unstandardized process across departments. Difficult to consistently deliver projects using established PM methodologies since they have not been established to date.</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenge:</b> Project management training course was completed by leadership, but new practices weren't universally implemented in all departments and formalized.</li> </ul>

### Capability 9.2: Project Management Reporting

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used for tracking / documenting project data</li> <li>• <b>Word:</b> Used for tracking / documenting project data</li> <li>• <b>Outlook:</b> Used for communicating with other departments regarding project action items or status</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• No dedicated PM software which could help auto generate reports or provide templates / dashboard views               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement standardized processes or standards.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• <b>Challenges:</b> Manual, unstandardized process across departments.</li> <li>• Difficult to consistently produce reporting in standard formats for use by other stakeholders since they have not been formalized to date.</li> <li>• Appears there is no regular cadence for reporting, stakeholders must reach out to receive updates on an ad hoc basis. Difficult to report back up to council as well.</li> </ul>

### Capability 9.3: Project Portfolio Management

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used for tracking / documenting project data</li> <li>• <b>Word:</b> Used for tracking / documenting project data</li> <li>• <b>Outlook:</b> Used for communicating with other departments regarding project action items or status</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• No dedicated PM software which could help auto generate reports or provide templates / dashboard views, while also overlaying budget information.</li> <li>• Success of PM tool in the future will be dependent on willingness of team to update it accurately / consistently with the right data.</li> <li>• Tool needs to be easy to use for everyone (data entry shouldn't be overly time consuming), reports don't need to be overly detailed.</li> <li>• Will be helpful for different departments to be able to see info on other in-flight projects because it will save time on reduced communications because everyone can easily check / update status info by themselves (e.g., engineers for PW projects, can be field accessible / cloud based so its easy / fast to update).</li> <li>• Tool needs to be flexible enough for variety of projects done by Township (small vs long term). Can also help improve insight into capacity across teams and improve decision making abilities. <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use a Township wide project management software that each department can leverage and customize for their own planning needs, or implement standardized processes or standards.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Manual and time-consuming process to collect information on project progress from different departments.</li> </ul>

### Capability 10.0: IT and Data Management

#### Capability 10.1: IT Strategy and Architecture

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• None <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to investigate and develop an IT strategy and architecture aligned with guiding principles that will inform future IT investment decisions and operating model.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Not done in current state, no top-level view of how systems integrate with each other, and what the data flows are</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• No staff with expertise in this area</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• No dedicated leadership or department who can focus on this</li> </ul>

**Capability 10.2: Application Development and Maintenance**

Current State Score	Findings
0	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Not done internally. External service providers are used to develop custom applications (i.e., BM Ross for GIS, Huron Kinloss Intranet was custom built, etc)</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• No staff with expertise in this area</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• No dedicated leadership or department who can focus on this</li> </ul>

**Capability 10.3: IT Satisfaction Management**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook / Phone:</b> Used internally to notify Treasury of issues, and by Treasury to contact Microage</li> </ul> <p><b>System Gap:</b></p> <ul style="list-style-type: none"> <li>• No digital complaints submission / tickets manager tool exists</li> </ul>

**Capability 10.4: Security / Cybersecurity Management**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Windows Defender:</b> Used for Antivirus on staff computers</li> <li>• <b>Firewall</b></li> <li>• <b>Offsite storage of critical data / information</b></li> <li>• <b>Barracuda:</b> Used to monitor emails / phishing in Outlook</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Cybersecurity measures need to be reviewed on an ongoing basis because needs can change in the future.</li> <li>• Microage runs system checks / penetration testing. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> No one is actively monitoring in real time, the system might be sending alerts directly to Microage who would inform the Township, but to be confirmed if contract with Microage includes them supporting cybersecurity incidents.</li> <li>○ <b>Challenge:</b> No formal internal procedure for handling cyberattacks beyond insurance / legislative requirements (i.e., what will happen if a security breach happens).</li> </ul> </li> </ul>

**Capability 10.5: IT Vendor Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Phone / Outlook:</b> Used to reach out to vendors directly to manage issues</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• No formal processes around vendor management policies</li> </ul>

**Capability 10.6: Data Management / Governance**

Current State Score	Findings
0	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Server (Shared W Drive):</b> Data / documents being managed by individual departments / owners</li> <li>• Paper based records management system               <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> No formal system / solution looking across systems to consolidate data, most systems don't talk to each other</li> <li>○ <b>Opportunity:</b> Opportunity to identify and consolidate data sources in order to access in one place and better leverage it for decision making.</li> </ul> </li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• No staff with expertise in this area</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• No dedicated leadership or department who can focus on this</li> </ul>

**Capability 10.7: IT Operations and Service Management**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Microage uses their own systems to provide this service               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to improve IT operating model and resourcing so that there can be increased service quality / availability.</li> </ul> </li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Some troubleshooting is done internally by staff (i.e., procedures exist for power outage scenarios)</li> </ul>



**Capability 10.8: Visualization and Advanced Analytics**

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• Happens at department level when needed, and if some systems can support it (built in reporting), or else done in Excel</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• No staff with expertise in this area</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>• No dedicated leadership or department who can focus on this                             <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to build broad visualization and analytics capability / Center of Excellence to support decision making across the Township e.g., project management, GIS, etc.</li> </ul> </li> </ul>

**Capability 11.0: HR and Talent Management**

**Capability 11.1: HR Policies, Procedures, and Employee Communications**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Huron-Kinloss Intranet:</b> Used to store policy documents, and to post staff-wide updates,                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> not checked consistently by everyone.</li> </ul> </li> <li>• <b>Outlook:</b> Used to communicate with staff, send out memos.                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Some field staff (PW) or PT/casual employees potentially have challenges with email access, and their department leaders would have to follow up with them</li> </ul> </li> <li>• <b>MS Teams:</b> Not all staff use it, but it is used for wider employee communications</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Developed and reviewed as needed or yearend (e.g., in December), and usually are up to date, saved on Intranet. There are also monthly staff meetings where policies / procedures are discussed.</li> </ul>

**Capability 11.2: Employee Data Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Keystone:</b> Used as the primary HR data keeping system</li> <li>• <b>Easypay:</b> Used to enter and process Payroll data</li> <li>• <b>Excel:</b> Used to track sick, vacation time, work anniversaries etc. (managed by payroll coordinator and shared with CAO when needed)                             <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Easypay doesn't have the functionality to track this info directly in the system, so it is maintained separately.</li> <li>○ <b>Challenge:</b> not checked consistently by everyone.</li> </ul> </li> <li>• <b>Paper files</b></li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• HRIS to consolidate all of this info into one central system                             <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use an HRIS system that will house all employee data and provide other benefits / functionality to improve multiple capabilities in this area.</li> </ul> </li> </ul>

**Capability 11.3: Talent Strategy and Resource Planning**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Word:</b> Used to create / update job descriptions</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Succession planning starting next year.</li> <li>• Transition is happening with some staff leaving, so new hires are coming in and new positions are being made.</li> </ul>

**Capability 11.4: Time Management**

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used to enter time which is then emailed to Treasury</li> <li>• <b>Paper:</b> Used to enter time which is then provided to Treasury               <ul style="list-style-type: none"> <li>○ <b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., an HRIS system that also has full timesheet entry functionality, integrated with payroll) to streamline process.</li> </ul> </li> </ul>

**Capability 11.5: Talent Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used to track staff training</li> <li>• <b>HR Downloads:</b> Used as a basic training platform (health and safety training) / resource (e.g., if an upcoming legislative change is coming and there are new policies)</li> <li>• Used more often to support more for casual/ PT workers / students rather than for higher level talent management activities</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Happens on an as needed basis</li> <li>• Professional and municipal associations also provide support to deliver training</li> </ul>

**Capability 11.6: Union and Labour Relations**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook / Phone / Text Message:</b> used for communications</li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>• <b>HRIS System:</b> could help track clauses in contracts</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Contract is administered, hasn't changed in long time</li> </ul>

**Capability 11.7: Performance Management**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Outlook:</b> Used for communications</li> <li>• <b>MS Teams:</b> Used for communications</li> <li>• <b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., HRIS) to support the Talent Management process.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Annual performance review process (happens in June)</li> <li>• Fillable word document is sent to employee / supervisor to fill out, CAO reviews and approves.</li> <li>• Meeting is setup to discuss.</li> <li>• 360 feedback isn't used for more senior roles, but the word doc does ask for some feedback the employee can also provide to the reviewer</li> </ul>

**Capability 11.8: Compensation, Benefits, and Rewards**

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Job Chart:</b> Used as a Job / Pay Equity system</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Negotiated with Council every 2 years, staff is informed when this happens, survey is sent out to staff in advance to assess what changes they are looking for.</li> <li>• Salary review process happens every 4 years also reviewed by Council.</li> <li>• Rewards programs created / updated on an as needed basis.</li> </ul>

