



Service Delivery Review

→ **Final** Recommendations Report

This Version: December 1, 2020



Contents

Executive Summary	5
1.0 Purpose of this Document	5
1.1 Project Overview	5
1.2 Project Approach	6
1.3 Summary Findings and Recommendations	7
1.3.1 Overarching Recommendations	7
1.3.2 V1: Procurement	8
1.3.3 V2: Recruitment	9
1.3.4 V3: Zoning By-Law Review	10
1.3.5 V4: Succession Planning	11
1.3.6 V5: Marketing of the Village of Sundridge	12
1.3.7 V6: Asset Management	13
1.3.8 V7: Finance Procedures	14
2.0 Introduction	15
2.1 Context for the Project	15
2.2 Project Mission & Success	15
2.2.1 Project Mission	15
2.2.2 Project Success	15
2.3 Project Deliverables	16
3.0 Village Service Delivery Review Framework	17
3.1 Defining a Service	18
3.1.1 Definition of a Village Service	18
4.0 Recommendations Overview	19
4.1 Introduction	19
4.2 Summary of Recommendations	20
5.0 Overarching Recommendations	22
5.1 Summary of Village-Wide Themes	22
5.2 Overarching Recommendation 1: Enhance the Use of Technology	23
5.3 Overarching Recommendation 2: Develop/Update Role and Process Documentation	25
5.4 Overarching Recommendation 3: Define Clear Performance Metrics	27
6.0 Service-Specific Recommendations	29
6.1 V1: Procurement	30

6.1.1	Summary of Current State Findings	30
6.1.2	Recommendation #V1.1: Review and update the existing Procurement By-Law to ensure that it includes modernized procurement methods that would support staff as they go about their regular procurement activities	31
6.1.3	Recommendation #V1.2: Implement The Use Of An Online Procurement Platform	36
6.1.4	Recommendation #V1.3: Review and Set Modified Sign-Off Limits for Council.....	40
6.2	V2: Recruitment	42
6.2.1	Summary of Current State Findings	42
6.2.2	Recommendation #V2.1: Develop a Clear Value Proposition for the Village to Support Recruitment	43
6.2.3	Recommendation #V2.2: Identify Potential Incentives that can be Used When Attracting Talent.....	46
6.2.4	Recommendation #V2.3: Identify Unique Funding or Recruitment Options for Small Municipalities.....	48
6.3	Zoning By-Law Review.....	50
6.3.1	Summary of Current State Findings	50
6.3.2	Recommendation #V3.1: Update the Zoning By-Law in Conjunction with the Creation of the Village Official Plan	51
6.3.3	Recommendation #V3.2L Use Technology (i.e., The Village Website) for Introduction the Updated Zoning By-Law and Educating Residents to its Application.....	53
6.3.4	Recommendation #V3.3: Provide Frequently Asked Question References on the Website to Help Residents Understand How to Apply the By-Law to their Situation which will Assist the Village with Calls they Receive	54
6.4	V4: Succession Planning.....	55
6.4.1	Summary of Current State Findings	55
6.4.2	Recommendation #V4.1 Identify Successors and/or Back-Ups for Key Roles, who could Support Operations in the Event of an Unplanned Vacancy	56
6.4.3	Recommendation #V4.2: Explore Potential Partnerships with Neighbouring Municipalities to Create a Joint Training/Succession Planning Program.....	58
6.5	V5: Marketing of the Village of Sundridge	64
6.5.1	Summary of Current State Findings	64
6.5.2	Recommendation #V5.1: Develop a Consistent Approach for Village Participation in Community Events.....	66
6.5.3	Recommendation #V5.2: Engage Staff and Council in the New Website Design and Implementation	69



6.5.4	Recommendation #V5.3: Provide Staffing and Support to Take Full Advantage of New Marketing Directions Tabled with ACED	71
6.5.5	Recommendation #V5.4: Develop Strategies to Engage Local Businesses and Residents to Support Village Beautification Efforts	73
6.6	V6: Asset Management	74
6.6.1	Summary of Current State Findings	74
6.6.2	Recommendation #V6.1: Develop Formal Asset Management Processes and Procedures, Including Aligning of Assets Between Systems/Databases	76
6.6.3	Recommendation #V6.2: Review Current Supporting Technology to Ensure it is Appropriate, Aligns with Leading Practices, and is Utilized Fully	81
6.7	V7: Finance Procedures	83
6.7.1	Summary of Current State Findings	83
6.7.2	Recommendation #V7.1: Formally Document Processes Involved in Financial Areas to Enable Clear Responsibilities and Links to Job Descriptions	85
6.7.3	Recommendation #V7.2: Update Job Descriptions of the Intrenal Finance Team to Recognize Work Requirements, Define Roles, and Assign Responsibilities	87
6.7.4	Recommendation #V7.3: Identify and Agree on Reasonable and Achievable Service Level Requirements	88
7.0	Prioritization and Implementation Timelines	90
7.1	Implementation Scatterplot and Gantt Chart.....	93
8.0	Next Steps.....	97
9.0	Appendix.....	97



Executive Summary

1.0 Purpose of this Document

The purpose of this document is to present recommendations for the Village of Sundridge based on the findings from the Service Delivery Review undertaken during Summer 2020. This Report outlines opportunities for the Village overall, and for the seven in-scope services reviewed throughout the course of this engagement. Each service profile below will provide an outline of the current state, and then provide detailed information to support the Village's implementation efforts. Additionally, each recommendation will include an overview of the financial impacts and considerations.

Lastly, this document is designed to support the Village as it translates the report into action, providing clear implementation advice, timelines, and a suggested order of operations.

This Report is the second and final major deliverable for this Service Delivery Review project, with the other being the Current State Report

1.1 Project Overview

In 2020, the Village of Sundridge and Optimus SBR partnered to conduct a Service Delivery Review (SDR) of municipal services. The purpose of this SDR is to review current services being delivered by the Village and identify areas of opportunity with regards to efficiency, effectiveness, and service level. A preliminary review of Village services identified several key areas for review, and seven (7) areas were selected to be the main focus for this SDR.

This report provides a summary of recommendations for each of these areas, along with overarching recommendations applicable to the Village overall.

1.2 Project Approach

The graphic below describes the approach Optimus SBR took to achieve the project objectives. The Optimus SBR team will also be responsible for project management activities throughout the engagement to ensure that any potential risks are identified, captured, and mitigated appropriately.

Figure 1: Project Approach



Through this approach, the Village receives a thorough understanding of the current state of the in-scope services, as well as realistic and actionable recommendations moving forward. Most importantly, the Village will have the information required to move forward with confidence at the conclusion of this engagement.



1.3 Summary Findings and Recommendations

1.3.1 Overarching Recommendations

Based on Village-wide themes identified in the Current State Report, the Optimus SBR team has developed overarching recommendations that apply to the Village's operations as a whole. The spirit of these recommendations aligns with the service-specific recommendations presented in the body of this report, and can work hand-in-hand to support the Village's operations.

The Village-wide themes identified in the Current State Report included:

- **Theme 1:** Highly Cohesive Staff & Council
- **Theme 2:** Use of Technology Can be Further Enhanced
- **Theme 3:** Lack of Formal Process and Role Documentation
- **Theme 4:** Unclear/Undefined Performance Indicators
- **Theme 5:** Strong Foundational/Modernization Initiatives are Underway or In Place

In response to Themes, 2, 3, and 4 respectively, the Optimus SBR team has developed the following overarching recommendations:

- **Enhance the Use of Technology:** Across the Village there are opportunities to use technology to reduce manual processes, decrease the time taken to complete specific tasks, and to allow staff to focus on higher-order, more valuable tasks.
- **Develop/Update Role and Process Documentation:** Throughout the engagement staff consistently noted that their job descriptions were out of date, and that there was no formal process documentation, save for some checklists. Updating and developing this documentation will ensure there is an appreciation of staff's responsibilities, activities, and can support broader continuous improvement activities.
- **Define Clear Performance Metrics** – Setting clear targets, standards, and goals will support the Village as it looks to further its culture of continuous improvement.

The following pages will present an overview of each service individually, which is then expanded upon in the body of the report.

1.3.2 V1: Procurement

Service Description
<ul style="list-style-type: none"> Procurement services outlines the acceptable activities and practices by which the Village can either purchase/acquire goods and/or services, as well as the disposal of tangible assets of the Village. Procurement services ensures that the Village has the materials and services required to continue to operate and provide core services (e.g., Public Works activities) that are essential to the operations of the Village.
Objective of the Review
<ul style="list-style-type: none"> Modernize procurement practices through a clear understanding of all options available. Identify opportunities for potential cost savings through innovative/improved procurement processes. Identify opportunities for increased effectiveness through pooling resources.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Service Levels; Resources.
Strengths
<ul style="list-style-type: none"> Staff know their respective roles through the Procurement process, and work together to ensure all steps are adequately completed. Staff appear to align with Procurement requirements (e.g., finding three quotes), and with trade agreement requirements during Procurement activities. The relationship between staff and Council throughout the Procurement process appears to be clear, and there appeared to be no confusion or challenges related to roles and responsibilities.
Gaps
<ul style="list-style-type: none"> No standardized, formalized processes or procedures exist for the various procurement activities, beyond the existing By-Law. The Procurement By-Law can be updated to include more procurement methods. Technology is not used to its fullest potential in the procurement process.
Recommendations Presented Below
<ul style="list-style-type: none"> Review and update the existing Procurement By-Law to ensure that it includes modernized procurement methods that would support staff as they go about their regular procurement activities Implement the use of an online procurement platform Review and set modified sign-off limits for Council

1.3.3 V2: Recruitment

Service Description
<ul style="list-style-type: none"> Recruitment focuses on the full scope of recruitment activities across the Village, for all potential roles, including administration, Public Works, or other niche roles. Recruitment is critical to the continued functioning of the Village.
Objective of the Review
<ul style="list-style-type: none"> Support the Village in developing a compelling value proposition for recruitment. Identify leading practices in recruitment activities for municipalities. Determine improved processes to support the Village's recruiting activities.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Resources; Service Levels.
Strengths
<ul style="list-style-type: none"> Staff appear to know their roles in the process, and work well with one another to support the overarching Recruitment process. For the most part, Sundridge is able to find suitable candidates to fill vacant positions (note: there are some exceptions). Processes appear to be streamlined and do not require additional steps or non-value-added activities. In the past, the Village has taken advantage of provincial funding to hire intern staff.
Gaps
<ul style="list-style-type: none"> The Village lacks a formal and clearly defined value proposition that would attract applicants to want to apply to the Village. Due to capacity constraints, it can be difficult to research and identify provincial funding opportunities for roles. Job descriptions were noted as being out of date and not capturing the full extent of staff responsibilities.
Recommendation(s)
<ul style="list-style-type: none"> Develop a clear value proposition for the Village to support recruitment Identify potential incentives that can be used when attracting talent Identify unique funding or recruitment options for small municipalities

1.3.4 V3: Zoning By-Law Review

Service Description
<ul style="list-style-type: none"> The Zoning By-Law sets out what is or is not an acceptable use of land for each property in the Village, and it aligns with the Ontario Planning Act. The Zoning By-Law, in absence of an Official Plan, was the main process by which the Village managed its land usage, zoning, and planning.
Objective of the Review
<ul style="list-style-type: none"> Identify opportunities to modernize the existing zoning By-Law to better align with leading practices. Identify opportunities to improve service levels.
Framework Focus Areas
<ul style="list-style-type: none"> Service Levels Process
Strengths
<ul style="list-style-type: none"> Development of Village Official Plan in progress. Good foundational knowledge of what is and is not accepted under the Zoning By-Law, with more complex support offered from the Village's Contract Planner. Current Zoning By-Law has been in place since 1989.
Gaps
<ul style="list-style-type: none"> The Zoning By-Law has not been updated in almost 30 years and requires an end-to-end refresh to include current legal definitions, building options available today, and updated approval processes. No information or tools beyond the Zoning By-Law itself are readily available to assist residents with zoning issues in a self-serve manner. No documented process for triaging planning requests.
Recommendation(s)
<ul style="list-style-type: none"> Update the Zoning By-Law in conjunction with the creation of the Village Official Plan Use technology (i.e., the Village website) for introducing the updated Zoning By-Law and educating residents to its application Provide Frequently Asked Question references on the website to help residents understand how to apply the By-Law to their situation which will assist the Village with calls they receive.

1.3.5 V4: Succession Planning

Service Description
<ul style="list-style-type: none"> • Succession Planning is the act of planning for both planned and unplanned staff vacancies. • In the Village, Succession Planning is currently done on an informal basis, as there are no formal processes or activities.
Objective of the Review
<ul style="list-style-type: none"> • Review what practices/procedures are currently in place. • Improve and/or develop new practices and/or guides to ensure that positions have individuals identified who can support tasks if necessary. • Determine how to best use this as an opportunity to improve staff recruitment opportunities.
Framework Focus Areas
<ul style="list-style-type: none"> • Resources; • Process; • Governance.
Strengths
<ul style="list-style-type: none"> • Staff understand the importance of planning for future successors, ensuring there is minimal loss of institutional knowledge. • Some staff have experience with succession planning, allowing them to more quickly adopt activities that support this service. • The cohesive office environment that staff enjoy will be a benefit for those areas where only a single staff member runs a department, as individuals will be willing to support as needed.
Gaps
<ul style="list-style-type: none"> • Job descriptions are out of date, missing key responsibilities of staff members. • The small size of the administration makes it difficult to identify the specific individual who can assume a position for any extended period of time. • Any previous succession planning activities are conducted informally, as an “after hours” task by department heads or willing staff
Recommendation(s)
<ul style="list-style-type: none"> • Identify successors and/or back-ups for key roles, including who could support operations in the event of an unplanned vacancy • Explore potential partnerships with neighbouring municipalities to create a joint training/succession planning program

1.3.6 V5: Marketing of the Village of Sundridge

Service Description
<ul style="list-style-type: none"> Marketing of the Village applies to a wide range of activities, from participation in the local Economic Development Association, to funding/promoting local events, beautification activities for the Village, and external communications to residents and visitors. Given its wide scope, the service touches upon a number of facets of the operations and interactions of the Village with its community.
Objective of the Review
<ul style="list-style-type: none"> Create an inventory of marketing activities that staff, Council, and residents want for the future. Develop methodologies to ensure that these can be undertaken in a cost-effective manner.
Framework Focus Areas
<ul style="list-style-type: none"> Service Levels; Cost; Technology
Strengths
<ul style="list-style-type: none"> The importance of the website and its role in communicating with the community has been recognized, and a process to redesign the website is currently underway. Staff are currently achieving most marketing and communication goals without a dedicated Communication and Marketing resource. Engaged committee and Council support for major events held in the Village of Sundridge. High level of public participation for major events held in the Village of Sundridge. Entering new joint services agreement with Almaguin Community Economic Development group (ACED).
Gaps
<ul style="list-style-type: none"> While all events are run by their respective organizing committee, the Village supports these committees (for example the Sunflower Festival) through participation and/or administrative assistance to the committees. For these roles, there are no formal processes or documentation to support the activities in future years. Website is outdated and content cannot be modified by Village staff. Duties to support committees and marketing activities are not documented as part of current staff job descriptions. Some of those interviewed believe more could be done to beautify the downtown core and attract more visitors
Recommendation(s)
<ul style="list-style-type: none"> Develop a Consistent approach for Village participation in community events Engage staff and Council in new website design and implementation Provide staffing and support to take full advantage of new marketing directions tabled with ACED