**Capability 11.9: Employee Health and Safety Policies and Oversight**

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel</b></li> <li>• <b>HR Downloads:</b> Used for training</li> </ul> <p><b>System Gap:</b></p> <ul style="list-style-type: none"> <li>• Could use a dedicated system to manage health and safety program, could leverage HRIS for this</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• New position for health and safety / emergency services coordinator being created. Existing policies are robust.</li> </ul>

## Capability 12.0: Retail Operations

### Capability 12.1: Sales Strategy and Forecast Demand

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• <b>Excel:</b> Used to track sales and estimate demand in a spreadsheet</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Trend analysis is done, and decisions are made around what to order to be sold. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Impacted by errors in year-end inventory tracking process.</li> <li>○ <b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., a POS system) which also collects relevant customer data which can be analyzed to support this capability.</li> </ul> </li> </ul>

### Capability 12.2: Channel Management

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• N/A</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• This is a future opportunity (to sell online), will take time to set up, in the past Christmas sales on social media have worked well. Will be time consuming to set up process. Some orders happen through email.</li> </ul>

### Capability 12.3: Market and Customer Analysis

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• N/A</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>• Guestbook is maintained at the Lighthouse to see where customers are from. <ul style="list-style-type: none"> <li>○ <b>Challenge:</b> Not much additional customer data is collected. This is paper based.</li> <li>○ <b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., a POS system) which also collects relevant customer data which can be analyzed to support this capability.</li> </ul> </li> <li>• RTO supported a project to collect data on which people came to light house and from where. This data was granular (collected cell phone info). Would help support marketing.</li> </ul>

### Capability 12.4: Marketing Communications

Current State Score	Findings
3	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>• More videos were made recently, same comments as capability 2.4</li> </ul>

### Capability 12.5: Point of Sale Management

Current State Score	Findings
1	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>Physical cash register               <ul style="list-style-type: none"> <li><b>Challenge:</b> The current cash register is not user friendly, or easy to train students on</li> <li><b>Challenge:</b> High degree of human error when using which creates issues for Treasury due to discrepancies in amounts recorded vs collected</li> </ul> </li> </ul> <p><b>System Gaps:</b></p> <ul style="list-style-type: none"> <li>POS System for Lighthouse (e.g., Square)               <ul style="list-style-type: none"> <li><b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., a POS system) to digitize the cash collection processes at the Lighthouse and reduce human error.</li> </ul> </li> </ul> <p><b>Data:</b></p> <ul style="list-style-type: none"> <li><b>Challenge:</b> No reporting being generated as part of Lighthouse sales process</li> <li><b>Opportunity:</b> leverage POS system to auto generate periodic sales reporting</li> </ul>

### Capability 12.6: Inventory Management

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>Paper based</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li><b>Challenge:</b> Fully manual tracking process happening right now, more potential for human error, which creates gaps in year-end analysis</li> <li><b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., a POS system) to digitize the inventory tracking processes at the Lighthouse, and reduce human error</li> </ul>

### Capability 12.7: Order Management

Current State Score	Findings
2	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>Excel / Outlook</li> <li><b>Opportunity:</b> Opportunity to use more dedicated technology (e.g., a POS system) which will digitalize inventory tracking and therefore also improve insight into what orders to place.</li> </ul> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>Linked with processes of capability 12.1 and 12.5</li> </ul>

### Capability 12.8: Customer Service

Current State Score	Findings
4	<p><b>Technology:</b> Hardware / Software currently used includes the following:</p> <ul style="list-style-type: none"> <li>N/A</li> <li><b>Opportunity:</b> Opportunity to have a French audio tour available for the lighthouse. Interactive exhibit being considered. Social media for Lighthouse is done through Township pages.</li> </ul>

# Appendix C:

**Detailed Business Capability Current  
& Future State Scores**

## Individual Business Capability Scores

### Capability 1.0: Office of the CAO

The average score for how well digital technology supports the Office of the CAO capability area is 2.6 (Low Maturity), and the desired future state score is 3.0 (Medium Maturity), with a total gap of 0.4. The following table provides a breakdown of the individual scores of each sub capability making up this average.

Table 23 Business Capability Current and Future State Scores – Office of the CAO

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
1.0	Office of the CAO	2.6	3.0	0.4	• See below
1.1	Municipal Services Oversight and Planning	2.0	3.0	1.0	• Improve project management • Improve document management & file collaboration
1.2	Municipal Policy Planning	3.0	3.0	0.0	
1.3	Business Performance Management	1.0	3.0	2.0	• Improve project management • Improve performance management (KPI tracking)
1.4	Strategic Initiatives Management	3.0	3.0	0.0	
1.5	Community Development	2.0	2.0	0.0	• Improve document management & file collaboration
1.6	Community Engagement	3.0	3.0	0.0	• Further explore functionality of Bang the Table
1.7	Operating Model Management	4.0	4.0	0.0	• No significant need for change identified

Business capability descriptions can be found in Appendix A.

### Capability 2.0: Business and Economic Development

The average score for how well digital technology supports the Business and Economic Development capability area is 3.6 (Medium Maturity), and the desired future state score is 3.8 (Medium Maturity). The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 24 Business Capability Current and Future State Scores – Business and Economic Development**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
2.0	<b>Business and Economic Development</b>	3.6	3.8	0.2	• See below
2.1	<b>Business Recruitment and Retention</b>	4.0	4.0	0.0	• Improve data collection & analysis
2.2	<b>Grants and Partnerships Management</b>	4.0	4.0	0.0	• No significant need for change identified
2.3	<b>External Organization Support</b>	4.0	4.0	0.0	
2.4	<b>Township Promotions and Marketing</b>	3.0	4.0	1.0	• Improve use of creative tools & streamline systems used
2.5	<b>Tourism Service Delivery</b>	3.0	3.0	0.0	• No significant need for change identified

Business capability descriptions can be found in Appendix A.

**Capability 3.0: Clerk’s Office**

The average score for how well digital technology supports the Clerk’s Office capability area is 2.7 (Low Maturity), and the desired future state score is 3.3 (Medium Maturity), with a total gap of 0.5. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 25 Business Capability Current and Future State Scores – Clerk’s Office**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
3.0	<b>Clerk’s Office</b>	2.8	3.3	0.5	• See below
3.1	<b>Mayor and Council Support Management</b>	3.0	3.0	0.0	• No significant need for change identified
3.2	<b>Corporate Records Management</b>	2.0	3.0	1.0	• Improve records management (transition from paper only to digital retention)
3.3	<b>Freedom of Information Request Management</b>	3.0	3.0	0.0	• No significant need for change identified
3.4	<b>Drainage Act Compliance</b>	3.0	4.0	1.0	• Upgrade existing or select alternative drainage software solution
3.5	<b>Land Use Planning</b>	2.0	3.0	1.0	• Improve / automate manual process of drainage / property report reconciliation
3.6	<b>External Communications</b>	3.0	3.0	0.0	• No significant need for change identified
3.7	<b>Accessibility Oversight and Reporting</b>	3.0	4.0	1.0	• Improve tool used and/or training around accessibility compliance
3.8	<b>Licensing</b>	3.0	3.0	0.0	• No significant need for change identified

Business capability descriptions can be found in Appendix A.



### Capability 4.0: Financial Management / Treasury

The average score for how well digital technology supports the Financial Management / Treasury capability area is 2.7 (Low Maturity), and the desired future state score is 3.5 (Medium Maturity), with a total gap of 0.8. The following table provides a breakdown of the individual scores of each sub capability making up this average.

Table 26 Business Capability Current and Future State Scores – Financial Management / Treasury

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
4.0	<b>Financial Management / Treasury</b>	2.7	3.5	0.8	• See below
4.1	<b>Planning, Budgeting, and Forecasting</b>	2.0	3.0	1.0	• Consider dedicated budgeting / financial planning software
4.2	<b>Financial Performance Management</b>	2.0	3.0	1.0	
4.3	<b>Accounts Receivables</b>	3.0	4.0	1.0	• Streamline / automate manual data entry processes
4.4	<b>Accounts Payables</b>	3.0	4.0	1.0	
4.5	<b>Period End Closing and Reconciliation</b>	3.0	3.0	0.0	• No significant need for change identified
4.6	<b>Financial Reporting</b>	3.0	3.0	0.0	• No significant need for change identified
4.7	<b>General Ledger Management</b>	3.0	4.0	1.0	• Streamline / automate manual data entry processes
4.8	<b>Treasury and Tax Management</b>	4.0	4.0	0.0	• No significant need for change identified
4.9	<b>Service Payments / Cash Receipts</b>	2.0	3.0	1.0	• Enable self-service payments for Residents via Website
4.10	<b>Payroll Management</b>	3.0	4.0	1.0	• Consider HRIS software with payroll functionality
4.11	<b>Audits and Accounting Controls</b>	2.0	2.0	0.0	• No significant need for change identified
4.12	<b>Insurance and Risk Management</b>	2.0	2.0	0.0	
4.13	<b>Procurement</b>	2.0	2.0	0.0	
4.14	<b>Asset Management</b>	3.0	3.0	0.0	
4.15	<b>Grant Applications and Management</b>	3.0	3.0	0.0	

Business capability descriptions can be found in Appendix A.

### Capability 5.0: Building and Planning

The average score for how well digital technology supports the Building and Planning capability area is 2.7 (Low Maturity), and the desired future state score is 3.7 (Medium Maturity), with a total gap of 1.0. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 27 Business Capability Current and Future State Scores – Building and Planning**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
5.0	<b>Building and Planning</b>	2.7	3.7	1.0	• See below
5.1	<b>Land Use Planning</b>	2.0	4.0	2.0	• Potential to use building permit software for land use planning (end to end development system)
5.2	<b>By-Laws Enforcement</b>	2.0	3.0	1.0	• Improve work order management
5.3	<b>Building Permits and Inspections</b>	4.0	4.0	0.0	• Improve records management (transition from paper only to digital retention)

Business capability descriptions can be found in Appendix A.

**Capability 6.0: Public Works**

The average score for how well digital technology supports the Public Works capability area is 1.9 (Very Low Maturity), and the desired future state score is 2.6 (Low Maturity), with a total gap of 0.7. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 28 Business Capability Current State Scores – Public Works**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
6.0	<b>Public Works</b>	1.9	2.6	0.7	• See below
6.1	<b>Road Maintenance Service Delivery</b>	1.0	3.0	2.0	• Improve work order management
6.2	<b>Other Infrastructure Maintenance Service Delivery (Non-Roads)</b>	2.0	3.0	1.0	
6.3	<b>Water and Wastewater Service Delivery Oversight</b>	2.0	3.0	1.0	
6.4	<b>Landfill Management</b>	2.0	2.0	0.0	• No significant need for change identified
6.5	<b>Road Safety Service Delivery (Crossing Guard)</b>	2.0	2.0	0.0	
6.6	<b>Public Works Administration</b>	2.0	3.0	1.0	• Improve work order management • Improve document management & file collaboration
6.7	<b>Equipment Procurement</b>	2.0	2.0	0.0	• No significant need for change identified
6.8	<b>GIS Management</b>	2.0	3.0	1.0	• Improve internal GIS system
6.9	<b>Infrastructure Planning</b>	2.0	3.0	1.0	• Further explore functionality of Street Logix

Business capability descriptions can be found in Appendix A.

## Capability 7.0: Community Services

The average score for how well digital technology supports the Community Services capability area is 2.1 (Low Maturity), and the desired future state score is 3.3 (Medium Maturity), with a total gap of 2.1. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 29 Business Capability Current and Future State Scores – Community Services**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
7.0	<b>Community Services</b>	2.1	3.3	1.1	<ul style="list-style-type: none"> <li>• See below</li> </ul>
7.1	<b>Services Planning</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Improve project management</li> </ul>
7.2	<b>Strategic Planning</b>	2.0	2.0	0.0	<ul style="list-style-type: none"> <li>• No significant need for change identified</li> </ul>
7.3	<b>Facilities Management</b>	2.0	4.0	2.0	<ul style="list-style-type: none"> <li>• Improve work order management</li> <li>• Consider mobile applications for field work use cases</li> <li>• Improve data collection, reporting, and analysis capabilities around operations (establish KPIs)</li> </ul>
7.4	<b>Festivals and Events Delivery and Support Services</b>	3.0	4.0	1.0	<ul style="list-style-type: none"> <li>• Consider recreation booking software with payments capabilities</li> </ul>
7.5	<b>Recreation Program Service Delivery</b>	1.0	4.0	3.0	
7.6	<b>Cemetery Management</b>	3.0	3.0	0.0	<ul style="list-style-type: none"> <li>• No significant need for change identified</li> </ul>
7.7	<b>Community Services Administration</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Improve marketing processes / usage of software in collaboration with Communication's Coordinator (new role in Clerk's Office)</li> </ul>

Business capability descriptions can be found in Appendix A.

## Capability 8.0: Fire Services

The average score for how well digital technology supports the Fire Services capability area is 1.9 (Very Low Maturity), and the desired future state score is 3.0 (Medium Maturity), with a total gap of 1.1. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 30 Business Capability Current and Future State Scores – Fire Services**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
8.0	<b>Fire Services</b>	1.9	3.0	1.1	<ul style="list-style-type: none"> <li>• See below</li> </ul>
8.1	<b>Fire Services Planning and Management</b>	3.0	3.0	0.0	<ul style="list-style-type: none"> <li>• No significant need for change identified</li> </ul>
8.2	<b>Emergency Management Planning</b>	2.0	2.0	0.0	
8.3	<b>Volunteer Scheduling and Attendance Tracking</b>	2.0	4.0	2.0	<ul style="list-style-type: none"> <li>• Digitize timesheet entry for Volunteer Firefighters</li> </ul>
8.4	<b>Fire Prevention Service Delivery</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Improve work order management</li> <li>• Consider mobile applications for field work use cases</li> <li>• Enable self-service inspection requests for Residents via Website</li> </ul>
8.5	<b>Fire Suppression Service Delivery</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Consider using tablets to remotely control fire hall doors to improve security</li> </ul>
8.6	<b>Emergency Medical Service Delivery</b>	1.0	3.0	2.0	<ul style="list-style-type: none"> <li>• Consider mobile applications for field work use cases</li> </ul>
8.7	<b>Accountability Tracking</b>	1.0	3.0	2.0	<ul style="list-style-type: none"> <li>• Consider dedicated incident management (accountability tracking) tool</li> </ul>
8.8	<b>Fire Permit Management</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Consider dedicated fire permit management tool that is cloud accessible</li> <li>• Transition from physical to online payments to enable paperless invoicing process</li> </ul>
8.9	<b>Fire Records Management</b>	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>• Improve document management (transition from paper only to digital)</li> </ul>

Business capability descriptions can be found in Appendix A.

## Capability 9.0: Project Management

The average score for how well digital technology supports the Project Management capability area is 1 (Very Low Maturity), and the desired future state score is 3.0 (Medium Maturity), with a total gap of 2.0. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 31 Business Capability Current and Future State Scores – Project Management**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
9.0	Project Management	1.0	3.0	2.0	• See below
9.1	Project Management Life Cycle Management	1.0	3.0	2.0	<ul style="list-style-type: none"> <li>• Consider project management software</li> <li>• Improve / establish project management standards and processes</li> </ul>
9.2	Project Management Reporting	1.0	3.0	2.0	
9.3	Project Portfolio Management	1.0	3.0	2.0	

Business capability descriptions can be found in Appendix A.

## Capability 10.0: IT and Data Management

The average score for how well digital technology supports the IT and Data Management capability area is 1.3 (Very Low Maturity), and the desired future state score is 2.0 (Low Maturity), with a total gap of 0.8. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 32 Business Capability Current and Future State Scores – IT and Data Management**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
10.0	IT and Data Management	1.3	2.0	0.8	• See below
10.1	IT Strategy and Architecture	1.0	2.0	1.0	• Develop IT strategy & architecture aligned with Township's guiding principles for digital modernization
10.2	Application Development and Maintenance	0.0	0.0	0.0	• N/A no plans to develop this capability based on current needs
10.3	IT Satisfaction Management	1.0	1.0	0.0	• No significant need for change identified
10.4	Security / Cybersecurity Management	4.0	4.0	0.0	
10.5	IT Vendor Management	2.0	2.0	0.0	
10.6	Data Management / Governance	0.0	2.0	2.0	• Identify and consolidate data sources in order to access in one place, and better leverage it through decision making (possible under integrated core systems model)
10.7	IT Operations and Service Management	1.0	3.0	2.0	• Improve IT operating model and resourcing in order to increase quality / availability of services to support staff

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
10.8	Visualization and Advanced Analytics	1.0	2.0	1.0	<ul style="list-style-type: none"> <li>Build broad visualization and analytics capability to better support decision making across Township</li> </ul>

Business capability descriptions can be found in Appendix A.

### Capability 11.0: HR and Talent Management

The average score for how well digital technology supports the HR and Talent Management capability area is 3.1 (Medium Maturity), and the desired future state score is 3.6 (Medium Maturity), with a total gap of 0.5. The following table provides a breakdown of the individual scores of each sub capability making up this average.