1.3.7 V6: Asset Management

Service Description
<ul style="list-style-type: none"> Asset Management is the process by which the Village identifies, catalogues, and maintains all Village-owned infrastructure, buildings, technology, and other items as appropriate. The goal is minimizing lifecycle cost, while continuously delivering established levels of service.
Objective of the Review
<ul style="list-style-type: none"> Review current processes to determine how assets are currently tracked. Determine if and how technology can improve the service.
Framework Focus Areas
<ul style="list-style-type: none"> Processes; Technology; Service Levels.
Strengths
<ul style="list-style-type: none"> Strong foundational activities are in place that can be leveraged to formalize and enhance asset management activities in the Village. The Village is currently enrolled in the “AMP It Up 2.0” Program to support its goal in meeting provincial requirements. Staff clearly understand their role throughout the asset management lifecycle. Systems are in place that staff find easy to use and maintain.
Gaps
<ul style="list-style-type: none"> No formally defined processes or roles exist with regards to asset management. Staff definitions of what are, could, or should be classified as an asset differs, depending on their role. <ul style="list-style-type: none"> This is further exemplified in what is captured in various asset management documents, including the 2017 Asset Management Plan, 2019 Capital Asset spreadsheet, and the Village’s GIS system. The use of technology could be enhanced to allow staff to focus on more value-add activities, instead of current manual processes (e.g., digging to locate assets).
Recommendation(s)
<ul style="list-style-type: none"> Develop formal asset management processes and procedures, including aligning of assets between Systems/databases Review current supporting technology to ensure it is appropriate, aligns with leading practices, and is utilized fully

1.3.8 V7: Finance Procedures

Service Description
<ul style="list-style-type: none"> Finance procedures are the group of processes and activities that the Village undertakes to receive payments, send out payments (i.e., tax bills, accounts receivable and payable), and reports on its financial position to internal/external stakeholders. The procedures generally follow common activities and are loosely scheduled around similar timeframes each year.
Objective of the Review
<ul style="list-style-type: none"> To understand the full scope of processes and procedures of the finance department. To identify those processes that can potentially be improved through the use of technology or streamlined activities.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Technology.
Strengths
<ul style="list-style-type: none"> Cohesive team with a working structure that enables responsibilities to be effectively shared with multiple staff members. The Village is currently meeting required legislative financial filing requirements and provides Council with timely reporting. Accounting system applications adequately perform the functions required. Foundational steps have been taken to improve ease of and flexibility in financial interactions with the public.
Gaps
<ul style="list-style-type: none"> Formal process documentation describing end-to-end process requirements is lacking and has created staffing transition issues in the past. Job descriptions for staff dealing with financial processes are either outdated or do not exist. Formal service levels for accounting timelines or target deadlines are lacking. Current provisions for customer service options (i.e., payments) are limited.
Recommendation(s)
<ul style="list-style-type: none"> Formally document processes involved in financial areas to enable clear responsibilities and links to job descriptions Update job descriptions of the internal finance team to recognize work requirements, define roles, and assign responsibilities Identify and agree on reasonable and achievable service level Agreements

2.0 Introduction

2.1 Context for the Project

The Village of Sundridge (the Village) is located in Central Ontario along Lake Bernard, and has approximately 1,000 residents. The Village, while mostly rural, boasts some urban amenities, such as multiple car dealerships, hardware stores, and a grocery store, while still providing small town amenities like a picturesque lake and nature trails.

The Village's staff is at a unique point in its operations. The Village can and should critically review and reinvent its various processes and procedures to ensure they are aligned with leading practices, are efficient, and provide the best value to its ratepayers. This engagement is designed to support the Village in identifying where improvements can be made to internal and public-facing processes.

To complete this undertaking, the Village of Sundridge contracted the services of Optimus SBR to support the Village in reviewing and identifying recommendations for potential improvements to existing services.

2.2 Project Mission & Success

In support of the Village's goal to continuously improve their operations and services for ratepayers, the Village of Sundridge has undertaken a review of its internal operations. These services impact both how the Village staff works together, how they interact with Council, and how they interact with residents, businesses, and visitors.

2.2.1 Project Mission

The Project Mission defines why the Village has engaged Optimus SBR. For this engagement, the Mission is defined as:

- o To conduct a Service Delivery Review of the Village of Sundridge's (the Village's) municipal operations. The review will evaluate how the Village currently provides services to identify recommendations for improving the efficiency, effectiveness, and accountability of Village operations, while building staff capacity and competency to support continuous improvement.

2.2.2 Project Success

Project success outlines what the Village can expect at the conclusion of this engagement, ensuring that our engagement approach and activities will support the achievement of these goals. For this engagement, project success has been defined as:

- o A clear understanding of the Village's current services and service delivery models.
- o Opportunities for improvement and operational efficiencies, including cost savings, and determining which services could be reduced, expanded, discontinued, or delivered in an alternative way, including exploring shared services with neighboring municipalities.

- o Recommendations for efficient, effective, and sustainable delivery of municipal services including the optimal service mix and levels, service delivery model, and funding model
- o Building capacity in Village staff to ensure continuous improvement.
- o Buy-in among the Village's stakeholders that recommendations will result in enhanced public value through reduced operational costs and improved modernized service delivery.

2.3 Project Deliverables

Throughout the engagement, our team will continue to develop the outlined deliverables below, as well as the Final Report. Each deliverable was first be developed in draft form and reviewed with the relevant project governance body prior to incorporating edits and finalizing the content. The table below outlines each deliverable of the engagement and provides a brief description to ensure a common understanding of its content. Highlighted in orange is the deliverable included with this document.

Table 1: Project Deliverables

DELIVERABLE	DESCRIPTION
Project Plan	Sets key dates for deliverables and milestones, while also detailing accountabilities of both Optimus SBR and the Village's teams and staff.
In-Scope Service List	A document that outlines the specific services that will receive a deeper review through this engagement. The document will include an overview of the engagement, explain how services were selected, and will provide key information about the scope of the review for each service. This will first be completed in draft form and confirmed with the Village's project team prior to finalization.
Research and Stakeholder Engagement Plan	A foundational document that outlines our approach and methodology for stakeholder engagement activities during the current and future state activities – this document will outline the method by which we intend to engage individuals. This document outlines our approach for any research that may be required. Lastly, this document will include a template by which Optimus SBR can work with the Village to identify the appropriate stakeholders to engage.
Current State Assessment Report	A consolidated report that reviews the current state of each of the in-scope services. This will include a Service Delivery Profile for each in-scope service, which will include standardized criteria that will be validated with the Village Clerk prior to development.
Final Report	A Final Report that outlines all engagement activities/outputs, key recommendations, and high-level implementation considerations.

3.0 Village Service Delivery Review Framework

Optimus SBR employs a Service Delivery Review Framework, that is proven and has been used in multiple service delivery reviews for municipalities across the province, to assess the efficiency and effectiveness of selected services.

Figure 2: Optimus SBR's Service Delivery Review Framework



The 6 areas reviewed across the framework include:

- o **Governance:** Governance (where appropriate) and more generally organizational structure, roles, responsibilities, and accountability are clear for effective decision making, operations, and minimizing duplication.
- o **Service Levels:** Service level expectations are clearly articulated and/or documented and are appropriate.
- o **Process:** Processes are well designed and defined, effective and efficient.
- o **Cost:** Services are provided cost-effectively relative to the services being provided and the benefits realized.
- o **Technology:** Appropriate technology is in place to enable processes and service delivery more broadly.
- o **Resources:** Required resources are in place to carry out roles and responsibilities at the expected service levels. This can include human resources (e.g., in terms of competencies, expertise, or staffing levels) as well as other (e.g., financial) types of resources.

3.1 Defining a Service

At the outset of the engagement, the Optimus SBR team confirmed with the Village Clerk the types of services the Village has and provides to its residents. Through partnerships with surrounding municipalities, the Village provides some shared services, and then provides a number of services itself. Our team discussed with the Village what would be considered a “service” that could be reviewed for this engagement, and to distinguish *services* from *departments*.

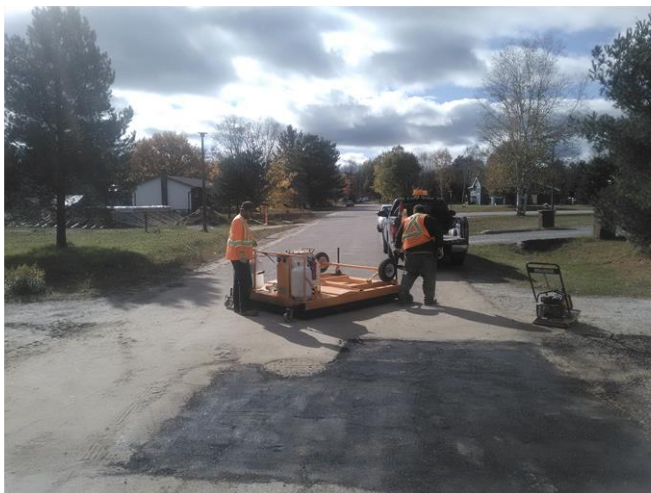
It was decided through mutual discussion that this review would focus exclusively on the services provided solely by the Village, and would not look to include shared services offered through partnerships. It was noted to our team that shared services should be its own separate review at another time, in a structure that appropriately recognizes all interested parties.

3.1.1 Definition of a Village Service

The graphic below demonstrates what was considered a “service” that would be reviewed in greater detail, compared to a Department, which might sometimes have the name “Service” in its title. As shown below, “Roads” represents a basket of services rather than an individual service. The target level for this review would be the individual services offered by the Department, which in this case includes services such as culvert digging, sidewalk restoration, weeds/grass cutting, snow removal, and others.

Figure 3: Defining a Village Service vs. Department

Department: Roads



- Patching holes in roads
- Ditching
- Graveling
- Grading
- Sidewalk restoration
- Culverts
- Road Line Painting
- Weeds/Grass cutting
- Brushing
- Trees on Municipal Property
- Sanding /Salting
- Snow Removal
- Road Signs



4.0 Recommendations Overview

4.1 Introduction

The following section contains an overview of all the recommendations that will be presented in greater detail throughout each individual service in the report. Recommendations were developed based on the findings contained in the Current State Report for the Village of Sundridge.

A total of twenty-four recommendations have been developed for the Village, including three overarching recommendations and twenty-one service-specific recommendations. Overarching recommendations have been given the identifier of **01.X** which implies Overarching Recommendation one, two, or three.

Service specific recommendations have been given identifiers that align with their service number as listed in the *In-Scope Service Document*, which are included prior to their titles. These recommendations will then be identified as **V#.#**, where the first digit is an indicator of the service under review, and the second is an indicator of which sub-recommendation is being discussed.

All recommendations are also summarized in the Implementation Considerations section of this report, where they have been prioritized based on their impact and ease of implementation. It should be noted that the implementation of recommendations will be dependent on capacity from management and front-line staff. In some cases, upfront investment in additional staff and infrastructure will be required to implement recommendations which will lead to long-term cost savings or service enhancements.

4.2 Summary of Recommendations

The following table provides an overview of all of the recommendations being proposed within this report. Details will be provided in each of the subsequent sections listed below.

Service	Unique ID	Recommendation Title
Overarching Recommendations	O1.1	Enhance the use of technology
	O1.2	Update/develop formal role and process documentation
	O1.3	Define clear performance metrics
V1: Procurement	V1.1	Review and update the existing Procurement By-Law
	V1.2	Implement the use of an online procurement platform
	V1.3	Review and set modified sign-off limits for Council
V2: Recruitment	V2.1	Develop a clear value proposition for the Village to support recruitment
	V2.2	Identify potential incentives that can be used when attracting talent
	V2.3	Identify unique funding or recruitment options for small municipalities
V3: Zoning By-Law Review	V3.1	Update the Zoning By-Law in conjunction with the creation of the Village Official Plan
	V3.2	Use technology for introducing the updated Zoning By-Law
	V3.3	Provide Frequently Asked Question references on the website

Service	Unique ID	Recommendation Title
V4: Succession Planning	V4.1	Identify successors and/or back-ups for key roles
	V4.2	Explore potential partnerships with neighbouring municipalities to create a joint training/succession planning program
V5: Marketing of the Village of Sundridge	V5.1	Develop a consistent approach for Village participation in community events
	V5.2	Engage staff and Council in new website design and implementation
	V5.3	Provide staffing and support to take full advantage of new marketing directions tabled with ACED
	V5.4	Develop strategies to engage local businesses and residents to Village beautification efforts
V6: Asset Management	V6.1	Develop formal asset management processes and procedures, including aligning of assets between systems/databases
	V6.2	Review current supporting technology
V7: Finance Procedures	V7.1	Formally document processes involved with the financial areas of the Village
	V7.2	Update job descriptions of the internal finance team
	V7.3	Identify and agree on reasonable and achievable service levels agreements

5.0 Overarching Recommendations

5.1 Summary of Village-Wide Themes

The Current State Report identified five Village-wide themes, in which two were seen as positive activities that should continue, while the remaining three were opportunities for future improvement. Summaries of each of the five Village-wide themes is presented below:

- **Theme 1: Highly Cohesive Staff & Council Relationships** – Staff often go out of their way to support one another, with a true team mentality and culture. The relationship with Council appears to be one of mutual respect and trust.
 - *No further recommendations are suggested for this theme.*
- **Theme 2: Use of Technology Can be Further Enhanced** – There is opportunity to further the scope and use of technology throughout the organization. This should be explored to support staff capacity concerns by reducing manual activities and automating other processes as required. This has the potential to produce cost savings through faster processing times and a reduced possibility for errors.
- **Theme 3: Lack of Formal Process and Role Documentation** – While staff are knowledgeable and handle their processes with confidence, there are not many processes that are formally documented. Furthermore, staff job descriptions were consistently noted as being out of date. Both combined add unnecessary challenges for new staff, and do not support continuous improvement activities.
- **Theme 4: Unclear/Undefined Performance Indicators** – As most processes are manual, data capture and the use of performance metrics are not as robust as possible. While this has not been a source of problems, it does not support evidence-based decision-making activities.
- **Theme 5: Strong Foundational/Modernization Initiatives are Underway or In Place** – The Village has undertaken multiple initiatives and projects that are focused on modernizing service delivery, enhancing environmental and planning policies, and improving the resident experience and safety. These are fantastic and should continue moving forward.
 - *No further recommendations are suggested for this theme.*

For Themes 2, 3, and 4 we have developed overarching recommendations. These are designed to provide some additional guidance to support the Village team as it moves forward in implementing all of the recommendations listed in this report.

5.2 Overarching Recommendation 1: Enhance the Use of Technology

Rationale (Current State Gaps)

- Staff currently rely on manual processes for a great deal of the activities and processes undertaken.
- With a relatively lean administrative staffing complement, the Village should look to find opportunities where it can reduce time on certain tasks to ensure the higher-order activities can have the full staff time and attention.
- From our current state assessment, a number of examples of manual processes that take staff time and impact ability to focus on other core activities were identified. These included:
 - Staff searching for potential vendors to fulfill three quote requirements on procurements;
 - Asset management activities, particularly for underground assets, are located using paper maps and trial and error when digging; and,
 - An outdated website that is in the process of being updated to ensure residents can access information and services as they need.

Description and Implementation

- Across the Village there are opportunities to enhance the use of technology to reduce reliance on manual processes.
- While initial learning curves can be frustrating, technology can be an effective way to improve the process times for various activities by automating activities that would otherwise have taken staff time.
- Using technology can allow staff to reduce the time they spend on certain lower-value tasks, and ensure they have the time required to focus on core, higher-value activities.
- Each service below provides greater detail about how the use of technology could be enhanced to support that specific service.

Financial Impacts/Considerations:

- Technology solutions can potentially increase costs at the outset (i.e., procurement and implementation costs), however, can reduce overall costs related to staff effort over time.
- While some of the examples we've identified in the services below do have upfront costs, there are some that are free to explore and implement, such as the use of an online procurement platform.
- If technology is being used to completely overhaul a process, it would be beneficial to conduct process assessments of the current state, to understand process flows and where technology may be used in the current state.
- Once current state processes have been documented, it would be beneficial to develop ideal future state maps that would show how process flows and technology integrations would ideally work.



- Developing process maps can be done in a relatively straightforward and expeditious manner, taking as little as two hours, dependent on the number and complexity of processes to document.

Summary of Benefits

- Enhancing the use of technology across the Village can support staff by automating various processes that are time consuming and required, but do not produce massive amounts of value.
- Dependent on which solutions are chosen, this can also improve the resident experience as they interact with the Village.
- Overall, technology presents an opportunity to re-design processes away from “how it’s always been done”, supporting cost savings activities, increasing staff efficiency, and allowing staff to focus on the tasks that are of greater importance and core to their roles.

5.3 Overarching Recommendation 2: Develop/Update Role and Process Documentation

Rationale (Current State Gaps)

- Current state interviews often noted that staff's job descriptions were out of date and did not include the full scope of responsibilities staff regularly undertook.
- This creates challenges related to succession planning, staff recruitment, and ensuring that all operating functions/requirements would continue as required.
- Aligned to job descriptions, process documentation was generally limited to some simple checklists to support staff operations.
- While checklists are a great tool to support staff who are familiar with processes, it does not support new staff who may be supporting a role, and does not allow for continuous improvement activities.
- The current lack of process documentation can result in a lack of clarity regarding who is a process owner, who supports processes, or at what point ownership may change.
- A lack of process documentation does not support a continuous improvement mentality, as staff are unable to pinpoint the specific activities that cause the most challenges.
- This results in staff being unable to identify potentially innovative methods to complete the same activities in a more efficient or effective manner

Description and Implementation

- **Job descriptions** were routinely noted as being either out of date or non-existent within the Village. Creating a process to regularly review role descriptions can be tailored to meet the Village's needs, but should be implemented to ensure that a full understanding of the staff's responsibilities are captured.
- Due to the Village's staff size, reviewing one job description per quarter could be an efficient method to get all job descriptions to be recent and up to date.
- Staff should be provided their current job descriptions, and should review these with key questions in mind, including but not limited to:
 - What is missing?
 - What should not be listed as my responsibility?
 - What activities do I support, but not own?
 - Are there other groups/staff members I support?
 - Are there key skills required to effectively complete my job (e.g., Excel proficiency, customer service, etc.)?
- Using these as a baseline, staff can update these documents to have a more accurate reflection of their role.
- This will also support recruitment and succession planning activities, should there ever be a need to find new staff members to take on positions in the Village.
- As job descriptions are updated, it can provide insights into any key processes that should be mapped, to ensure that operations could continue in the event of any planned or unplanned vacancies.

- **Process documentation** generally included some high-level checklists, but did not include information such as staff member roles, or an overarching view of the activities in question.
- Structured process documentation sessions can be done quickly and simply, ensuring that the appropriate depth of information is captured.
- Process mapping activities can be handled in-house, or by external parties for relatively low cost. These require ideally a minimum of two individuals who would lead the mapping session for key stakeholders, resulting in clear maps.
- Process maps can be developed at various levels of detail, but for the Village's needs as identified through this Service Delivery Review, could likely happen at a higher-level to ensure a basic understanding without requiring keystroke-level detail.

Financial Impacts/Considerations

- Updating role descriptions is low cost, only requiring staff time. The development of process documentation can require greater levels of staff time, or can be outsourced to a third party for relatively low costs, dependent on the number of processes under review, level of detail of process documentation, and complexity of processes.

Summary of Benefits

- Updating role documentation will ensure that staff have an accurate account of the various tasks and activities that they either lead or support.
- Job descriptions can be used to support the development of core process materials, supporting new staff members.
- Creating formal process documentation can have multiple follow-on benefits that would support the Village as it moves forward. Some potential benefits would include:
 - **Support new staff onboarding and orientation.** New staff who join the organization can efficiently review processes and gain an initial understanding of overall processes and their role.
 - **Helps to instill a culture of continuous improvement.** As staff are then able to critically review their processes and determine if they are aligned with actual activities, as well as identify alternative ways that may be more efficient.
 - **Supports technology enhancements.** When current processes are understood, staff can identify if/how they would like to see technology integrate with processes to reduce manual processes.

5.4 Overarching Recommendation 3: Define Clear Performance Metrics

Rationale (Current State Gaps)

- Currently the Village does not appear to use performance metrics in a meaningful manner, most often relying on transactional metrics as opposed to performance-based outcomes.
- As most processes are completed manually, it is not surprising that metrics have not been systematically kept and tracked over time.
- Without metrics in place, the Village is unable to identify recurring challenges or successes that should be celebrated.
- Once in place, the Village can continue on its goal of continuous improvement by tracking trends over time and determining if/how changes are required to support enhanced customer experience.

Description and Implementation

- A common challenge faced by small municipalities is that residents and sometimes Council are unable to have a full understanding of the good work completed by the team.
- Developing clear performance metrics for the various functions of the Village will support the Village as it looks to share the good work it is undertaking to support its community.
- Setting performance metrics also supports the creation of a continuous improvement mentality in the organization, as targets can be set and at the end of a period achievement of said targets can be reviewed.
 - When setting performance targets, the goal should be to set stretch targets that support improvement, while staying realistic.
- The process by which performance metrics can be formally set can be simple, with major steps including
 - Identifying major activities that the Village wants to highlight (i.e., at a service-level, are there core items that should be monitored?)
 - Developing concepts that align to the activities – ideally these would be performance based for the most part, but would include some transactional metrics, as appropriate.
 - Developing indicators that align with the major concepts (e.g., percent of zoning by-law requests answered within a one-month period).
 - Setting targets for all indicators (e.g., 80% of zoning by-law requests answered within a one-month period).
 - Developing a clear report back process, in which targets and actuals are presented, allowing residents or Council the opportunity to see overall goal attainment, and rationale as to why goals were met, exceeded, or missed.



Financial Impacts/Considerations

- Developing performance metrics is a relatively low-cost activity that can have fairly substantial impacts on overall staff activity. Once targets are set that staff believe are realistic yet strive for improvement, these can help drive staff to search for efficiencies in processes and identify where challenges may exist in day-to-day operations.

Summary of Benefits

- Creating clear performance metrics that are regularly tracked and accounted for supports the Village's ability to make decisions with confidence knowing they are evidence-informed.
- This recommendation aligns well with the two preceding recommendations, as an increased use of technology and formally defined processes can support data capture and review.
- The use of performance metrics supports the culture of continuous improvement within the Village.

6.0 Service-Specific Recommendations

In addition to the overarching recommendations above, we have developed future state recommendations that are specific to each of the seven in-scope services. The following list provides an overview of services that were selected for deeper review at the outset of this engagement, as well as an overview of the recommendations that will be presented in each service below:

- V1: Procurement
 - V1.1: Review and update the existing procurement By-Law
 - V1.2: Implement the use of an online procurement platform
 - V1.3: Review and set modified sign-off limits for Council
- V2: Recruitment
 - V2.1: Develop a clear value proposition for the Village to support recruitment
 - V2.2: Identify potential incentives that can be used when attracting talent
 - V2.3: Identify unique funding or recruitment options for small municipalities
- V3: Zoning By-Law Review
 - V3.1: Update the Zoning By-Law in conjunction with the creation of the Village Official Plan
 - V3.2: Use technology for introducing the updated Zoning By-Law
 - V3.3: Provide guides or Frequently Asked Question references on the website to help residents understand how to apply the By-Law
- V4: Succession Planning
 - V4.1: Identify successors and/or back-ups for key roles
 - V4.2: Explore potential partnerships with neighbouring municipalities to create a joint training/succession planning program
- V5: Marketing of the Village of Sundridge
 - V5.1: Develop a standard process for Village participation in community events
 - V5.2: Engage staff and Council in new website design and implementation
 - V5.3: Provide staffing and support to take full advantage of new marketing directions tabled with ACED
 - V5.4: Develop strategies to engage local businesses and residents to Village beautification efforts
- V6: Asset Management
 - V6.1: Develop formal asset management processes and procedures, including aligning of assets between Systems/databases
 - V6.2: Review current supporting technology
- V7: Finance Procedures
 - V7.1: Formally document processes involved with the financial areas of the Village
 - V7.2: Update job descriptions of the internal finance team
 - V7.3: Identify and agree on reasonable and achievable service levels agreements

Each section will provide an overview of the focus of the review for the specific service, as well as current state findings to provide insights into why specific recommendations were developed.

6.1 V1: Procurement

6.1.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> Procurement services outlines the acceptable activities and practices by which the Village can either purchase/acquire goods and/or services, as well as the disposal of tangible assets of the Village. Procurement services ensures that the Village has the materials and services required to continue to operate and provide core services (e.g., Public Works activities) that are essential to the operations of the Village.
Objective of the Review
<ul style="list-style-type: none"> Modernize procurement practices through a clear understanding of all options available. Identify opportunities for potential cost savings through innovative/improved procurement processes. Identify opportunities for increased effectiveness through pooling resources.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Service Levels; Resources.
Strengths
<ul style="list-style-type: none"> Staff know their respective roles through the Procurement process, and work together to ensure all steps are adequately completed. Staff appear to align with Procurement requirements (e.g., finding three quotes), and with trade agreement requirements during Procurement activities. The relationship between staff and Council throughout the Procurement process appears to be clear, and there appeared to be no confusion or challenges related to roles and responsibilities.
Preliminary Opportunities and Associated Gaps (if applicable)
<ul style="list-style-type: none"> Opportunity: Review and update the existing Procurement By-Law to ensure that it includes modernized procurement methods. <ul style="list-style-type: none"> Gap: No standardized, formalized processes or procedures exist for the various procurement activities, beyond the existing By-Law. Gap: The Procurement By-Law can be updated to include more procurement methods and support the Village in standardizing and streamlining activities. Opportunity: Implement the use of an online procurement platform. <ul style="list-style-type: none"> Gap: Technology is not used to its fullest potential in the procurement process. Opportunity: Review and set modified sign-off limits for Council.

6.1.2 Recommendation #V1.1: Review and update the existing Procurement By-Law to ensure that it includes modernized procurement methods that would support staff as they go about their regular procurement activities

Rationale (Current State Gaps)

- The current by-law has a lot of strong foundational elements that should be built on, further developed, and improved.
- Modern procurement methodologies can be used to reduce staff time and effort for various procurement methods, improving ROI, and procuring solutions sooner.
- While some of the suggested procurement methods are already in use within the Village, formally codifying these will ensure that all staff know what is deemed as an acceptable procurement method.
- Current processes rely heavily on Department Heads to often source their own quotes, which can be challenging and difficult, often alienating suppliers if they are not selected.
 - Furthermore, this process can potentially open the Village up to challenges from potential vendors who were not asked to provide a quote.
 - Lastly, having such a small pool of vendors for any one bid may result in the Village getting a compliant bid, but does not necessarily mean that the *best* bid was received.

Description and Implementation

Free Trade Agreements

- The Village currently makes reference to all applicable Free Trade Agreements, a single blanket statement is included in the By-Law.
- Updating the By-Law (or supporting Procedure Documents) to include the specific free trade agreements that are included will support staff to ensure they know what processes and requirements should be included.
 - When looking at the current landscape, the two primary Free Trade Agreements that impact Ontario municipalities include:
 - **Canadian Free Trade Agreement (CFTA)** (previously the Inter-Provincial Trade Agreement)
 - A threshold of approximately \$100,000 will trigger the application of this trade agreement.
 - **Comprehensive European Trade Agreement (CETA)**
 - A threshold of approximately \$336,000 will trigger the application of this trade agreement.
 - Note: the application of these Free Trade Agreements applies differently to construction and services (e.g., consultancies).
- A challenge that will need to be considered will be the updating of this list (in either the By-Law or Procedures) on a regular basis, however, updating will ensure that the Village stays compliant and procures all items in the appropriate manner.

Vendors of Record

- These are currently not listed in the existing procurement by-law, and as such are not used by the Village.
- A Vendor of Record will enable the Village to have a faster, easier procurement process for those items that are frequently purchased.
- Vendors of Record effectively create prequalified lists of suppliers who can support the Village for a number of tasks for periods ranging from 1 – 5 years.
 - These systems usually will make it clear that the Vendor of Record is not a guarantee of activity for proponents (even those who qualify), and that those proponents who do qualify **should not** expect a minimum level of work as a result of prequalifying.
 - It should be noted that the prequalified list of suppliers is **not** included in the By-Law itself, but rather is kept outside of the By-Law, with the Treasurer. The By-Law should just make mention that this procurement method exists.
 - The list of vendors, by law, will need to be refreshed every three years (i.e., a new process altogether), however, many organizations will keep their vendor list “open” and allow proponents to apply to be a member of the list at any time.
- These are effective tools as they allow the Village to identify preferred suppliers and can reduce the need to source three or more quotes if it is known that a prequalified vendor is able to effectively meet the needs of the Village.
- The administration of the Vendor of Record can take shape in three different ways, depending on what the Village desires:
 - **Secondary RFX Processes:** Once an initial list of vendors is approved, secondary RFX processes are issued to the entire group, or a subset of the group.
 - These usually request more specific information, such as exact processes that would be used to address a specific challenge, binding quotes, or the name of staff who would provide services.
 - The Village would then review all responses and select a bidder dependent on previously developed evaluation criteria, which would be specific to the project in question.
 - **Sequential Awards:** Once an initial list of vendors is approved, the Village would move through the list and award contracts or request quotes in a sequential manner.
 - The list could be organized alphabetically or in some other manner, but the core of this is that each contract to be issued is issued in sequence. Once the full list has received a contract, the Village would once again start from the beginning, and would continue the process.
 - **On-Demand, Rate Approved Services:** Where one or more vendors prequalify to provide support on a specific task on an on-demand format (e.g., snow plowing or HVAC support).
 - The vendors’ hourly rates are guaranteed through the initial procurement process, and they are now “prequalified” to be contacted for on-demand services.

- In the event that the first proponent on the list is unable to provide the on-demand service for any reason, the second individual can be contacted.
- The selection of which model to use would be based on the Village's needs, and what it believes to be most beneficial for its purposes.
- Regardless of the model selected, the Village will need to be clear with potential proponents at the outset of the pre-qualifying stage how future work will be distributed.
- If added to the By-Law, it should be noted that the Prequalification section of the existing By-Law can be amended to include the Vendors of Record process.

Group Purchasing Organizations

- These are agreements with a third-party company where the Village would agree to purchase specific items through this group, in return for lower costs than they would otherwise receive.
- The Village actually belongs to a group like this already to provide office supplies, however, the option is not formally codified in the By-Law.
- These should be included, as they can reduce administrative challenges and support swift, efficient, and cost-effective procurements.

Fairness Monitors

- These are neutral third parties that can be brought in on contract to act as an independent reviewer of high cost, complex, or politically sensitive procurements. Their role would be to work with the Village beginning at the RFX development stage to ensure that there are no unintended or intended biases towards any group of or individual proponents.
- While not used on each engagement, they provide an additional level of security for the Village when they are used, and furthermore, can provide additional confidences to potential proponents during the process.

Other Assorted Items

- Section 15 – Bid Irregularities, clause 15.1, consider adding the words, “where required” to the end of the sentence to make this clearer.
- Section 11 - Single Source Purchases, ensure that the Village has clear documentation that can be used to outline why a Single Source purchase was conducted instead of a competitive procurement. This should be signed by the Clerk and Treasurer, and presented to council.
 - This will ensure there is clear documentation in the event that a vendor ever comes forward and challenges an award decision.

Implementation Considerations

- To support adoption of these changes to the By-Law, without requiring undue amounts of research or consultation with legal counsel or others, the Village should review recently updated procurement policies/by-laws from other municipalities.