Table 33 Business Capability Current and Future State Scores – HR and Talent Management

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
11.0	HR and Talent Management	3.1	3.6	0.5	<ul style="list-style-type: none"> <li>See below</li> </ul>
11.1	HR Policies, Procedures and Employee Communications	4.0	4.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>
11.2	Employee Data Management	2.0	3.0	1.0	<ul style="list-style-type: none"> <li>Consider HRIS software to consolidate employee data in one source</li> </ul>
11.3	Talent Strategy and Resource Planning	3.0	3.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>
11.4	Time Management	2.0	4.0	2.0	<ul style="list-style-type: none"> <li>Consider HRIS software with timesheet functionality</li> </ul>
11.5	Talent Management	3.0	3.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>
11.6	Union and Labour Relations	4.0	4.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>
11.7	Performance Management	3.0	4.0	1.0	<ul style="list-style-type: none"> <li>Consider HRIS software to further assess job performance and support staff</li> </ul>
11.8	Compensation, Benefits and Rewards	4.0	4.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>
11.9	Employee Health and Safety Policies and Oversight	3.0	3.0	0.0	<ul style="list-style-type: none"> <li>No significant need for change identified</li> </ul>

Business capability descriptions can be found in Appendix A.

## Capability 12.0: Retail Operations

The average score for how well digital technology supports the Retail Operations capability area is 3.0 (Medium Maturity), and the desired future state score is 4.0 (High Maturity), with a total gap of 1.0. The following table provides a breakdown of the individual scores of each sub capability making up this average.

**Table 34 Business Capabilities Current and Future State Scores – Retail Operations**

#	Capability Area	Average Current State Score (out of 5)	Desired Future State Score (out of 5)	Gap Between CS and FS Score (out of 5)	Opportunity to Improve Score
1.0	<b>Retail Operations</b>	2.4	3.3	0.9	• See below
1.1	<b>Sales Strategy and Forecast Demand</b>	3.0	4.0	1.0	• Consider POS system which will provide data to aid in sales planning
1.2	<b>Channel Management</b>	2.0	2.0	0.0	• No significant need for change identified
1.3	<b>Market &amp; Customer Analysis</b>	2.0	3.0	1.0	• Consider POS system which will provide data to aid in sales planning
1.4	<b>Marketing Communications</b>	3.0	3.0	0.0	• No significant need for change identified
1.5	<b>Point of Sale Management</b>	1.0	4.0	3.0	• Consider POS system which will digitize payments and reduce human error and improve sales planning
1.6	<b>Inventory Management</b>	2.0	3.0	1.0	
1.7	<b>Order Management</b>	2.0	3.0	1.0	
1.8	<b>Customer Service</b>	4.0	4.0	0.0	• No significant need for change identified

Business capability descriptions can be found in Appendix A.

# **Appendix D:**

**Detailed Future State Options:  
Combined Options 1, 2A, and 3**



## **Future State Options: Combined Options 1, 2A, and 3**

### **Combined Option 1: Combination of new systems from different vendors (not including TownSuite)**

#### **Description:**

- Implement Book King, Moneris + Form Builder, Excel + Asana, SharePoint, Iron Mountain, and Gimmel, City Reporter, and Bamboo HR.
- Keystone and Microsoft Office will remain in the future state but will not be leveraged to the same extent as part of conducting these processes.

#### **Strategic Alignment (With Guiding Principles) – 1 (Low) to 5 (High):**

- 3.5 / 5, rationale provided below.

#### **Pros:**

- Faster, lower cost implementation compared to other options due to cost effectiveness of individual software tools selected.
- Change management efforts contained to individual teams / processes rather than entire Township.
- Individual departments / staff will have greater flexibility to solve for their specific challenges than in an approach where a one-size-fits all solution is implemented.
- Dedicated software could potentially have more advanced functionality than equivalent module offered by TownSuite (e.g. Asana for Project Management).

#### **Cons:**

- Variety of new systems introduced from different vendors, further growing and diversifying Township technology portfolio.
- New systems will not be integrated with each other or Keystone, which will remain the core finance system.
- More challenging tech support process as staff will have to communicate with multiple vendors.
- Missed opportunities for module bundling discounts which may be possible when sourcing from 1 vendor.

#### **Duration and costs:**

- 1 Please consult the Roadmap and Cost analysis summaries in this document.

### **Combined Option 2A: Hybrid of TownSuite and additional systems / vendors (Set A)**

#### **Description:**

- 2 Implement TownSuite financial, and additional modules (POS, HRIS, and work orders), in addition to PerfectMind, SharePoint, Iron Mountain, and Gimmel. Continue using Cloud Permit and See Click Fix (only for 311 as it is already paid for the next 3 years).
- 3 Keystone will be decommissioned in this option, although Microsoft Office will continue to be used to some degree within processes.

#### **Strategic Alignment (With Guiding Principles) – 1 (Low) to 5 (High):**

- 4 / 5, rationale provided below.

**Pros:**

- Retaining dedicated software could potentially better support specific business capabilities through superior functionality compared to equivalent modules offered by TownSuite (e.g., Cloud Permit).
- Reduced change management efforts by retaining select systems that staff are already familiar with.
- This option serves as an opportunity to familiarize the Township with TownSuite's software and offerings and evaluate its suitability before investing in additional modules with this vendor.

**Cons:**

- Systems outside of TownSuite will not be integrated with TownSuite.
- While the product has an API, custom integrations have not previously been built.
- Some manual processes will still exist to align TownSuite data with other external systems.
- Potential missed opportunities for module bundling discounts compared to sourcing all systems from 1 vendor.

**Duration and costs:**

- 4 Please consult the Roadmap and Cost analysis summaries

**Combined Option 3: Full TownSuite implementation of all relevant modules**

**Description:**

- Implement TownSuite Financial ERP, along with additional modules for recreation, payments / POS, 311, Work Orders, HRIS.
- Keystone will be decommissioned in this option, although Microsoft Office will continue to be used to some degree within processes.

**Strategic Alignment (With Guiding Principles) – 1 (Low) to 5 (High):**

- 5 / 5, rationale provided below.

**Pros:**

- Maximum streamlining of systems into one software ecosystem from one vendor.
- All modules seamlessly integrate with each other, creating one single source of truth of data in core finance system (e.g., single customer profiles with all transactions, property info, history).
- Future opportunities to decommission additional systems including CityWide, Street Logix, GIS, etc. due to the broad spectrum of vendor offerings.
- Future opportunity to add new offerings for residents via TownSuite (e.g., eService customer portal).

**Cons:**

- Highest cost and longest time to implement compared to Options 1 and 2.
- No immediate peers in Bruce County use TownSuite, so Huron-Kinloss will take on "risk" of early adoption in Bruce County.
- Higher change management and staff training effort across different systems and processes as entire technology foundation of Township will change.
- Potential differences in satisfaction level across different departments and staff in deciding if all TownSuite modules meets their needs.

**Duration and costs:**

- 5 Please consult the Roadmap and Cost analysis summaries in this document.

# **Appendix E:**

**Roadmap Summaries: Combined  
Option 1 and Option 3**

## Roadmap Summaries: Combined Option 1 and Option 3

### Combined Option 1: Combination of new systems from different vendors (not including TownSuite)

Option 1 is composed of multiple software solutions supported in various capacities by other systems and vendors to achieve the desired future state of digital within the Township. Option 1 roadmap is presented with a 5-year timeline with no software implementation occurring after year 2.

This option provides the opportunity for the Township to achieve its desired future state targets with the fastest implementation schedule of all options assessed. While this option introduces multiple new software and systems, it allows the Township to continue using Keystone Financial as the main financial system – reducing change management in this specific capacity.

Implementation of most new systems would occur in 2022, starting with CityReporter in May of 2022 to address the needs for 311, maintenance management and field work. Recreational software.

Book King begins implementation in June 2022 while implementation of Bamboo HR takes place in July 2022 to address the need for an HRIS and Payroll system. eCommerce capabilities are achieved through Book King POS with Moneris as the payment processor, this implementation is scheduled for August 2022.

While this option provides the most expediated timeline and flexibility to maintain the Keystone Financial system, it introduces many different vendors and software products to the Township, adding complexity to the digital landscape. These systems, in most part, will not be integrated with each other and present the risk of requiring double entry or additional reconciliation efforts between systems. In addition, the presented timeline assumes that systems will be implemented by the township in an overlapping manner, however, the increased change management activities that would result from implementing different software from various vendors may require additional time for these activities and implementation may be more phased out than presented.

The detailed roadmaps are available in Excel format and have been provided to the Township.