- Optimus SBR has provided two examples from other municipalities whose by-laws are recent, well worded, and can serve as a good base to build and modify the Village's information as required.
- To ensure that the By-Law can remain in place for an extended period of time, and to provide staff with greater direction of expected activities and processes, simple Procedure documents can be created to support the By-Law.
 - These can include topics such as:
 - Free Trade Agreements (as discussed above);
 - Processes and responsibilities for establishing an RFP, RFT, or Vendor of Record; and,
 - Other items that may require greater clarification or explanation.
 - Once an updated By-Law and Procedure documents are developed, staff should receive a training on the topics to ensure they understand their roles and how it impacts their activities.

Financial Impacts/Considerations

- As this By-Law update was already planned for this year, and there are no specific/unique cost drivers specific to this, the overall financial impact is **low**.
 - The only major driver of cost will be the staff time associated with reviewing other by-laws and updating their own.
 - Beyond this, no specific technology, facilities, equipment, or unique staffing costs are required for this recommendation.

Summary of Benefits

- An updated procurement By-Law will support the Village in ensuring they have all of the required tools and processes they need to conduct efficient, cost-effective procurements with minimal administrative burden or hassle.
- Updating the By-Law regularly is good practice, and one that is already adopted by the Village.

Other Supporting Information

The following sections have been curated and developed to support the Village in amending its current Procurement By-Law. Our team has relied on our in-house Procurement expertise to identify specific sections of the By-Law that we feel can be included or enhanced, and to identify examples from other jurisdictions that we believe are applicable for the Village moving forward. It should be noted that the following are our suggested wording, however, the Village should review this to ensure it is comfortable with the content.

Lastly, it should be noted that upon review of the Procurement By-Law, the document was noted as being largely well written and was often times more recent than other municipalities in Ontario.

Fairness Monitor

The Village may elect to utilize a fairness monitoring process for specific procurements that are complex or high profile or of a substantial dollar value. In such cases, the Village may engage a Fairness Monitor as an independent third party to observe all or part of a procurement process, to provide related feedback on fairness issues to the Treasurer, and to provide an unbiased and impartial opinion on whether the procurement process was conducted in accordance with this Policy and the principles of openness, fairness, consistency and transparency. The decision to engage a Fairness Monitor is at the discretion of the Treasurer in consultation with the procuring Head of Department, and will be executed in accordance with this Policy.

Vendor of Record

A Vendor of Record (VOR) arrangement means a procurement arrangement, typically established through a Request For Proposals (RFP)/Request for PreQualification (RFPQ) that authorizes one or more qualified vendors to provide goods/services for a defined period with defined terms and conditions, including pricing, as set out in the VOR agreement.

Village of Sundridge VOR arrangements without pricing shall be approved by the Treasurer. In the case of VOR arrangements where pre-set pricing is included, the approval shall be in accordance with the Procurement Thresholds, based on the estimated value of the VOR during its full term.

Where applicable, especially for frequent purchases of a particular good or service, or where the Village will receive a discount or rebate based on volume purchasing, a VOR will be used as the source for procurement. The Vendor of Record Agreement may be either the Village's own competitively established VOR or one of the Ontario Ministry of Government and Consumer Services (MGCS) VORs available to municipalities.

Procurement of goods or services by Village staff through a VOR must be acquired in accordance with this Policy and pursuant to the following guidelines:

- a. VOR procurements valued at less than \$TBD may be contracted without further competition;
- b. VOR procurements valued at greater than \$TBD will be in line with requirements outlined in the VOR selection process.

Sustainable Procurement

Sustainable procurement is a purchasing process that takes into account the economic, environmental and social impacts of the Village's spending and operational activities.

The Village recognizes that through its procurement function it has the authority to bring about environmental and social improvements both locally and globally while maximizing economic benefits. However, as responsible stewards of the community, all procurement related actions taken, and decisions made by the Village's employees and Members of Council must also be made in consideration of the financial implications of a particular procurement. Wherever possible and fiscally responsible, the Village encourages and promotes sustainable procurement.

Department Managers are responsible for considering the addition of sustainability-related specifications to their procurements and ensuring that the financial implications have been considered and adequate budget is available.

6.1.3 Recommendation #V1.2: Implement the Use of An Online Procurement Platform

Rationale (Current State Gaps)

- The current procurement process is paper-based, which has been largely effective to date, but does not support broader modernization efforts of the Village.
- A challenge for department heads who are running procurements is that they often find the process of identifying 3 suppliers to provide quotes is overly time consuming.
 - Furthermore, there is potential that the Village either:
 - Upsets and alienates potential suppliers if they are repeatedly requested to provide a quote but are never selected.
 - Does not receive bids from an even better supplier.
 - Opens themselves up to challenges from suppliers who were not requested to bid.
- Challenges with paper submissions were further highlighted during the COVID pandemic, in which new protocols needed to be adopted prior to receiving and opening bids.
 - It is unlikely that the COVID-19 pandemic will end in the near term, and as such, a more permanent solution should be explored.

Description and Implementation

- Online procurement platforms are designed to make the sourcing and submission of bid documents easy, have clear audit trails, and provide additional controls to support those seeking services while providing effective risk mitigation tactics.
 - While there is always the possibility that a paper submission will come in at the deadline, or a minute after, online platforms can stop this by locking the system, ensuring that staff are not put in awkward positions.
 - These systems have flexibility to have more or less of the work completed on the platform or off the platform.
 - Some organizations will choose to have all communication (i.e., Q&A), bid submission, and notice of award take place through the platform, adding an additional layer of control between bidders and the client.
 - Some organizations will choose to post their RFx document on the platform but provide a staff member's email where questions and bid documents can be submitted.
 - Through these options, the Village can determine the right balance for them, ensuring appropriate control is offered.
 - These systems also allow the issuing body (in this case, the Village), to provide an overview of who bid on the procurement, the winning firm, and its bid.
 - Note: this is a requirement of some Free Trade Agreements, as well as a leading practice.
 - In all RFx documents that are posted, the Village should include a statement that makes clear that if selected, the winning firm's name and bid price will be made public.

- The Village should also post the results of the procurement process on its website (Note: this aligns with V5.2).
- There are a number of commonly accepted platforms in use in Ontario (e.g., Bids and Tenders, Merx, Biddingo, Ontario Tenders, and more), all of which have thousands of users who regularly scan looking for potential bid opportunities.
 - Companies looking for work are able to set up filters so that as opportunities are posted that potentially align with their skillsets, they see a curated list.
 - These filters can be across a number industries, types of work, or other activities, allowing those posting opportunities to have access to a much wider pool of potential respondents.
- In order to attract businesses to post their procurement needs on these sites, many do not charge the companies looking to contract individuals, but rather, will charge a nominal fee for those looking to respond to RFx's.
 - This can sometimes come through the price of a subscription or can come through a pay-per-download model.

Implementation

- Review the various online platforms currently available and identify the one that best suits the needs of the Village. Popular platforms that should be reviewed include:
 - Biddingo;
 - Merx;
 - Bids and Tenders; and,
 - Note: The Village's staff have met with Bids and Tenders as they are moving through the design and development of an updated website. Through this discussion, a clearer understanding of the system's requirements (i.e., payments) has been understood.
 - Ontario Tenders.
- It is important to note that organizations can use multiple platforms, if they so choose. Furthermore, while these platforms should be the primary mode by which RFx documents are posted, during the transition process the Village would be able to direct frequent suppliers to the posting.
 - The Village should also consider posting the opportunities on their website, once this has been updated (Note: this links with opportunity V5.2).
 - Note: While the Village could have two or more platforms it uses, our recommendation would be to select only one.
- Once the platform(s) that the Village feels is best is identified, make an account and make a plan on how to migrate the coming procurements onto this platform.
 - Administration of the account should ultimately fall to the Clerk/Treasurer, but can be delegated to other staff as appropriate.
- Effective communication to the Village supplier community will be critical to ensure that the Village continues to receive bids from these groups as it transitions.



- It is acceptable to advise existing suppliers of the move to a new platform, and to direct them to the initial opportunities post-transition, to ensure they are aware the new platform is in use.

Financial Impacts/Considerations

- As these platforms are generally free to use for those organizations publishing RFx documents, and no specific technology or equipment is required (other than average office computers), the financial impact of implementing this solution is **low**.
 - The main drivers of cost for this recommendation would be staff time reviewing potential platforms, and then the slight learning curve associated with navigating these moving forward.

Summary of Benefits

- These platforms will enable the Village to move away from increasingly outdated paper-based procurement systems, saving time and costs for the Village.
- Through the use of these platforms, staff will not be as burdened during procurements to identify potential bidders. Rather, the nature of these systems will enable the Village to receive bids from a wider geographic net of providers who have systems that could potentially meet the Village's needs.
 - An important consideration can often be the desire to have fast, attentive service levels from providers in the event that the product being procured ever breaks, needs repair, or other intervention from the provider is required.
 - Setting core service standards can be written into the RFx documents and subsequent contracts, ensuring that the Village will be supported. Furthermore, doing this will ensure that providers beyond a limited geographic range can still effectively participate in procurement processes.
- The ability to receive more bids from a wider pool of vendors has the potential to reduce costs for the Village, as more competition has the greater chances of resulting in better service standards and prices.
- The controls in place on these platforms will ensure that appropriate audit trails are kept, reducing the likelihood and possibilities of any improper activity from both the vendor and Village aspects. This helps ensure compliance with broader procurement regulations and increases vendor confidence in the process.

Other Supporting Information

- The following Pros and Cons list outlines some reasons why the Village may wish to consider when determining how an online procurement platform can positive and/or negatively impact their operations:
- Pros:
 - Reduces the manual work required by department heads when conducting procurements that require multiple bids.
 - Aligns with leading practices in procurement for public sector institutions.
 - Protects the Village from any potential claims that a vendor was not invited to provide a quote for a procurement (i.e., the current process).
 - Using an online platform creates the possibility that hundreds of more vendors can potentially bid on work, resulting in more competitive bids for the Village.
 - The systems can be included as part of the updated website to further enhance the Village's online presence.
- Cons:
 - The cost of these systems is borne by either the Village itself or the provider community.
 - While it is most often the provider community, this can feel potentially alienating or off-putting for some of the current vendors of the Village.
 - Costs to pull Tender or Proposal documents can be seen as unfair by some vendors who are new to such systems.
 - The systems require a learning and education program to ensure staff use these appropriately.
 - Initial challenges with existing vendors not checking online systems, resulting in their missing potential projects.
 - Note: The Village would have the ability to alert current vendors to the change in procurement methods, and notify them if an opportunity was being developed, if desired.
- Links to potential online platforms for review by the Village include:
 - Biddingo: https://www.biddingo.com/*.main?toPage=Welcome.jsp
 - Merx: <https://legacy.merx.com/MERX4/en/index.htm>
 - Bids and Tenders: <https://www.bidsandtenders.com/>
 - Ontario Tenders: <https://ontariotenders.app.jaggaer.com/esop/nac-host/public/web/login.html>

6.1.4 Recommendation #V1.3: Review and Set Modified Sign-Off Limits for Council

Rationale (Current State Gaps)

- The current procurement process has Council approving procurements (those over \$10,000) at two points:
 - During the initial annual budgetary process; and,
 - As a governance check prior to the official award of a vendor.
- This process is duplicative and can be an inefficient use of Council time that could be spent addressing other valuable activities.
- Furthermore, this process can be an inefficient use of staff time, as they are required to make detailed reports for the procurement, in addition to normal Council reporting packages.
- While having checks and balances on the process is a good control that should be maintained, the thresholds for this should be reviewed to ensure that Council is brought in to approve successful vendors for high value or politically sensitive procurements.
 - Maintaining Councils involvement at the budgetary period is a leading practice and should be continued.

Description and Implementation

- A modified sign-off limit for Council will ensure that their time and energy is appropriately directed at those procurements that are high cost and/or are politically sensitive.
- While the modified limit may not be drastically different, reviewing the existing threshold to determine its continued relevance will ensure that good practices are maintained.
- Reviewing and updating sign-off limits for Council (and other layers of the administration) on a regular basis (e.g., every 3 – 5 years) is a leading practice to ensure that the delegations of authority continues to align with the operating realities of the municipality.

Implementation

- To identify a modified sign-off limit, the Village should first begin by compiling data on all procurements completed within the past 3 years.
- Staff should review the various types of procurements, their approved budget limits, and the associated award values.
- Looking at the award values, staff should stratify these into thresholds, such as:
 - Less than \$10,000;
 - \$10,000 - \$24,999;
 - \$25,000 - \$49,999;
 - \$50,000 - \$74,999;
 - \$75,000 - \$99,999; and,
 - \$100,000+
- Using a series of levels this granular will ensure that the Village understands where the majority of its procurements lie, and will allow the team to identify more accurately what might constitute as a “small”, “regular”, or “large” procurement.



- Once these have been determined, the Village can work with Council to select a value that all agree is appropriate, allowing for governance activities while empowering staff at the same time.

Financial Impacts/Considerations

- As the Village was planning to update the Procurement By-Law this year already, and no specific technology, equipment or facilities are required, the financial impact would be **low**.
 - The main cost drivers for this recommendation are the staff time required to collect, organize and review the historical procurement data, in advance of proposing and selecting a modified sign-off limit for Council.

Summary of Benefits

- Reviews of this nature ensure that staff are properly empowered to conduct their roles on behalf of the Village with the full confidence of Council.
- Allows Council to focus their time and energy on items of greater importance to support the operations and future planning of the Village.
- Aligns with procurement practices to ensure regular reviews of the Village's broader delegations of authority.

Other Supporting Information

6.2 V2: Recruitment

6.2.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> Recruitment focuses on the full scope of recruitment activities across the Village, for all potential roles, including administration, Public Works, or other niche roles. Recruitment is critical to the continued functioning of the Village.
Objective of the Review
<ul style="list-style-type: none"> Support the Village in developing a compelling value proposition for recruitment. Identify leading practices in recruitment activities for municipalities. Determine improved processes to support the Village's recruiting activities.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Resources; Service Levels.
Strengths
<ul style="list-style-type: none"> Staff appear to know their roles in the process, and work well with one another to support the overarching Recruitment process. For the most part, Sundridge is able to find suitable candidates to fill vacant positions (note: there are some exceptions). Processes appear to be streamlined and do not require additional steps or non-value-added activities. In the past, the Village has taken advantage of provincial funding to hire intern staff.
Preliminary Opportunities and Associated Gaps (if applicable)
<ul style="list-style-type: none"> Opportunity: Develop a clear value proposition for the Village to support recruitment. <ul style="list-style-type: none"> Gap: The Village lacks a formal and clearly defined value proposition that would attract applicants to want to apply to the Village. Opportunity: Identify potential incentives that can be used when attracting talent. Opportunity: Identify unique funding or recruitment options for small municipalities, including alternative incentives. <ul style="list-style-type: none"> Gap: Due to capacity constraints, it can be difficult to research and identify provincial funding opportunities for roles. Opportunity: Use industry or role-specific job boards for postings. Opportunity: Create a process by which job descriptions are regularly reviewed and updated. <ul style="list-style-type: none"> Gap: Job descriptions were noted as being out of date and not capturing the full extent of staff responsibilities.

6.2.2 Recommendation #V2.1: Develop a Clear Value Proposition for the Village to Support Recruitment

Rationale (Current State Gaps)

- To date, there is no formally defined Value Proposition that defines the unique benefits of working at the Village.
- For candidates, a lack of a clear value proposition may be a flag that deters them from prioritizing the Village as an employer, as they are not sure why the Village is the ideal employer for them.
- As an employer, value propositions are an easy way to differentiate yourself and identify both the tangible and intangible benefits for employees.
- Developing a value proposition is a cost-free way to support the crystallization and definition of the organization's culture

Description and Implementation

- A clearly defined value proposition for the Village will include both tangible and intangible benefits related to working at the Village.
- Benefits listed in the value proposition do not need to be related to pay or other items, nor do they have to be the "big ticket" items such as vacation time or other items.

Implementation

- Conduct a brief, structured process by which staff and Council are asked to describe "the best reasons to work in the Village" and "what makes the Village unique from other municipalities?" Responses should be themed to identify key trends in responses.
- Once identified, the Village should look to craft statements that capture these themes in a manner that can further advertise and differentiate itself from others.
- After statements have been developed, they should be passed by Council to ensure that all groups are appropriately comfortable with their contents.
- Finally, the Village should include the value proposition into its various job postings, so that potential candidates can better understand the benefits of working in Sundridge.

Financial Impacts/Considerations

- As there are no required technology, equipment, or facilities required to develop a value proposition, the financial impact would be low.
 - The main cost drivers for this recommendation are the staff time required to develop potential value proposition statements and then include these on job postings moving forward.

Summary of Benefits

- While being a relatively low-effort task, the development of a clear, unique value proposition can support the Village in differentiating itself from its immediate neighbours, as well as some of the larger municipalities within the region.
- Value propositions can be used to highlight clear, tangible employment incentives (e.g., competitive salaries) as well as intangible incentives (e.g., work-life balance), both of which can resonate more or less with various audiences.

Other Supporting Information

- Example of City of Markham value proposition placed in job placements:
 - The City of Markham is a dynamic and change-oriented leader among Canadian municipalities. The recipient of multiple environmental awards, we are recognized for our innovative sustainability and urban planning initiatives as much as for our fiscal accountability. More than 320,000 residents call Markham home and benefit from our rich heritage, culturally diverse environment, vibrant local economy and focus on quality of life.
 - Markham, Ontario is one of the most culturally diverse and fast-growing cities in the Greater Toronto Region with a population of over 356,000 people. A multiple award-winning municipality celebrating its 220th anniversary, Markham is Canada's High-Tech Capital anchored by 1500+ technology companies that generate 37,000 jobs. Of the 10,400 companies in Markham, there is a high concentration of Canadian head offices located here - including industry leaders such as IBM, Aviva Insurance, AMD, Allstate, The Miller Group, Parsons, Huawei Technologies, MMM Group, Lenovo, GE Energy, Bank of China, Toshiba, J+J, Hyundai and Honda. Defined by its rich heritage, well-planned communities, high quality infrastructure, a talented workforce, and a pro-business environment, Markham's business community includes outstanding companies and organizations providing globally competitive banking, financing, engineering, design, technical and commercialization services.
- Example of Town of Innisfil value proposition placed in job placements:
 - Join a community-focused team that thrives on doing things differently to better serve our residents. We are an award-winning municipality applying two hundred years of small-town independence and collaboration toward a future of innovation and prosperity. Located on the shores of Lake Simcoe, Innisfil is centrally located and combines big city access with small-town feel.
 - We focus on helping our employees effect change with nimble decision making, taking risks, real time learning and through professional development. Across our affiliated organizations, we collaborate to ignite meaningful change in how we offer municipal and essential services. We operate with a 'One Town, One Team, One Customer' philosophy. Our teams have the freedom to propose, test and pilot creative solutions which has led to Innisfil being the first community in the world to develop a public transit system powered by ride-sharing, and the second to accept cryptocurrency for property tax payments. Our newest project, The Orbit, is a cutting-edge, dense community of up to 150,000 people, centred around a new GO Rail Station that will blend the best of urban and rural lifestyles: "Rural Reimagined!"
 - To learn more about the Town of Innisfil and to apply, please visit employment.innisfil.ca



Service Delivery Review Final Recommendations Report

- The Town of Innisfil is committed to diversity and inclusion in our workplaces. We are passionate about attracting and retaining individuals who represent the diversity in our own community and beyond, as we work together to best serve our residents. We inspire one another in an inclusive environment where all individuals belong and are valued, respected and uplifted.

6.2.3 Recommendation #V2.2: Identify Potential Incentives that can be Used When Attracting Talent

Rationale (Current State Gaps)

- Currently the Village only considers the financial aspect of incentives, largely centered around salaries and benefits. This is a challenge for smaller municipalities where administrative costs including staff salaries are not always able to pay above market values.
- Understanding the full scope of incentives that are available to staff, and those items that staff might feel are more or less valuable to them, helps to potentially attract more candidates through non-financial means.

Description and Implementation

- There are a number of financial and non-financial incentives that can and should be further explored by the Village.
- Potential financial incentives to consider include:
 - **Salary** – Focused mainly on the base-pay of an employee
 - **Allowances** – Can include items such as travel allowances, food, or wellness allowances
 - **Benefits** – Looking at some of the core components of benefits plans, including dental benefits, or other items such as potential optometry/eye-care benefits
 - **The Village currently offers a competitive benefits plan for their staff**
 - **Performance Based Incentives** – Linking staff outputs to additional bonuses they may be eligible to receive. This can take place at a year-end, or throughout the year
 - **Bonuses** – Providing other bonuses, such as “finders” bonuses, or other items
 - **Retirement Benefits** – Offering a pension, or even supporting RRSP contributions can be an effective financial tool to attract talent
 - **The Village currently offers a pension through OMERS, with contribution amounts matched by Council (within limits)**
 - **Fringe Benefits** – For specific roles that may be more difficult to fill, additional bonuses such as housing allowances can be considered
- Potential non-financial incentives to consider include:
 - **Position/title** – Staff titles can often play a key role in how they value a position, as it can be an easy way to convey seniority, decision-making, or skills/abilities
 - **Organizational Characteristics** – Aspects can include staff recognition (e.g., monthly/quarterly recognition programs), staff autonomy, or other, similar options
 - **Work Enrichment** – Roles that are more diverse and not necessarily routine can be seen as more fulfilling for staff, which can enhance their enjoyment with the role
 - **Job Security** – When employees feel relatively secure in their roles, they are more comfortable to take calculated risks to potentially enhance or refine processes or activities

- **Impact** – Staff who feel involved in the decision-making processes, in various committees, and who feel as though their participation impacts outcomes can feel greater satisfaction in their roles
- **Career Opportunities** – Understanding how their career can potentially progress (including learning opportunities)
- **Additional Vacation Days** – Providing staff with vacation packages that are beyond the mandated minimums can be an enticing factor for applicants
- **Flexible Working Arrangements** – Gaining even more prominence in the current COVID-19 pandemic, allowing staff the opportunity to work both in-office and from home is an attractive option to support work-life balance

Implementation

- Staff should compile a list of incentives – both financial and non-financial – that they believe are possible within the Village’s operating environment.
- Reviewing the listing of incentives, explore how the addition of these may potentially impact staffing needs, costs, or processes. This should include the development of a pros and cons list for the Village.
- Based on this pros/cons review, select a shortlist of incentives that staff feel should be applied, and gain Council sign-off.
- Once approved, incentives should be applied to existing positions, as appropriate, so as to not create unfair working environments for staff.

Financial Impacts/Considerations

- The impacts of this recommendation should be examined in two specific areas:
 - Area #1: The process to identify, review, and select potential incentives only requires staff time, and buy-in from Council. As a result, this aspect of the recommendation has a **low** financial impact.
 - Area #2: The implementation of specific incentives, however, can have higher or lower impacts. Dependent on the incentives selected, the financial impact of implementing these can be **high** for the Village.

Summary of Benefits

- Considering the full scope of incentives that can be applied across the organization, or to specific positions as appropriate, provides the Village with another “lever” that can be used to attract talent.
- While base pay may continue to be a major factor for potential applicants, it is not the only factor that is considered by applicants, and as such having a clear set of additional incentives has the potential to further attract individuals
- These can be low-cost ways to further differentiate the Village from other employers/municipalities in the region, attracting talent who may otherwise not consider a smaller, rural municipality.

Other Supporting Information

6.2.4 Recommendation #V2.3: Identify Unique Funding or Recruitment Options for Small Municipalities

Rationale (Current State Gaps)

- As it is often difficult to redirect funds from direct resident services to administration, there are regularly opportunities that can be taken advantage of to reduce administrative costs, bring in unique skillsets, and support staff capacity.
- There are multiple bodies that offer potential funding opportunities, either to upskill existing staff, or to hire net new staff members.
- Developing a regular cadence for staff to search some select funding bodies for potential funding/recruitment incentives can support the Village as it looks to continually enhance the services offered to residents.

Description and Implementation

- Funding or recruitment incentives can be offered continuously, on a cyclical basis, or as one-off opportunities.
- To ensure that opportunities are regularly identified and capitalized upon, setting a realistic cadence for a brief scan of key funding bodies can likely improve identification and implementation of opportunities.
- Some potential key bodies that can be looked at include, but are not limited to:
 - The Ontario government generally via Ontario.ca;
 - Various municipal organizations;
 - The Federal Government; and,
 - Post-secondary institutions.
- While these may include some more general potential grants or opportunities, conducting targeted searches for niche requirements (e.g., the previously offered marketing intern option) can be beneficial if there are specific needs for the Village.

Implementation

- Identify a realistic cadence for a single staff member to conduct a review of potential funding opportunities.
 - To ensure that this does not become overly time intensive, this can be a quarterly activity, and can be conducted by Clerk's Department staff.
- The initial scans will likely take longer, as the process will likely require Village staff to review options, document these, and become familiar with the options that are regularly presented.
 - To this point, all options identified should be documented, with a brief description attached, as well as a web-link or other means to review this again if desired.
 - Compiling all of this information into a single document, such as an Excel, Word document, or OneNote file can ensure that any staff member can review this at a later time, if required.
- Once staff have a better understanding of the items regularly offered, scans can focus more on new additions or for targeted opportunities.

- When potential opportunities are identified, staff should work to create a simple and straightforward business case for Council that would outline the need, the role, how the staff member/funding would be used, and the specific goals to be achieved.
 - This type of information would provide Council with oversight to help determine the effectiveness of the recruitment at later times, which can also support potential cases for making a role permanent (if appropriate).

Financial Impacts/Considerations

- As most of these activities are based on online web scans, there is no specific equipment, technologies, or facilities required. As a result, the financial impact on the Village would be considered **low**.

Summary of Benefits

- Identifying potential funding opportunities can be an effective way to bolster staff skillsets, even if only for a short period of time.
- Taking advantage of the various opportunities available requires effort to understand the types of offerings that exist, however, can be extremely beneficial to the overall performance of the Village in the long-run, while having minimal or reduced administrative/staffing costs.

Other Supporting Information

- Potential resources to examine could include:
 - <https://www.ontario.ca/page/available-funding-opportunities-ontario-government>
 - <https://www.ontario.ca/page/hiring-incentives-employers>
 - <https://www.canada.ca/en/services/business/hire/wagesubsidiesotherassistanceprograms.html>
 - Note: While **outside the scope of this review**, the following paper may provide some support or recommendations for the Village as it looks to address staffing concerns at the shared medical centre:
 - <https://ir.lib.uwo.ca/cgi/viewcontent.cgi?article=1180&context=lgp-mrps>

6.3 Zoning By-Law Review

6.3.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> The Zoning By-Law sets out what is or is not an acceptable use of land for each property in the Village, and it aligns with the Ontario Planning Act. The Zoning By-Law, in absence of an Official Plan, was the main process by which the Village managed its land usage, zoning, and planning.
Objective of the Review
<ul style="list-style-type: none"> Identify opportunities to modernize the existing zoning By-Law to better align with leading practices. Identify opportunities to improve service levels.
Framework Focus Areas
<ul style="list-style-type: none"> Service Levels; Process.
Strengths
<ul style="list-style-type: none"> Development of Village Official Plan in progress. Good foundational knowledge of what is and is not accepted under the Zoning By-Law, with more complex support offered from the Village's Contract Planner. Current Zoning By-Law has been in place since 1989.
Preliminary Opportunities and Associated Gaps (if Applicable)
<ul style="list-style-type: none"> Opportunity: Update Zoning By-Law in conjunction with the creation of Village Official Plan. <ul style="list-style-type: none"> Gap: The Zoning By-Law has not been updated in almost 30 years and requires an end-to-end refresh to include current legal definitions, building options available today, and updated approval processes. Opportunity: Use technology (i.e., the Village website) to introduce the updated Zoning By-Law and educate residents to its application. <ul style="list-style-type: none"> Gap: No information or tools beyond the Zoning By-Law itself are readily available to assist residents with zoning issues in a self-serve manner. Opportunity: Provide guides or Frequently Asked Question references on the website to help residents understand how to apply the By-Law to their situation and assist the Village Office with calls. <ul style="list-style-type: none"> Gap: No documented process for triaging planning requests.

6.3.2 Recommendation #V3.1: Update the Zoning By-Law in Conjunction with the Creation of the Village Official Plan

Rationale (Current State Gaps)

- The Zoning By-Law has not been updated in almost 30 years and requires an end-to-end refresh to include current legal definitions, building options available today, and updated approval processes.

Description and Implementation

- The Village has never had an Official Plan. Council, with the assistance of their contracted Planning officer, are currently in the process of developing the Official Plan. An updated Provincial Policy Statement (PPS) came into effect on May 1, 2020, and provides the Province's latest position on land use planning matters. The PPS contains policies related to community development, employment areas, housing, public space, infrastructure, economic development, energy, resource management, natural heritage, agriculture, cultural heritage, and public health and safety. Decisions on land use planning matters, including the goals, objectives, and policies of an Official Plan, must be consistent with the PPS.
- This offers the Village opportunity for engaging the public with a process to reach out to provincial ministries, local service groups, contractors, residents, businesses, and seasonal visitors.
- In accordance with the Planning Act, zoning by-laws must also conform to the Official Plan and be consistent with the Provincial Policy Statement. Zoning by-laws are viewed as one of the primary implementation tools of the Official Plan, effecting its policies and therefore the timing for a refresh of the Zoning By-Law in conjunction with the release of the Village's Official plan is appropriate.
- The update is not expected to be overly complex, as the zoning categories would likely remain the same as in the existing By-Law, but will formally consider the realignment of Highway 11 and the changed traffic patterns into the document. In addition, updates to the definitions to reduce legal challenges and changes to zoning should reflect current case law, particularly for legal non-conforming issues as well as for water setbacks and allowances. This will offer the Village Council the ability to address any recurring local problems such as use of sea containers, campers, trailers, and open fires.
- Updating the By-Law should also include reviewing the delegated responsibilities of staff, ensuring that there is a Committee-led approach to minor variance discussion.
- Furthermore, an updated By-Law should outline the possibility of an appeals process. It is understood that the current processes allow for alternative avenues of review and judgement on requests, however, formalizing this in the updated document will support residents in understanding all facets of the process.

Financial Impacts/Considerations

- As most of these activities are in progress and are part of the Village budget the financial impact on the Village would be considered **medium**.



Summary of Benefits

- Compliance with most the recent Provincial Policy Statement
- Inclusion of articles to address recurring local zoning issues

Other Supporting Information

6.3.3 Recommendation #V3.2L Use Technology (i.e., The Village Website) for Introduction the Updated Zoning By-Law and Educating Residents to its Application

Rationale (Current State Gaps)

- No information or tools beyond the Zoning By-Law itself are readily available to assist residents with zoning issues in a self-serve manner.

Description and Implementation

- The Community Engagement Survey noted that a sizable portion of residents would like to be able to interact with the Village more using an online presence. As the Village moves forward on its website redesign project, this should be considered and included in the scope of desired activities.
- As the new website and technology platform is implemented, supporting documentation as to how different aspects of the Zoning By-Law would be applied by residents and commercial establishments should be provided as part of the introduction of the updated Zoning By-Law.
- While part of the introduction of the new By-Laws, any background information provided can then be made available to residents through the website for long term reference. Therefore, there should be little additional efforts required beyond the initial introduction of the updated By-Laws.

Financial Impacts/Considerations

- Utilizing the new technology platform in delivering this information to the residents is expected to be much simpler than with today's website. Therefore, the financial impact on the Village would be considered **low**.