## Summary View of Roadmap For Option 1

Table 24 High Level Roadmap for Option 1

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
0.0	<b>Develop Digital Modernization Strategy</b>	January 2022	March 2022	N/A	N/A					
1.0	<b>Improve IT Operating and Delivery Model</b>	January 2022	May 2022	N/A	N/A					
2.0	<b>Mobilize Digital Transformation Management Team</b>	March 2022	January 2027	N/A	N/A					
3.0	<b>Improve Project Management Capability Within Township</b>	April 2022	August 2022	N/A	N/A					
4.0	<b>Improve Recreation Booking</b>	February 2022	March 2023	March 2022	August 2022					
4.1	Conduct Solution Demo & Make Go / No-Go Decision For Book King	February 2022	April 2022	March 2022	August 2022					
4.2	Conduct Discovery & Planning For Book King	April 2022	June 2022	March 2022	August 2022					
4.3	Conduct Implementation Activities For Book King	June 2022	October 2022	March 2022	August 2022					
4.4	Conduct Change Management Activities For Book King	September 2022	March 2023	March 2022	August 2022					
5.0	<b>Improve Payments and eCommerce - Moneris</b>	July 2022	September 2022	July 2022	September 2022					
6.0	<b>Improve 311, Maintenance Mgmt., Field Work</b>	February 2022	January 2023	April 2022	July 2022					
6.1	Conduct Solution Demo & Make Go / No-Go Decision For CityReporter	February 2022	April 2022	April 2022	July 2022					
6.2	Conduct Discovery & Planning For CityReporter	April 2022	June 2022	April 2022	July 2022					
6.3	Conduct Implementation Activities For CityReporter	May 2022	October 2022	April 2022	July 2022					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
6.4	Conduct Change Management Activities For CityReporter	July 2022	January 2023	April 2022	July 2022					
7.0	<b>Improve HRIS &amp; Payroll</b>	June 2022	May 2023	July 2022	November 2022					
7.1	Conduct Solution Demo & Make Go / No-Go Decision For BambooHR	June 2022	July 2022	July 2022	November 2022					
7.2	Conduct Pre-Implementation Activities For BambooHR	July 2022	September 2022	July 2022	November 2022					
7.3	Conduct Implementation Activities For BambooHR	September 2022	February 2023	July 2022	November 2022					
7.4	Conduct Change Management Activities For BambooHR	November 2022	May 2023	July 2022	November 2022					
8.0	<b>Improve Document and Records Management - Iron Mountain</b>	August 2022	April 2023	September 2022	November 2022					
8.1	Conduct Discovery & Planning For Iron Mountain	August 2022	October 2022	September 2022	November 2022					
8.2	Conduct Implementation Activities For Iron Mountain	October 2022	January 2023	September 2022	November 2022					
8.3	Conduct Change Management Activities For Iron Mountain	October 2022	April 2023	September 2022	November 2022					
8.0	<b>Improve Document and Records Management - SharePoint</b>	April 2022	July 2023	December 2022	February 2023					
8.4	Conduct Solution Demo & Make Go / No-Go Decision For SharePoint	April 2022	January 2023	December 2022	February 2023					
8.5	Conduct Discovery & Planning For SharePoint	December 2022	April 2023	December 2022	February 2023					
8.6	Conduct Implementation Activities For SharePoint	December 2022	January 2023	December 2022	February 2023					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
8.7	Conduct Change Management Activities For SharePoint	January 2023	July 2023	December 2022	February 2023					
8.0	<b>Improve Document and Records Management - Gimmal</b>	June 2023	May 2024	June 2023	October 2023					
8.8	Conduct Solution Demo & Make Go / No-Go Decision For Gimmal	June 2023	July 2023	June 2023	October 2023					
8.9	Conduct Pre-Implementation Activities For Gimmal	June 2023	August 2023	June 2023	October 2023					
8.10	Conduct Implementation Activities For Gimmal	July 2023	December 2023	June 2023	October 2023					
8.11	Conduct Change Management Activities For Gimmal	November 2023	May 2024	June 2023	October 2023					
9.0	<b>Improve Budgeting, Financial Performance Management, Project Management</b>	February 2022	August 2023	January 2023	April 2023					
9.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	February 2023	January 2023	April 2023					
9.2	Conduct Solution Demo & Make Go / No-Go Decision For Asana	March 2022	April 2022	January 2023	April 2023					
9.3	Conduct Implementation Activities For Asana	January 2023	April 2023	January 2023	April 2023					
9.4	Conduct Change Management Activities For Asana	April 2023	August 2023	January 2023	April 2023					
9.5	Improve Use of Excel For Budgeting & Financial Performance Management	May 2023	August 2023	January 2023	April 2023					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
10.0	Improve Fire Services	July 2024	January 2025	N/A	N/A					
11.0	Improve Accessibility Compliance Processes	July 2024	January 2025	N/A	N/A					
12.0	Improve Data Management Processes	January 2025	September 2025	N/A	N/A					
13.0	Conduct Robotic Process Automation Pilot	January 2026	January 2027	N/A	N/A					

**Combined Option 3: Full TownSuite implementation of all relevant modules**

Option 3 focuses on a 1 vendor approach where possible through TownSuite. The potential advantage of this approach is that it lowers change management within the Township as a lower number of vendors and systems is introduced. This option is composed of TownSuite Financial and accompanying TownSuite modules as solutions for most software needs.

TownSuite would be supported in various capacities by other systems and vendors to achieve the desired future state of digital within the Township. The Option 3 Roadmap is presented with a 5-year timeline with some software implementation occurring during year 4. In this option, the TownSuite Financial software would replace Keystone Financial with implementation starting in May 2022.

Implementation of TownSuite’s recreation module would occur in February 2023, followed by the TownSuite POS module in June 2023, while the modules for 311, Maintenance Mgmt., Field Work and HRIS are implemented in April 2024.

This option does not immediately solve for all identified needs, and online transactions (an immediate need as identified by the Township) would not be supported until June 2023. In addition, this option assumes that one provider will be able to meet every Township need in the capabilities that it is solving for and lacks the flexibility to move forward with a different vendor for a particular need.

The detailed roadmaps are available in Excel format and have been provided to the Township.



### Summary View of Roadmap For Option 3

Table 25 High Level Roadmap for Option 3

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
0.0	Develop Digital Modernization Strategy	January 2022	March 2022	N/A	N/A					
1.0	Improve IT Operating and Delivery Model	January 2022	May 2022	N/A	N/A					
2.0	Mobilize Digital Transformation Management Team	March 2022	January 2027	N/A	N/A					
3.0	Improve Project Management Capability Within Township	April 2022	August 2022	N/A	N/A					
4.0	Improve Document and Records Management - Iron Mountain	August 2022	April 2023	September 2022	November 2022					
4.1	Conduct Discovery & Planning For Iron Mountain	August 2022	October 2022	September 2022	November 2022					
4.2	Conduct Implementation Activities For Iron Mountain	October 2022	January 2023	September 2022	November 2022					
4.3	Conduct Change Management Activities For Iron Mountain	October 2022	April 2023	September 2022	November 2022					
4.0	Improve Document and Records Management - SharePoint	June 2022	January 2026	July 2022	September 2022					
4.4	Conduct Solution Demo & Make Go / No-Go Decision For SharePoint	June 2022	August 2022	July 2022	September 2022					
4.5	Conduct Discovery & Planning For SharePoint	July 2022	November 2022	July 2022	September 2022					
4.6	Conduct Implementation Activities For SharePoint	July 2022	October 2022	July 2022	September 2022					
4.7	Conduct Change Management Activities For SharePoint	August 2022	February 2023	July 2022	September 2022					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
4.0	Improve Document and Records Management - Gimmal	July 2023	May 2024	August 2023	December 2023					
4.8	Conduct Solution Demo & Make Go / No-Go Decision For Gimmal	July 2023	September 2023	August 2023	December 2023					
4.9	Conduct Pre-Implementation Activities For Gimmal	August 2023	October 2023	August 2023	December 2023					
4.10	Conduct Implementation Activities For Gimmal	September 2023	February 2024	August 2023	December 2023					
4.11	Conduct Change Management Activities For Gimmal	January 2024	May 2024	August 2023	December 2023					
5.0	Improve Budgeting, Financial Performance Management, Project Management	February 2022	October 2023	March 2022	March 2023					
5.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	April 2022	March 2022	March 2023					
5.2	Conduct Discovery & Planning For TownSuite Financial	March 2022	May 2022	March 2022	March 2023					
5.3	Conduct Implementation Activities For TownSuite Financial	May 2022	May 2023	March 2022	March 2023					
5.5	Conduct Change Management Activities For TownSuite Financial	April 2023	October 2023	March 2022	March 2023					
6.0	Improve Recreation Booking	February 2022	January 2024	December 2022	June 2023					
6.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	January 2023	December 2022	June 2023					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
6.2	Conduct Discovery & Planning For TownSuite Recreation Module	December 2022	February 2023	December 2022	June 2023					
6.3	Conduct Implementation Activities For TownSuite Recreation Module	February 2023	August 2023	December 2022	June 2023					
6.4	Conduct Change Management Activities For TownSuite Recreation Module	July 2023	January 2024	December 2022	June 2023					
7.0	Improve Payments and eCommerce	February 2022	May 2024	April 2023	September 2023					
7.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	May 2023	April 2023	September 2023					
7.2	Conduct Discovery & Planning For TownSuite POS Module	April 2023	June 2023	April 2023	September 2023					
7.3	Conduct Implementation Activities For TownSuite POS Module	June 2023	November 2023	April 2023	September 2023					
7.4	Conduct Change Management Activities For TownSuite POS Module	November 2023	May 2024	April 2023	September 2023					
7.5	Implement Moneris	August 2023	October 2023	August 2023	October 2023					
8.0	Improve 311, Maintenance Mgmt., Field Work	February 2022	September 2024	September 2023	January 2024					
8.1	Conduct Solution Demo & Make Go / No-Go Decision For All TownSuite Products / Modules	February 2022	March 2024	September 2023	January 2024					