Summary of Benefits

- Informs and educates the residents how the updated Zoning By-Laws align to the Official Plan
- Reduction in staff time addressing resident zoning concerns
- Takes full advantage of the new website platform to publicize the Official Plan and follow-up with a fulsome explanation of how and why the Zoning By-Laws have been updated.

Other Supporting Information

- Municipality of Dysart (Haliburton County) has an extensive description of the Official Plan process and impacts on the local Zoning By-Law:
 - <https://www.dysartetal.ca/15067/>

6.3.4 Recommendation #V3.3: Provide Frequently Asked Question References on the Website to Help Residents Understand How to Apply the By-Law to their Situation which will Assist the Village with Calls they Receive

Rationale (Current State Gaps)

- Questions from the public often follow similar themes and could be answered via a self-service option on the website
- Staff time responding to telephone or in-person queries can be reduced

Description and Implementation

- The development of easy to read Frequently Asked Question (FAQ) documents may be a simple way to allow residents to answer questions without requiring them to contact the Village themselves.
- Many FAQ documents can be accessed from other municipalities and used as a base to develop the FAQ information that directly corresponds to the Village's updated Zoning By-Law.
- Taking examples of queries that the current staff are hearing from residents can be documented, responses reviewed and agreed, with the full conversation used as the questions and answers format for the FAQ
- Following up with reviews of the website access statistics to the various FAQs, the Village can assess which aspects of the By-Law and the FAQs are attracting the most interest and can then assess where additional information or clarification (questions or responses) would become necessary.

Financial Impacts/Considerations

- Adding a Frequently Asked Question interface to the new technology platform within the Village website is expected to be typical of other features and communication activities that the Village will be using the new website to promote. For this reason, the financial impact on the Village would be considered **low**.

Summary of Benefits

- Reducing support staff time and interruption
- Developing a base of consistent responses to Zoning By-Law questions and concerns

Other Supporting Information

- Township of Minden Hills has a simple example of Zoning-related FAQs:
 - <https://mindenhills.ca/official-plan-zoning-update/>
- Town of Midland site has a more extensive Zoning Bylaw "mapping" application and includes a summary FAQ section:
 - <https://www.midland.ca/townhall/departments/plan/zoning>

6.4 V4: Succession Planning

6.4.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> • Succession Planning is the act of planning for both planned and unplanned staff vacancies. • In the Village, Succession Planning is currently done on an informal basis, as there are no formal processes or activities.
Objective of the Review
<ul style="list-style-type: none"> • Review what practices/procedures are currently in place. • Improve and/or develop new practices and/or guides to ensure that positions have individuals identified who can support tasks if necessary. • Determine how to best use this as an opportunity to improve staff recruitment opportunities.
Framework Focus Areas
<ul style="list-style-type: none"> • Resources; • Process; • Governance.
Strengths
<ul style="list-style-type: none"> • Staff understand the importance of planning for future successors, ensuring there is minimal loss of institutional knowledge. • Some staff have experience with succession planning, allowing them to more quickly adopt activities that support this service. • The cohesive office environment that staff enjoy will be a benefit for those areas where only a single staff member runs a department, as individuals will be willing to support as needed.
Preliminary Opportunities and Associated Gaps (if applicable)
<ul style="list-style-type: none"> • Opportunity: Develop a process by which job descriptions are regularly reviewed and updated. <ul style="list-style-type: none"> ○ Gap: Job descriptions are out of date, missing key responsibilities of staff members. • Opportunity: Identify successors for key roles and identify staff members who could support operations in the event of an unplanned vacancy. <ul style="list-style-type: none"> ○ Gap: The small size of the administration makes it difficult to identify the specific individual who can assume a position for any extended period of time. • Long-Term Opportunity: Explore if there is a desire to partner with neighbouring municipalities to create a joint training/succession planning program. <ul style="list-style-type: none"> ○ Gap: Any previous succession planning activities are conducted informally, as an “after hours” task by department heads or willing staff.

6.4.2 Recommendation #V4.1 Identify Successors and/or Back-Ups for Key Roles, who could Support Operations in the Event of an Unplanned Vacancy

Rationale (Current State Gaps)

- Having staff be cross-trained or prepared to assume the responsibilities of their teammates ensures business continuity is in place in the event that there is ever a planned or unplanned vacancy, without a replacement in place.
- Furthermore, cross training staff on the core activities of a role can ensure that staff are able to take vacations or other leaves, without worrying about negatively impacting the Village's operations more broadly.
 - This supports a healthier work-life balance, and ensures that staff are given the proper mental breaks they need to continue to be effective in their roles.
- Identifying even the key activities that staff should be trained on, and documenting these so that even if a staff member is not formally trained on a process or activity they can support business operations is an efficient and effective way to support succession planning.
- Identifying successors/back-up resources also provides valuable training and learning opportunities for staff, which can support staff retention.

Description and Implementation

- Some positions have successors that are more easily identified than others (e.g., the Clerk can rely on the Deputy Clerk), however, some roles are maintained by a single staff member, and as such do not have clearly identifiable successors/support.
- The strong working relationships and cohesion among staff members can mitigate the small staff complement and unclear successors, as the team often works together to complete various tasks.
- In addition to selecting successors and providing some cross-training activities, the Village should ensure that some key processes (e.g., payroll, reporting activities, or other critical functions) are properly documented.
 - This will support the Village in not only maintaining operations, but also the efficient and effective onboarding of staff.
 - Furthermore, this activity can support staff in identifying potential improvements to processes, as they might identify challenges, concerns, or alternative methods when they see the process laid out in front of them.

Implementation

- Staff should look at each of the roles in-house and identify if there is a clear successor in place, or if staff from other departments would be the more likely replacement.
 - Using an organizational chart is typically the easiest and most efficient way to handle this activity, as reporting relationships are clearly laid out and defined.
- For those positions that do not have a clearly defined supporting position, informal reporting relationships should be identified.
 - This can be done through the addition of "dotted line" connections on the organizational chart to differentiate from the formal reporting relationships

- Once reporting relationships have been identified, and the most suitable successors have been selected, then the Village should look to identify the key activities/functions that would be required to ensure normal operations – these can be day-to-day tasks, or could be key activities that are critical but performed less frequently.
- With a list of the activities/functions that are deemed most critical, document the processes so that a new staff member will have a good understanding of the required steps and activities if they are required to take on the role.
- Lastly, to ensure that the information captured is correct, have the successor do the task once, under the supervision of the current lead individual.
 - This will ensure any errors are caught and fixed, and that the sufficient level of detail is captured.

Financial Impacts/Considerations

- This recommendation does not require net new technology, staff positions, equipment or technology, however, due to the number of staff and potential number of activities that can be deemed critical for documentation, the financial impact is considered **low-medium**.
 - The largest cost driver for this recommendation is staff time, and ultimately the number of activities/processes that are documented will directly impact the amount of time required by staff.
 - It should be noted that if existing checklists or other items are leveraged, this can further reduce the time required to complete these activities.
 - To that end, if there are zero to approximately ten activities/processes documented, then the cost to implement this remains low (i.e., can be completed in approximately 15 days of effort).
 - If there are more than ten activities/processes documented, then the cost can become medium (i.e., would take at least one day of effort per process, in addition to broader project management activities).

Summary of Benefits

- A formal and up to date business continuity plan will support the Village in the event of a planned or unplanned vacancy.
- With documented processes or activities in place, virtually any staff member can step in to support team members in a more fulsome manner, as they will require less direct training, or learning through trial and error.
- This will mitigate the risk of institutional knowledge being lost due to staffing changes taking place without sufficient overlap for training activities.
- Cross-training supports professional development and career development for staff.
 - It further helps an organization identify those staff members who are high potential resources and coaches them to be prepared to advance in their careers, by giving them the skills they need to assume their next position.
 - Ultimately, these programs support broader retention activities, making the process of these programs as important as the final results.

6.4.3 Recommendation #V4.2: Explore Potential Partnerships with Neighbouring Municipalities to Create a Joint Training/Succession Planning Program

Rationale (Current State Gaps)

- The Village has a relatively small staff complement, which can create challenges related to staff succession, career mobility, and ultimately staff retention.
- Staff members generally want to find new ways to learn, grow, and contribute to their organizations as they progress in their career, and if they see no path forward for themselves, and see no ability to learn and grow, they may be more inclined to seek new opportunities.
- If a staff member does leave the Village, because of the small staff contingent, it will have a tangible impact on the ability of the team to continue operations.
- Other municipalities in the region likely have similar challenges, as they attempt to balance administration size and the ability to efficiently and effectively support residents.
 - These programs can support the Village as they look to create tighter partnerships with neighbouring municipalities, which can ultimately make broader coordination and decision-making easier.

Description and Implementation

- This recommendation would look to develop a program that forms partnerships with at least one other nearby municipality who is also struggling with challenges related to succession planning and staff retention.
- The program would be designed to allow staff from each municipality to undergo a “rotation”, or set period of time where they would work for the other municipality, under the leadership of other municipality’s senior counterpart.
- Through this program, the more junior staff member would have the opportunity to learn how similar tasks are handled in another organization, allowing both municipalities to learn from one another.
 - This can identify potential process efficiencies or alternative solutions in place to handle similar tasks/problems.
- At the conclusion of the rotation, the staff member(s)* would return to their home municipality and could then look to implement potential new solutions to improve the efficiency and effectiveness of various tasks.
 - *It should be noted that a staff member from each organization could “swap” for a period of time. For example, the administrative assistant roles, or Deputy Clerk positions.
- The program would be designed to allow staff the opportunity to continuously learn, grow, and identify new ways to “make their mark” on the Village.
- This program would also enable staff to potentially take on more senior positions for a period of time, in the event that one of the partner municipalities has an unexpected vacancy for any reason or extended period of time.

- This would allow the municipality to ensure they hire the right individual for the role, while providing staff the opportunity to take new challenges and opportunities in a “safer” format, as the staff member filling in for the gap would have experience working in the organization and would not need substantial ramp up time (effectively resulting in two onboardings).

Implementation

- To begin a program like this, there needs to be a clear rationale or “burning platform” as to why this is a necessary program to support the Village.
 - For the Village in particular, the burning platform may be that there are not enough staff members or capacity to allow for a prolonged vacancy within the administrative team for a prolonged period of time.
 - Furthermore, rationale could include a desire for continuous improvement, and programs like this allow for effective ways to learn new skills and new methods of completing similar tasks.
 - Lastly, the process of recruiting key staff members should not be driven by the need to be expeditious, but rather one that focuses on skillsets, cohesion with the broader administrative team, and ability to support the Village as it moves forward. If there is no support for staff members, often times smaller organizations can potentially rush recruitment processes, to the detriment of the broader team.
- Regardless of the reason, the leadership team must agree that there is a need for the program.
- Once leadership is bought-in to the concept that this type of a program could benefit the Village, staff should look at the organizational chart and select a minimum of one position where a staff member could potentially learn from a more senior staff member of another municipality. Examples could potentially include:
 - Deputy Clerk;
 - Deputy/Junior Treasurer roles;
 - Public Works positions; or,
 - Administrative assistants.
- With a list of potential positions selected, staff should identify one position due to potential “priority” and conduct a pilot program to determine if this is seen as beneficial or not for the staff and municipalities involved.
 - Priority could be defined as a known/planned vacancy coming in the near to medium term, or the criticality of a position and its necessity for continued business operations.
- With a minimum of one position selected, staff should make a report and suggestion to Council to reach out to a minimum of one neighbouring municipality, to see if there is a desire from other groups to implement such a program.
 - The rationale used to justify the program within the Village should be presented, as these other municipalities will likely be undergoing similar challenges and concerns.

- If the Village is successful in persuading other municipalities to explore this further, priority positions should be presented and selected in conjunction.
- There will be a number of aspects to review and agree upon, including:
 - **Position(s) to be included** – municipalities will want to agree on the role(s) that can be included in rotational programs.
 - **Length of rotations** – municipalities will want to ensure that staff members have enough time to gain an understanding of the broader municipality workings and how they compare to their own, as well as learn specifics of the role they are there to learn more about.
 - At a minimum, three months should be considered, with a maximum of one year.
 - **Cadence of rotations** – not every position will require a rotation every year. Rather, staff who return from a rotation will want to ensure they have the requisite time required to implement potential improvements they have identified as a result of the program.
 - This will also need to consider if new staff join any municipality, what should be the minimum period of time they have to spend in their home municipality before a rotation is available?
 - **Unexpected vacancy filling** – a benefit of this program is that staff who have undergone rotations can potentially be used to fill unexpected, prolonged vacancies in neighbouring municipalities.
 - This would require some form of lead time, however, to ensure that home municipalities are not left unable to complete core activities or finish programs because they are now unexpectedly short-staffed.
 - **Hiring of other municipality's staff** – once staff have learned a municipality's functioning, it could be seen as advantageous to hire a staff member who previously underwent a rotational program to fill vacancies. However, there should be clear rules and processes around this, so that a balance between individual career progression is weighed against the needs of the home municipality.
 - This could also include setting key timelines so that if a staff member is offered a role, and accepts the position at a neighbouring municipality, that there are potentially extended timelines for handoffs to support the home municipality.
- This program is likely to take a long amount of time to develop and put into practice, especially if various groups/bodies need to be persuaded that a problem exists or that this is a valid and innovative solution to solve said problem.
 - We would recommend conducting a pilot to realize the full benefits of the program and to help influence others.

Financial Impacts/Considerations

- Due to the amount of time that would be required to undertake the development of such a program, including the amount of Council time (from multiple municipalities), this recommendation's financial impact is considered **high**.
 - Staff/Council time are the core cost drivers for this recommendation. Staff would be required to develop the platform for the program, present it to Council, reach out to other municipalities, develop policies/procedures, and then implement the program. As a result of this, and as a result of the fact that all activities would effectively need to be completed twice (once for each municipality), this is seen as a high cost recommendation.

Summary of Benefits

- Joint training/succession/talent management programs are fantastic opportunities to accomplish multiple goals at once, such as:
 - Build relationships with neighbouring or similar municipalities, which can support effective decision-making in the future.
 - Allow staff to learn from multiple senior staff mentors who can expand their ability to think through problems and address them in unique and creative ways.
 - Supporting staff's desire to continuously learn, improve, and to make an impact on their organization by finding practical ways to apply newly learned skills.
 - Building on the supports offered by existing succession plans to ensure that unplanned vacancies can be realistically addressed in a practical manner.
 - This can even include having staff from one municipality fill in for and support the operations of a partner municipality in the event of a vacation, unplanned vacancy, or during recruitment processes.
 - While this would require coordination with the "home municipality" of the staff member, to ensure this team is not short-handed, it provides valuable benefits to both the individual staff member (who can be provided leadership and growth opportunities) and the municipalities (who have less pressure during planned or unplanned vacancies).
 - Supporting staff's growth by providing innovative opportunities to grow without leaving the municipality.

Other Supporting Information

While programs like this can seem difficult to conceptualize, setup, and implement, there are real world examples of such programs. Rotational programs within organizations have multiple studies showing the benefits to both employees and the organization.¹ When examining partnerships between organizations, there exists an example within Ontario's healthcare sector.

¹ There have been multiple empirical studies conducted on the topic of job rotations, examining the benefits, challenges, and motivations for both employees and employers to conduct these programs. Examples have taken place across private industries, manufacturing, healthcare, and the financial services sectors across multiple countries. Two examples of empirical papers are provided [here](#) and [here](#). In addition, there have been a number of qualitative and anecdotal examples of how these programs have supported employees within an organization. This [article](#) demonstrates multiple positive examples.

In 2019 six smaller hospitals in southwest Ontario came together to undertake the development of a regional talent management and leadership development program. The hospitals all realized that there was a common challenge among them after they all had to undertake their own costly and lengthy executive recruitment activities, often after losing staff to larger providers within the region.

Talking to each other, they realized that a real opportunity existed by which they could improve their staff's training, identify high-potential staff members, and provide enhanced leadership training for staff. The goal of the talent management and leadership development program was to ensure that staff were able to receive the training they desired, improving staff retention rates.