Initiative / Activity Number	Initiative / Activity / Sub Activity Title	Activity Start Date	Activity End Date	Initiative Implementation Start Date	Initiative Implementation End Date	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
8.2	Conduct Discovery & Planning For TownSuite 311 / CMMS / Inspections Module	February 2024	April 2024	September 2023	January 2024					
8.3	Conduct Implementation Activities For TownSuite 311 / CMMS / Inspections Module	April 2024	September 2024	September 2023	January 2024					
8.4	Conduct Change Management Activities For TownSuite 311 / CMMS / Inspections Module	August 2024	February 2025	September 2023	January 2024					
9.0	Improve HRIS & Payroll	February 2022	February 2025	February 2024	July 2024					
9.1	Conduct Solution Demo & Make Go / No-Go Decision For TownSuite HRIS Module	February 2022	February 2024	February 2024	July 2024					
9.2	Conduct Discovery & Planning For TownSuite HRIS Module	February 2024	April 2024	February 2024	July 2024					
9.3	Conduct Implementation Activities For TownSuite HRIS Module	April 2024	September 2024	February 2024	July 2024					
9.4	Conduct Change Management Activities For TownSuite HRIS Module	August 2024	February 2025	February 2024	July 2024					
10.0	Improve Fire Services	July 2024	January 2025	N/A	N/A					
11.0	Improve Accessibility Compliance Processes	July 2024	January 2025	N/A	N/A					
12.0	Improve Data Management Processes	January 2025	September 2025	N/A	N/A					
13.0	Conduct Robotic Process Automation Pilot	January 2026	January 2027	N/A	N/A					

# **Appendix F:**

## **Cost Benefit Summary**

## Summary of Annual Net Benefits

The following graph displays a summary of the annual net benefits (benefits minus costs) that could be realized each year across the 3 different options. Based on the graph below, all 3 options have negative net benefits in year 1 because initial investments need to be made up front during the 5-year digital transformation to implement key software. Option 2B and 3 require a significantly higher up-front investment compared to Option 1 as a result of the inclusion of TownSuite Financial and its modules.

Over time, Option 2B would yield the lowest net benefits out of the 3 options, with Option 1 being the second highest, and Option 3 being the highest.

Option 2B involves high investments in software in year 1 (2022) and again in year 5 (2025) due to the implementation of “interim systems” such as Book King and City Reporter in 2022, which are then replaced by TownSuite modules in 2025. Meanwhile Option 1 involves a much smaller investment only in year 1 (2022), and Option 3 involves a large investment only in year 1, followed by a smaller investment in year 2 (2023).

That being said, Option 2B is still the top recommended option at this point in time (note: this is the consensus at the time prior to the TownSuite demos taking place) because it allows the Township to address the urgent need for recreation software, for which funding has already been secured, while balancing long term needs.

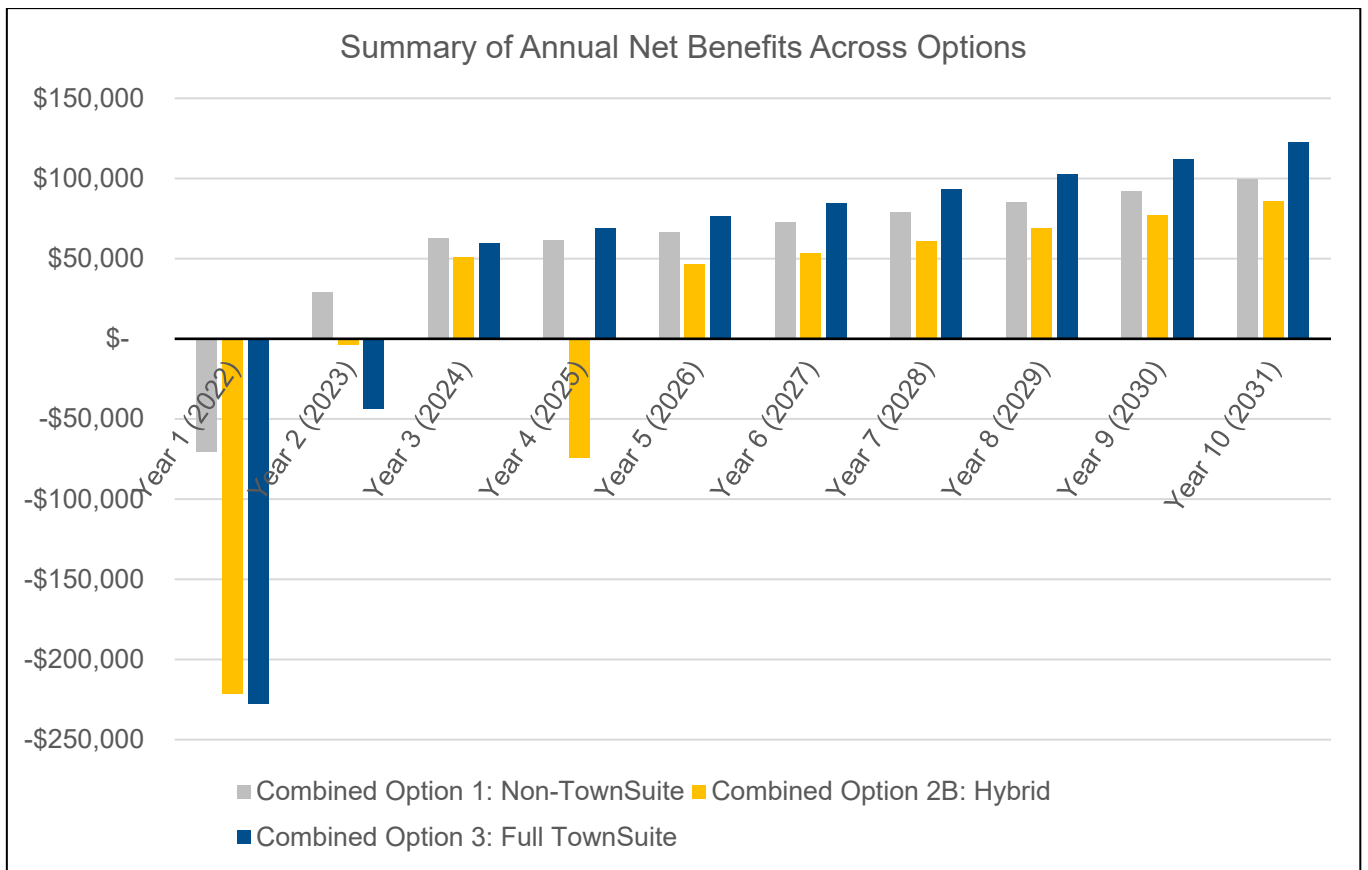


Figure 1 Graph displaying summary of annual net benefits compared across the 3 combined options

## Summary of 5-Year and 10-Year Net Benefits Across All Combined Options

The following graph displays a summary of the total 5- and 10-year annual net benefits (benefits minus costs) that could be realized each year across the 3 different options.

## 5 Year Net Benefits

Based on the graph below, only Option 1 produces positive net benefits over a period of 5 years, whereas Options 2B and 3 both produce negative net benefits over 5 years, with Option 2B representing significantly more of an investment required by the Township to implement.

The reason for Option 2B having higher negative net benefits is the result of the duplication of fees being incurred to implement interim systems such as Book King and City Reporter, which later will be replaced the relevant TownSuite modules such as the Recreation, 311, Work Orders / CMMS, and Inspections modules.

By comparison, Option 1 does not involve TownSuite at all, and is made up of a variety of lower cost systems. However, while the solution does have a lower overall cost, as per the pros and cons detailed in the Future State report, this option does have potential challenges such as an increasing the number and complexity of new vendors / systems the Township will have to manage, which will not be integrated with Keystone. Option 3 is also more streamlined in that it only involves TownSuite products, which while priced quite high, do have the highest potential benefits when it comes to improving efficiency, saving on paper, supplies and equipment, and also potentially increasing revenue which offsets the costs to a greater degree.