The following is a case study of the engagement, to demonstrate how this program can be applied within a public sector organization.

Case Study

Issues to Address

After an initial current state assessment, the following were identified as clear issues to address:

- Talent Management
 - Formal succession plans were not in place
 - Very limited use of formal talent management programs
 - "Ad hoc" leadership development through individual coaching and mentoring
- Talent Development Opportunities
 - Compared to larger urban and academic health care facilities, the participating hospitals were not seen as presenting as many development opportunities for emerging or existing leaders.
 - Initiatives or special projects which could be used to test or push leaders tended to be infrequent and added to the fact that there is not a clear understanding of the current skillsets and competencies of staff. As a result, these special initiatives were not seen as a reliable way to foster development.

The Solution: Mentorship/Rotational Program

To address this challenge, the hospitals agreed to the development of a Regional Mentorship/Rotational program. The program provides mentors or rotational opportunities for those in the leadership program with others who are not their direct supervisors (i.e., the opportunity to learn from individuals in other organizations, and to mentor those from other organizations).

- The program development provides structure to the mentor / mentee relationship including
 - Defining objectives
 - Determining the process
 - Ensuring flexibility
 - Securing leadership support
 - Creating matches
 - Preparing participants for success
 - Tracking, measuring and refining approach

- Providing training on what makes a good mentor and a good mentee
- The participating hospitals use their greater collaborative scale as an advantage and consider mentors and opportunities that cross hospitals

Recommendations:

The following recommendations were designed to support the hospitals as they look to implement this program.

- Develop Leadership Program
 - Year 1:
 - Define the Vision of the Program
 - Identify the Guiding Principles (including who is included in leadership development)
 - Establish Foundation of leadership learning curriculum
 - Year 2:
 - Identify select leaders from the hospitals to participate in leadership program
 - Pilot the program
 - Engage leadership to co-design outstanding elements/refinements
- Create Regional Leadership Rotation
 - Year 1
 - Align to Onboarding and Integration mentor activities and create a mentor program specific to regional leaders, link to succession planning
 - Identify which roles to include in the program
 - Create guidelines for the program (definitions, criteria etc.)
 - Pilot a customized approach (specific to the individual and their role)
 - Year 2:
 - Continue rollout of leadership rotation program beyond pilot
 - Consider short term job shadowing, resource swapping as well as short to medium term placements
 - Align to Onboarding and Integration mentor activities and create a mentor program specific to regional leaders, link to succession planning
 - Year 3:
 - Review, evaluate, and revise program

6.5 V5: Marketing of the Village of Sundridge

6.5.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> Marketing of the Village applies to a wide range of activities, from participation in the local Economic Development Association, to funding/promoting local events, beautification activities for the Village, and external communications to residents and visitors. Given its wide scope, the service touches upon a number of facets of the operations and interactions of the Village with its community.
Objective of the Review
<ul style="list-style-type: none"> Create an inventory of marketing activities that staff, Council, and residents want for the future. Develop methodologies to ensure that these can be undertaken in a cost-effective manner.
Framework Focus Areas
<ul style="list-style-type: none"> Service Levels; Cost; Technology.
Strengths
<ul style="list-style-type: none"> The importance of the website and its role in communicating with the community has been recognized, and a process to redesign the website is currently underway. Staff are currently achieving most marketing and communication goals without a dedicated Communication and Marketing resource. Engaged committee and Council support for major events held in the Village of Sundridge. High level of public participation for major events held in the Village of Sundridge. Entering new joint services agreement with Almaguin Community Economic Development group (ACED).

Preliminary Opportunities and Associated Gaps (if applicable)

- **Opportunity:** Develop a standard process for community events, including the post-event tracking of key performance indicators such as attendance, participant comments, and costs.
 - **Gap:** While all events are run by their respective organizing committee, the Village supports these committees (for example the Sunflower Festival) through participation and/or administrative assistance to the committees. For these roles, there are no formal processes or documentation to support the activities in future years.
 -
- **Opportunity:** Ensure staffing and Council support to new website design and implementation.
 - **Gap:** Website is outdated, and content cannot be modified by Village staff.
- **Opportunity:** Review funding opportunities for recruiting an intern for marketing activities and review job descriptions of staff to cover existing marketing duties.
 - **Gap:** Duties to support committees and marketing activities are not documented as part of current staff job descriptions.
- **Opportunity:** Provide support to enable the full advantage of the new marketing directions being tabled with ACED.
- **Opportunity:** Develop strategies to engage local businesses and residents to support downtown and broader beautification efforts.
 - **Gap:** Some of those interviewed believe more could be done to beautify the downtown core and attract more visitors.

6.5.2 Recommendation #V5.1: Develop a Consistent Approach for Village Participation in Community Events

Rationale (Current State Gaps)

- Residents feel that the Village should play the major role in promoting the community, its events, and highlighting opportunities for future growth.
- While all events are run by their respective organizing committee, the Village supports these committees (for example the Sunflower Festival) through participation and/or administrative assistance to the committees. For these roles, there are no formal processes or documentation to support the activities in future years.
- Without a consistent approach, supported by documented processes for working with event committees, the committees are not aware of the services the Village will provide and what the Village expects from the organizing committee. Unfortunately, the institutional knowledge that could have been available over past events has not been consistently stored, and with the changes of staff, this information remains unavailable.

Description and Implementation

- The Village should document the various services that they can provide to the committees and what the Village expects as part of these services. These services would apply to:
 - Administrative functions,
 - Marketing support,
 - Funding and Use of Village Assets and Services, and
 - Event statistics and information.
- There is strong committee and Council support for major events held in the Village of Sundridge and there is a high level of public participation for major events held in the Village of Sundridge.
- The process document would be in the form of a template checklist document which can be used as a base from which modifications can be made for any unique circumstances within each event hosted by the Village.

Implementation

- While the Village does not directly operate events, the Village Clerk or Deputy Clerk are usually part of the organizing committee of the event. As a start, the Village Clerk or Deputy clerk can identify the tasks that are typical of each event and can begin by documenting the services and the process by which the Village is engaged with the committees. As noted above, these services would fall under the following sections:
 - 1) Administrative functions
 - a. developing checklists to ensure key activities are completed in a timely manner,
 - b. initiating permit authorizations,
 - c. ensuring health and safety guidelines are provided,
 - d. verifying liability insurance coverage,

- 2) Marketing support
 - a. providing the Village website for communications and promotion of the events,
 - b. noting that it is customary for the major events to have their own website, with promotional links from the Village site.
- 3) Funding and Use of Village Assets and Services
 - a. there are three levels to the participation
 - i. direct funding by the Village for the event,
 - ii. use of active Village physical assets (i.e. trucks, decorations on light poles, etc.) and/or labour to assist the event, and
 - iii. use of Village physical assets for holding the event (e.g. use of the waterfront with or without any other municipal involvement).
 - b. data collection and time demand for Village staff for 3a.i and 3a.ii requires a value for money/time aspect for the use of Village resources
 - c. data for 3a.iii is more for keeping track of major use of land assets (for events) and for self-insurance purposes
 - d. describing the criteria for funding and the applicability of an event to access funding would simplify and address monetary issues in a consistent and unbiased manner
 - e. should funding be appropriate for the event the Village could provide the following services:
 - iv. assistance with the determination of costs with the support of the other departments of the Village
 - v. depending on if the funding was part of the Village budget, the Village staff would prepare funding requests, if necessary, for Council.
- 4) Event Statistics
 - a. the Village should determine the core statistics that they feel are important and can be reasonably collected by the organizing committee
 - b. Examples could include:
 - vi. how many people attended the event,
 - vii. the time of day that people attended with peaks of attendance,
 - viii. visitors from outside of Sundridge or the broader region, and
 - ix. impact on sales for local businesses, etc.
 - c. Once core concepts are identified, work with local groups to develop realistic and trackable indicators. It is important to note that while some indicators may be more immediately possible for tracking and review (e.g., attendance at events), the Village can and should still attempt to identify other indicators for the future.

Financial Impacts/Considerations

- The requirement for this recommendation is primarily staff time and developed in short bursts as community events are reviewed and procedures developed with the various organizing committees. The financial impact on the Village would be considered **low**.



Summary of Benefits

- Consistent base of services the Village will provide in support of events
- Consistent data to be collected from each event for historical review
- Upholding the reputation of the Village in event planning, marketing and execution
- Identify services provided to events as a formal part of Village staff job descriptions

Other Supporting Information

- Example of a detailed Event Submission Guide.
 - <https://www.kawarthalakes.ca/en/things-to-do/resources/Documents/MEA-Reference-Guide-FINAL-DRAFT---updated-August-2020.pdf>

6.5.3 Recommendation #V5.2: Engage Staff and Council in the New Website Design and Implementation

Rationale (Current State Gaps)

- The current website is outdated, and a project is underway to implement a new technology platform for deployment of a newly designed website for the Village.
- The importance of the website and its role in communicating with the community has been recognized.
- To keep informed about local events and activities, the majority (91%) of respondents indicated Social Media (i.e., the Village Facebook page) as their main source of information.

Description and Implementation

- At point of writing, the Village was in the process of selecting a technology partner to redesign and implement a new website for the Village.
- Staff frequently discussed this process, and how it is being undertaken in a structured and thoughtful manner. This should be continued to ensure that the future website provides the versatility, functionality, and style that suits the needs of the administration and residents of the Village.
- The website is the major communication vehicle for the Village, this project must have visibility to Council, with regular status reporting and milestones.
- The project will have phases typically noted as:
 - Project Definition
 - Requirements
 - Analysis
 - Design
 - Construction
 - Testing
 - User Acceptance
 - Deployment
 - Handover and Training
- The Village will be most involved initially to set the Project Definition, establish the Requirements for the new web site, and to agree that the design of the website to be delivered will align to the Village requirements.
- Following construction and testing by the third-party developer, the Village would then be required to perform a full User Acceptance test of the system to ensure that the delivered product meets the requirements stated at the outset of the project. While acceptance testing is not a lengthy process, it will require dedicated time of staff to verify that the final product will meet the needs of the Village and its residents. The Village can expect that the new website will have the attention of its residents when it “goes live” and any problems with the system, or lack of attention to the detail of the site, will be noticed and diminish the initial reaction to the new technology platform.



- While the Handover and Training phases is noted as a last phase for the project, it would be expected that training would occur throughout the process, such that Village personnel required to have the knowledge for the support of the new platform will be in a position to do so as the system is available. Typically, the third-party vendor would be available during the initial deployment period to ensure a smooth transition from the existing website to the updated site.
- To address Social Media interest by the local residents and visitors, a social media plan should be included in the new technology platform project. This social media outreach will not necessarily directly involve the website; however, it would best be combined with its introduction to increase awareness of the updated technology and the opportunity to present the latest Sundridge image.
- An area that the Village can expect significant improvements with the new technology platform, will be the ability to collect and review information from the website as to unique user visits, individual page views, or time on site statistics. It should be noted that these are core requirement aspects that the Village is looking to have included in their updated website platform.

Financial Impacts/Considerations

- The acquisition of a system services vendor has been completed and work has started on the development of the new technology platform. As most of these activities are in progress and are part of the Village budget the financial impact on the Village would be considered **medium**.

Summary of Benefits

- Priority of updated website project acknowledged by Staff and Council
- Sufficient staff time is allocated to tasks
- Project management measures are in place to guide activities.

Other Supporting Information

6.5.4 Recommendation #V5.3: Provide Staffing and Support to Take Full Advantage of New Marketing Directions Tabled with ACED

Rationale (Current State Gaps)

- The Village recently entered into a new joint services agreement with Almaguin Community Economic Development group (ACED).
- The ACED group provides a common platform for the smaller municipalities, villages, and townships to highlight and promote the Almaguin Highlands Region in general, with links to the individual community websites. ACED is governed by a Board called from the participating members, including the Village of Sundridge
- There has been limited staff participation with AECD activities to date.

Description and Implementation

- While staff capacity is currently limited due to a small office complement, the best way to ensure a successful implementation of recommendations is to make it a core focus.
- While this can be the role of a designated staff person, it should also engage Council and others in the Village to ensure that sufficient time and effort is put to these important activities.
- In the past, ACED has partnered for tourism content with blog posts, including Sundridge. There was a recent Explorers Edge website and magazine article on snowmobiling featuring a stay at Caswell resort, with the emphasis on a visitor seeing the whole region and not highlighted on a specific community. Cycling routes have been pushed recently with the Covid-19 situation under the Ontario by Bike – Discovery Routes website.
- ACED is working right now on forming a new brand identity for the region that will allow rejuvenated marketing under a single brand and allow more individual input from the member municipalities. ACED are also currently in the process of hiring a Marketing Director to build this new brand and build out this new direction in the later stages of 2020.
- Aligned to the new technology platform for the website, this marketing direction should be an important factor in the redesign of the Village website.
- In a more longer-term view, if the Village cannot support the staffing requirement for involvement with ACED, the Village should research potential AMO funding envelopes to determine if an option for funding exists that could support the Village in its Marketing and Communication activities. In the past, funding such as this was used to staff an Intern for these activities. If implemented, a core staff member should be paired with the Intern to ensure any key activities they are doing are tracked and understood, so that activities can be maintained after their internship.
- A strong resource for this type of temporary assistance is the post-secondary institutions who are routinely looking for opportunities for their marketing students to get experience doing this type of work and not always for pay. An example is York University's MBA 501 course.
- Additionally, all initiatives undertaken by the Intern should look to have a metric or tracking component included, ensuring that staff and Council can objectively evaluate the results of the marketing campaigns and efforts.



Financial Impacts/Considerations

- Assigning staff to this recommendation would require time moved from other functions, if this is possible with a small Village staff. The hope is that a member of Council could be placed into this role and supported with minimal time by a Village staff member. If a student intern can be acquired for this role, and for minimal cost, then the financial impact on the Village would be considered **low to medium**.

Summary of Benefits

- ACED is providing marketing direction for area surrounding Sundridge
- Village staff can leverage and influence ACED expertise
- Marketing is key component of updated web site platform

Other Supporting Information

6.5.5 Recommendation #V5.4: Develop Strategies to Engage Local Businesses and Residents to Support Village Beautification Efforts

Rationale (Current State Gaps)

- Some of those interviewed believe more could be done to beautify the downtown core and attract more visitors.

Description and Implementation

- A process currently exists by which the Village works with its local community groups to support the beautification efforts of the Village. The core example raised by Council and stakeholders were the planters throughout Sundridge. The Village procured planters and sets them up at the start of the season. Once prepared, the local horticultural society will decorate and take care of the plants. This blends well with the interlock brick sidewalks along the street and was called out by ACED team as a fine example of how the Village is building up its welcome to visitors. Activities like these are used to add colour and other features to the downtown core. A fear raised by Council was that many of the horticultural members are older residents and may not be able or willing to continue this trend into the future. As a result, potential challenges exist about continued activities to beautify the downtown of the Village.
- As noted in the Council session, there is a fear that Village planters might soon not be as filled due to challenges with horticultural society membership. The Village should therefore start looking now at other groups they can work with to take on these and other similar tasks.
- Examples of activities could include giving various local businesses, schools, or other community groups one or more planters that are theirs to decorate and tend to, and to have a community contest where the Village residents come together to pick out who they think has the nicest/most creative planter.
- Other opportunities could be focused on seasonal events, such as Halloween storefront decorations downtown or holiday decorations in the winter.
- Those who are voted as the “winner” can be posted on the Village website, newspaper, or other local publications. Furthermore, this can stoke a sense of pride and competition between groups, resulting in a desire to “out do” one another.
- Local community groups or business associations will take on certain activities, such as maintaining flower planters in the Spring and Summer months, or other similar activities. These activities are generally supported by Council through the allotment of nominal financial investments.