## 10 Year Net Benefits

From a 10-year perspective, Option 2B still produces the lowest net benefits compared to the other options, with Option 1 yielding the highest net benefits (due to the significantly lower initial investment cost which will be recouped earlier), and Option 3 yielding the second highest net benefits.

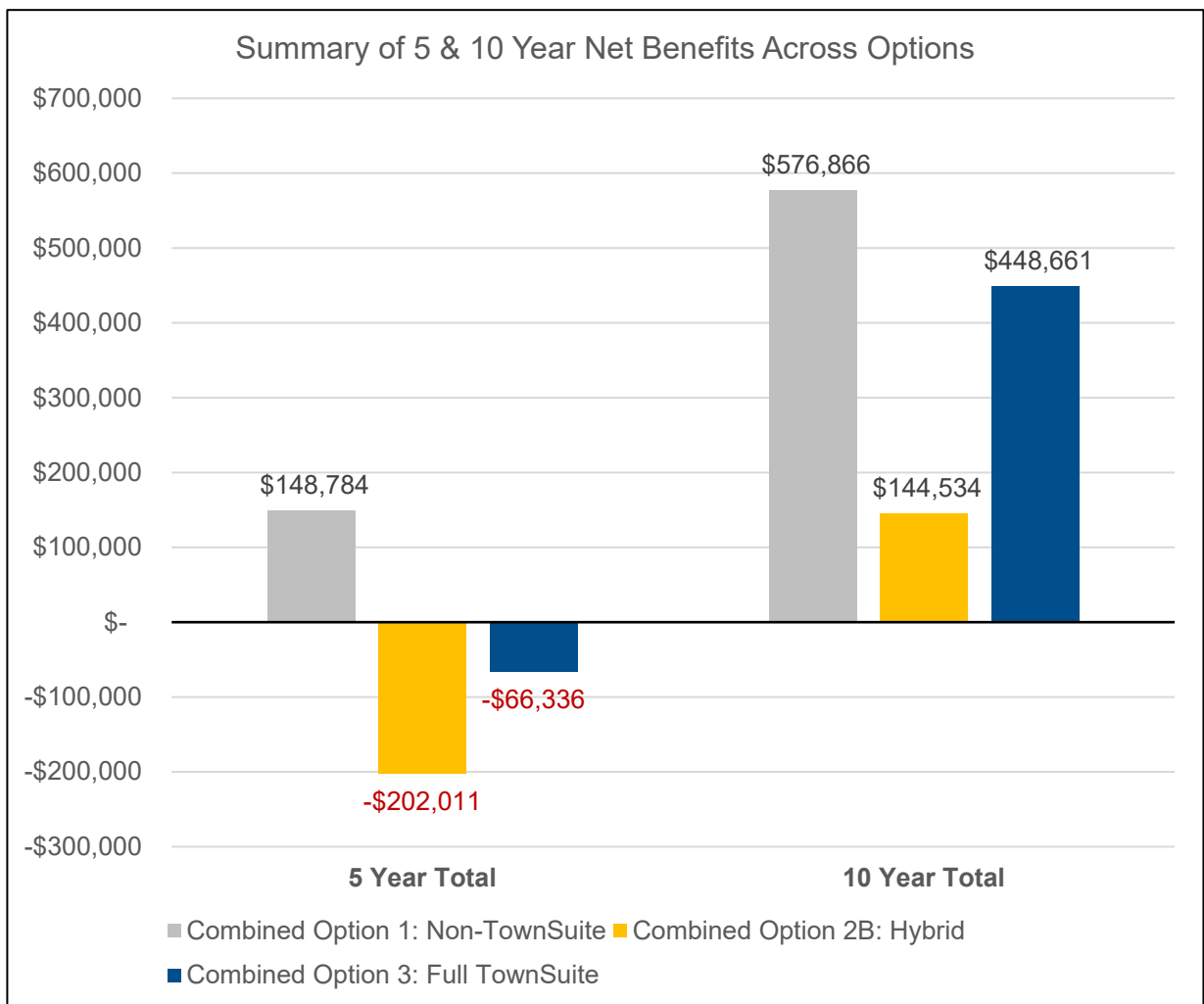


Figure 2 Graph displaying summary of 5 and 10 year net benefits compared across the 3 combined options

## Summary of Break-Even Years Across All Combined Options

The following graph displays a summary of the break-even year (year where the cumulative net benefits from all of the previous years changes from negative to positive) compared across the combined options. Based on the data, Option 2B will take the longest, at a projected 9 years to break even. Option 1 will take the shortest time, at only 3 years to break even. Option 3 is in the middle, with 6 years required to break even.

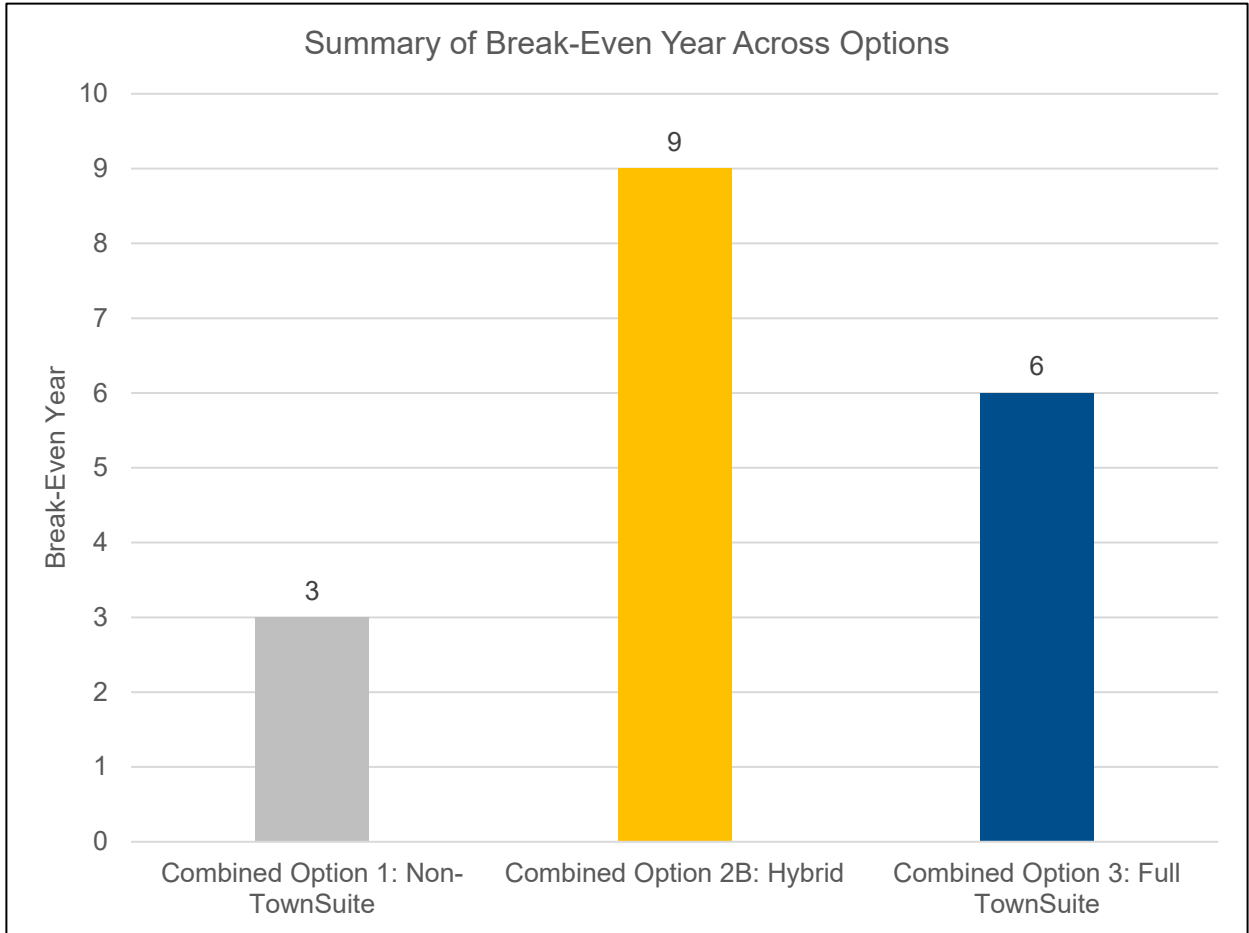


Figure 3 Graph displaying summary of break-even years compared across the 3 combined options



## Annual Costs, Benefits, and Net Benefits for Option 1 and 3

### Option 1: Combination of new systems from different vendors (not including TownSuite)

Table 26 Annual Costs, Benefits, and Net Benefits Data for Option 1

Metric	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Year 6 (2027)	Year 7 (2028)	Year 8 (2029)	Year 9 (2030)	Year 10 (2031)	5 Year Total	10 Year Total	Break Even Year *
Total Annual Costs	\$ 72,918	\$ 88,554	\$ 61,009	\$ 61,009	\$ 61,009	\$ 61,009	\$ 61,009	\$ 61,009	\$ 61,009	\$ 61,009	\$ 344,498	\$ 649,542	
Total Annual Benefits	\$ 2,250	\$ 117,391	\$ 123,680	\$ 122,457	\$ 127,504	\$ 133,465	\$ 139,724	\$ 146,296	\$ 153,197	\$ 160,443	\$ 493,282	\$ 1,226,408	
<b>Total Annual Net Benefits</b>	<b>-\$ 70,668</b>	<b>\$ 28,838</b>	<b>\$ 62,671</b>	<b>\$ 61,448</b>	<b>\$ 66,495</b>	<b>\$ 72,456</b>	<b>\$ 78,715</b>	<b>\$ 85,288</b>	<b>\$ 92,188</b>	<b>\$ 99,434</b>	<b>\$ 148,784</b>	<b>\$ 576,866</b>	<b>Year 3</b>

### Option 3: Full TownSuite implementation of all relevant modules

Table 27 Annual Costs, Benefits, and Net Benefits Data for Option 3

Metric	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Year 6 (2027)	Year 7 (2028)	Year 8 (2029)	Year 9 (2030)	Year 10 (2031)	5 Year Total	10 Year Total	Break Even Year *
Total Annual Costs	\$ 231,581	\$ 206,425	\$ 128,021	\$ 104,554	\$ 104,554	\$ 104,554	\$ 104,554	\$ 104,554	\$ 104,554	\$ 104,554	\$ 775,135	\$ 1,297,904	
Total Annual Benefits	\$ 4,100	\$ 162,938	\$ 187,511	\$ 173,466	\$ 180,784	\$ 189,129	\$ 197,892	\$ 207,093	\$ 216,754	\$ 226,898	\$ 708,799	\$ 1,746,565	
<b>Total Annual Net Benefits</b>	<b>-\$227,481</b>	<b>-\$ 43,487</b>	<b>\$ 59,490</b>	<b>\$ 68,912</b>	<b>\$ 76,230</b>	<b>\$ 84,575</b>	<b>\$ 93,338</b>	<b>\$ 102,539</b>	<b>\$ 112,200</b>	<b>\$ 122,344</b>	<b>-\$ 66,336</b>	<b>\$ 448,661</b>	<b>Year 6</b>

# **Appendix G:**

**Roadmap and Cost Benefit  
Assumptions**

## Roadmap Assumptions

### General Assumptions Across All Combined Option Roadmaps

#### **Roadmap Activities**

- 1 The activities outlined for each of the initiatives are a general representation of commonly in-scope tasks. Where vendors are involved in implementation, vendors will provide detailed project plans which outline key activities and milestones in greater detail (with input from the Township, as needed).

#### **Approval From Council**

- 2 All roadmap initiatives are assumed to be approved by Council at a high level after submission of final report in Feb 2022.
- 3 All recommendations with a cost associated with it (e.g. to implement software X) need to be formally approved by Council prior to initiation of implementation, and these steps have not been included in the Roadmap.

#### **Initiative / Activity Timing / Sequencing**

- 4 Timelines are optimistic. It is assumed that digital transformation will be a priority and as such, the initiatives will be closely managed and resources will be made available as needed to stay within projected timelines.
- 5 Initiative Implementation Start Date' refers to the month and year when discovery and planning activities for implementation will start. 'Initiative Implementation End Date' refers to the month and year when implementation will occur.

#### **Initiative / Activity Dependencies**

- 6 Outcome of TownSuite demos will dictate which final roadmap will be implemented. (I.e. if all modules of TownSuite meet stakeholder / process needs in demos, roadmap 3 might be implemented.
- 7 Roadmap delivered here is based on consensus & discussions from 2021-12-14 meeting with GHD. Roadmap(s) are subject to future change by the Township if desired (i.e. if new information is obtained).
- 8 For Options involving TownSuite (2B and 3), TownSuite Financial Software has to be implemented first as it is a pre-requisite for implementation of the additional modules in scope for other initiatives.
- 9 For Options involving TownSuite (2B and 3), roadmap assumes that a "Go" decision will be made to proceed with TownSuite. If "No-Go" is outcome of decision, refer to the Roadmap for Combo Option 1 for alternative courses of action that can be taken.

## Cost benefit Assumptions

### General Assumptions

- 1 All costs & benefits values listed in this analysis are +/- 50%.
- 2 All monetary values are in CAD.

### Cost Assumptions

- 3 Sum of all lower end implementation fee estimates provided by all in-scope vendors. This is a minimum forecasted price.
- 4 Taxes have not been included in software cost estimates provided.
- 5 Additional vendor costs such as travel (during implementation) have not been included.
- 6 Prices for combination & individual options do not take into any pricing discounts / module bundling that a vendor might be willing to offer.
- 7 Inflation assumed to impact solution costs in all options starting in year 3.
- 8 Inflation amount assumed to be set at 5% (based on estimate provided in Questica proposal provided to Huron-Kinloss, and the assumption that other vendors might offer similar terms).
- 9 Annual fees assumed to be inclusive of all licensing, maintenance, and technical support, as most vendors indicated this is included in pricing provided.
- 10 Assumed that an annual fee will be incurred in the same year that the implementation takes place, even if it is completed mid way through the year, except for TownSuite Financial which incurs annual fees after implementation (implementation is 12 months).
- 11 Infrastructure upgrades required are assumed to be \$0 in all combo options, because all software within each option is cloud based.
- 12 Sample transaction volumes and average values have been estimated but not validated with the Township of Huron-Kinloss.
- 13 Hardware costs for Moneris POS terminals (or any other POS provider) have not been included in solution costs.

### Benefits Assumptions

- 14 Assumed all benefits begin to be realized in 6 - 12 months after the completion of implementation. This is to account for change management efforts and stabilization activities required prior to benefits being realized.
- 15 2021 Revenue baseline for is assumed to be \$18,682,771 based on data provided by Huron-Kinloss.
- 16 Annual revenue growth projected to be 5% based on data provided by Huron-Kinloss.
- 17 Revenue increase is assumed to be driven by increased number of licenses, permits, program registrations, etc. processed, as well as increased attraction of new businesses / developers / residents to Township due to improved ease of doing business with the municipality.
- 18 "Reduction in current state technology expenditure" section only included systems which can be decommissioned from implementation of in scope software / modules in the combo option description. Does not include benefits of eliminating additional current state systems possible through other products / modules offered by those vendors.
- 19 Current state paper expenditure assumed to be \$8,000 per year as per data provided by Huron-Kinloss.
- 20 Current state office supplies expenditure assumed to be \$15,000 per year as per data provided by Huron-Kinloss.

- 21 Current state office equipment expenditure assumed to be \$6,000 per year as per data provided by Huron-Kinloss.
- 22 All current state software costs are based on data provided in MIC report, or directly from Huron-Kinloss.
- 23 Break even year on summary tab is calculated by the year where the cumulative net benefits becomes positive.

**Time Savings / Process Efficiency Assumptions**

**Baseline FTE data assumptions are as follows. All data based on assumptions agreed upon with Huron-Kinloss.**

- 24 # of Annual Business Days 261; 252 Business Days + 9 Paid Public Holidays.
- 25 Daily FTE Working Hours 7.00
- 26 Annual FTE Working Hours 1827
- 27 Average FTE Loaded Cost \$ 63,025
- 28 Average Hourly FTE Cost \$ 34.50

# **Appendix H:**

**Vision Lab and engagement activity  
participants**

The following individuals attended the Vision Lab, held on November 1, 2021:

Name	Title
Jodi MacArthur*	Treasurer
Mary Rose Walden*	CAO
Michelle Goetz*	Community Development Officer
Chris Cleave	Fire Chief
Emily Dance	Clerk
John Yungblut	Director of Public Works
Matt Farrell	Manager of Building and Planning
Mike Fair * Project steering committee members	Director of Community Services

The following individuals participated in engagement sessions through Phase 1 and Phase 2 of this project:

<b>Name</b>	<b>Title</b>
Jodi MacArthur*	Treasurer
Mary Rose Walden*	CAO
Michelle Goetz*	Community Development Officer
Chris Cleave	Fire Chief
Emily Dance	Clerk
Jason Reid	Lead Hand
John Yungblut	Director of Public Works
Leanne Scott	Payroll & Asset Coordinator
Maggie Young	Admin Asst./Program Co-ordinator
Matt Farrell	Manager of Building and Planning
Matt McClinchey	Parks and Facilities Supervisor
Mike Fair	Director of Community Services
Taralyn Cronin * Project steering committee members	Business & Economic Officer





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