Financial Impacts/Considerations

- This recommendation would require a minimum of staff time, and any small incentive costs for rewarding resident and business efforts. The financial impact on the Village would be considered **low**.

Summary of Benefits

- Support long term Village beautification goals
- Balance Village investments with local business support

6.6 V6: Asset Management

6.6.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> Asset Management is the process by which the Village identifies, catalogues, and maintains all Village-owned infrastructure, buildings, technology, and other items as appropriate. The goal is minimizing lifecycle cost, while continuously delivering established levels of service.
Objective of the Review
<ul style="list-style-type: none"> Review current processes to determine how assets are currently tracked. Determine if and how technology can improve the service.
Framework Focus Areas
<ul style="list-style-type: none"> Processes; Technology; Service Levels.
Strengths
<ul style="list-style-type: none"> Strong foundational activities are in place that can be leveraged to formalize and enhance asset management activities in the Village. The Village is currently enrolled in the “AMP It Up 2.0” Program to support its goal in meeting provincial requirements. Staff clearly understand their role throughout the asset management lifecycle. Systems are in place that staff find easy to use and maintain.

Preliminary Opportunities and Associated Gaps (if applicable)

- **Opportunity:** Develop formal Asset Management processes and procedures.
 - **Gap:** No formally defined processes or roles exist with regards to asset management.
- **Opportunity:** Align assets listed in the 2017 Asset Management Plan, 2019 Capital Asset spreadsheet, and the Village's GIS system.
 - **Gap:** Staff definitions of what are, could, or should be classified as an asset differs, depending on their role.
 - This is further exemplified in what is captured in various asset management documents, including the 2017 Asset Management Plan, 2019 Capital Asset spreadsheet, and the Village's GIS system.
- **Opportunity:** Review current technology to ensure it is appropriate, aligns with leading practices, and is utilized fully.
 - **Gap:** The use of technology could be enhanced to allow staff to focus on more value-add activities, instead of current manual processes (e.g., digging to locate assets).
- **Opportunity:** Continue to use the AMP it UP Program 2.0, and develop a formal plan to ensure that core asset data will be captured for the upcoming phases to comply with Ontario Regulation 588/17.

6.6.2 Recommendation #V6.1: Develop Formal Asset Management Processes and Procedures, Including Aligning of Assets Between Systems/Databases

Rationale (Current State Gaps)

- Currently there are no formal processes that are defined when looking at asset management activities.
- The only defined processes that exist for the asset management function is the regular budgetary activities that take place annually. It was noted that assets will undergo regular depreciation unless an exception is noted, at which point it is handled on an as needed basis.
- With a lack of clear asset management processes in place, it is difficult to ensure that the right information is captured, in the right systems, and that staff are able to proactively manage assets to ensure preventative maintenance activities are completed as appropriate.
- A review of the 2017 Asset Management Plan, the 2019 Asset Management Spreadsheet, and the GIS system results in some overlapping assets across systems, however, it is clear that the systems appear to capture different assets.
- As there are currently multiple systems/databases in place to manage the various assets of the Village, there is no clear standard of what should be included as an asset, and no one central location where the condition of the assets can be reviewed.

Description and Implementation

- Clearly defining and centralizing the full listing of assets for the Village will help determine the full scope of processes and activities that need to be conducted to ensure their continued good condition.
- As the Village continues to work through its Amp it Up 2.0 program, the capture of assets will be a continued focus to ensure compliance with Ontario regulations and requirements.
- To that end, the Village should look to determine the most effective system/solution to house the information related to the various assets, and ensure they are all captured in a consistent and effective manner.
 - This includes ensuring similar or like assets have the same information captured, ensuring that a review of assets can be across similar data points.
- Once all this information is captured and housed in one area the Village can then begin to ensure that clear processes are in place that allow each asset class to be reviewed, maintained, and repaired or replaced in a straightforward and consistent manner.
 - While all assets will need to be accounted for during the annual budget process, different capital reserve funds, needs, depreciation levels, and other aspects will need to be considered when designing unique processes that are appropriate.
 - An example would be that the boilers and HVAC system in the renovated office will need to be addressed and cared for differently than the historic/decorative signage around the Village.
 - Understanding that both will need care and to be maintained is critical, but how this happens can be different.

Implementation

- As of conducting this review the Village has three main areas where the various assets are housed:
 - The GIS system;
 - The 2017 Asset Management Plan;
 - The 2019 Asset Management Spreadsheet.
- While certain items such as the Spreadsheet will require consistent maintenance as they are core to annual budget processes, a single, centralized database should be selected and maintained to allow for monitoring and maintenance of Village assets.
- Prior to selecting a solution, a full understanding of the list of assets in place should be in place. This listing of assets should align with the major budget classes as identified in the annual budget, to maintain consistency of reports for Council.
- With a better understanding of the scope and breadth of assets under the Village's purview, the organization should look to formally document the processes related to their ongoing maintenance.
 - To complete this task, the Village will need to get all key stakeholders into a meeting, in which the various asset classes should be discussed independently.
 - For each asset class, one individual who is not core to the process should act as the "facilitator", who will drive the process mapping exercise.
 - A second individual will assist the facilitator, acting as the process mapper. This individual's role will be to project a process mapping software (e.g., Microsoft Visio), who will then actively develop a process map as the facilitator works with stakeholders to walk through the process.
 - For the purposes of this activity, the process map could likely be done to a relatively high-level, getting to the task/sub-task level (i.e., Level 2), without a requirement to get into detailed, keystroke maps.(Note: Please see the Other Supporting Information to see examples of process maps, an overview of process map levels, and other supporting information).
- To select a solution the Village should look to identify the critical pieces of information and linkages desired.
 - There may be a desire to ensure that any system used can properly integrate with the MuniSoft accounting software in place, supporting easy transfer of information.
 - Furthermore, the ease and quality of reports should be considered, as this will support the team when they are determining what assets, if any, require proactive attention to address challenges.
 - A third aspect to consider will be the accessibility of information.
 - Can asset information be reviewed or input from mobile devices?
 - Can other staff members review asset information from their workstations, or are there restrictive licensing costs that stop this from happening?
 - How customizable is the system, allowing the team to ensure the right data points are included and captured for each asset.

- It should be noted that through the AMP it Up 2.0 Program, a review of systems is planned to take place.
- Once a listing of the requirements are compiled, and a listing of “nice to have” aspects are developed, the Village should review existing technologies to see if any of these meet their needs.
 - If not, then a structured procurement process can be undertaken.
 - Procurement of software solutions should always look to ensure that a tailored implementation is considered in the process, so that the solution is properly structured for the Village.
 - Solutions that are not properly implemented often result in more broken processes and the requirement of other manual processes.
- Asset Management should be made a clear responsibility of the Treasurer and the Superintendent, and should be included in their job descriptions.
 - The Treasurer’s role should note that they are responsible for working with departmental staff to ensure the condition of assets is properly inventoried and accounted for in budget cycles.
 - The Superintendent’s role should note that they are responsible for inventorying assets, updating their profiles in a centralized database, and working with the Treasurer to ensure the budget is available to conduct preventative and reactive maintenance, as required.

Financial Impacts/Considerations

- Dependent on the desire/need to procure a new solution, the cost of this recommendation could be either **medium or high**.
 - The initial activity of compiling a list of all assets is an activity that will require staff time, and possible considerable amounts of Public Works staff time, as they look to inventory and capture information on all assets under their purview.
 - The secondary task of identifying and documenting processes related to the various asset classes will require time, however, can be done in a relatively expeditious manner.
 - This will require staff time to complete, however, multiple processes can be mapped within a short period of time (i.e., 2 – 4 hours).
 - In addition to the activities listed above, one additional element will impact cost:
 - If the Village needs to procure a new software solution, or if the existing solution is deemed sufficient.
 - In the event that the existing technology solutions in place for the Village are deemed sufficient to the purposes of the administration, then the cost of this recommendation will remain **medium**, as the following cost drivers will apply:
 - Staff time required to compile a list of all assets.
 - Staff time to document processes to support future staff who may be required to support the process.
 - This will be a time intensive task, however, is deemed as **medium** cost because its only cost driver is focused on staff time, and not requirement on other equipment, facilities, or technologies.

- In the event that the Village needs to procure a new software solution, the cost should be considered **high**, due to the following cost drivers:
 - Staff time required to compile a list of all assets.
 - Staff time to document current state processes to understand asset management flows.
 - Note: Future state process maps should likely be developed as well in this scenario, to ensure that the appropriate needs, linkages, and flows are considered.
 - Time required to develop a Request for Proposal document to procure a new solution, including the development of clear requirements, the proposal review process, vendor demonstrations, and selection.
 - In addition to the RFP process, the implementation process will likely require time to ensure that the solution is customized appropriately.

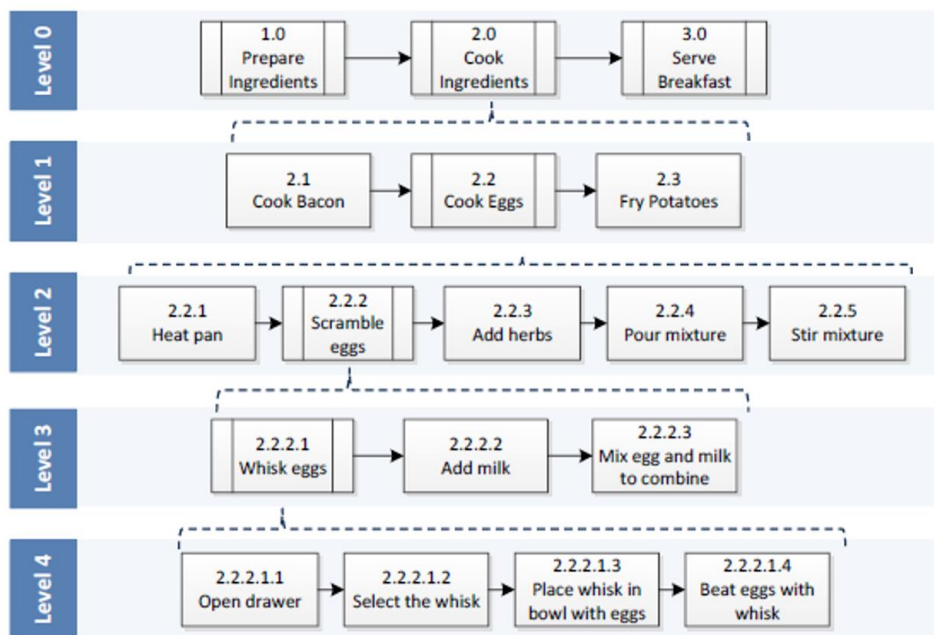
Summary of Benefits

- Having a listing of all assets in a centralized location will allow staff the ability to proactively monitor and review the condition of assets. Furthermore, this will allow staff to determine if a single asset or asset type (e.g., streetlights) are requiring more and more reactive maintenance.
 - This would allow staff to determine that there is a problem and develop a plan to proactively address these challenges.
- A single listing of all assets will support the Village's administration as they work with Council to ensure that the Village continues to operate in an efficient and cost-effective manner for residents.
 - This process ensures that municipal levies can remain as low as possible through preventative maintenance activities being undertaken, as opposed to reactive, emergency maintenance.
- Having the processes related to the various asset classes documented will allow other staff to support, if necessary, and will support the onboarding of new staff over time.
 - Furthermore, documentation of processes allows for future state continuous improvement activities, as processes can then be more critically reviewed and improved upon, as necessary.
- A simple software solution will support access to critical information through the production of purpose-built reporting.

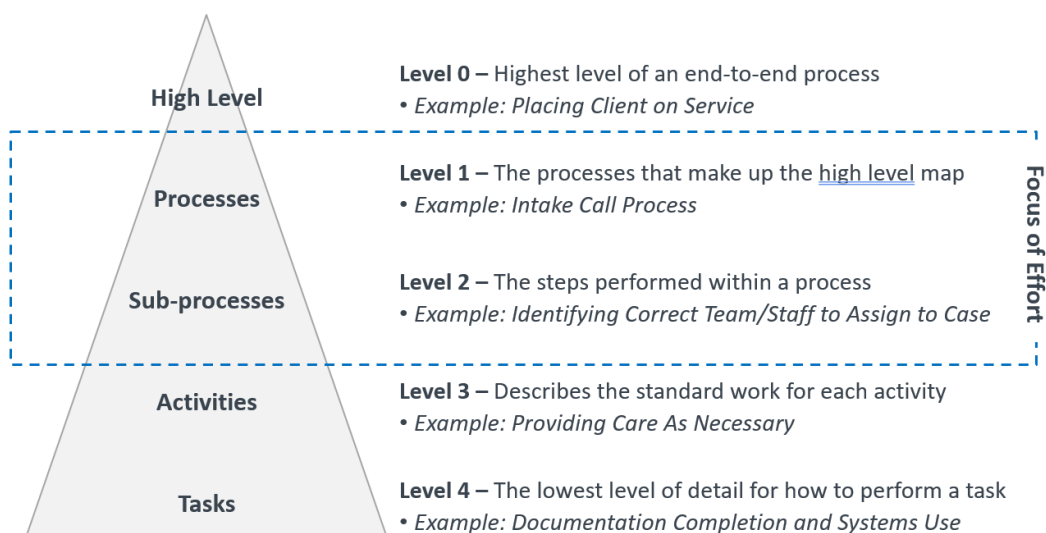
Other Supporting Information

- The following is an example of the various levels of process maps that can be developed:

Overview of Process Mapping Levels



Process & Procedure - Levels



6.6.3 Recommendation #V6.2: Review Current Supporting Technology to Ensure it is Appropriate, Aligns with Leading Practices, and is Utilized Fully

Rationale (Current State Gaps)

- Similar to the technology used to house the asset management information, and the processes used in the asset management activities, the technology used by the Public Works team to complete their day to day activities should align with leading practices.
- Currently, the Public Works team has some technologies, and was in the process of procuring others (e.g., an infrared pavement trailer), there were some technologies that were lacking.
- The use of the GIS software to date was described as being beneficial, however, not used to its fullest potential. This includes not having all assets included in the GIS solution (Note: Linkage with Recommendation 1 in this service).
 - It should be noted that the Village has already begun conversations with the GIS provider to determine how more assets can be incorporated into the existing system.
- For any assets that are underground, the Public Works team relies on outdated paper maps to mark the approximate location. Once in the approximate location, the team is required to then dig up the ground and test, often multiple times, to find the specific asset.
- This is not an efficient use of time and resources, and ultimately negatively impacts the speed by which the team is able to complete its various tasks.

Description and Implementation

- The Public Works team, in conjunction with the Treasurer and Clerk, should review the full complement of technologies currently in place and determine if there are any gaps or challenges that are currently in place.
- Identifying specific pieces of technology that can support the various activities of the team, the Public Works team should look to prioritize the items, identifying what is required compared to what is “nice to have”.
 - To prioritize technologies, the Village should consider the following:
 - The frequency they would be used; and,
 - The time they will save the team in completing each activity.

Implementation

- The Public Works team should take an inventory of the various technologies/tools that are currently in place to support their activities.
 - When taking inventory, the condition and functionality should be considered, identifying if there are existing pieces of equipment that are outdated or difficult to use due to aging condition.
- Working with the Treasurer and Clerk, identify a realistic procurement process and timeline, balancing priorities between what is outlined in the Public Works list and other, broader Village needs.



Financial Impacts/Considerations

- The actual process to identify potential technology and equipment needs is a **low-cost** activity, as it just requires staff time.
 - However, the actual procurement process to address these challenges and procure technologies/equipment could be **high cost**, dependent on what is needed to be procured.

Summary of Benefits

- Having a Public Works team with a modern complement of technology and tools will allow the team to quickly and efficiently handle its various tasks.
- With systems in place, such as the GIS technology being fully utilized, the Village can inventory and ensure an accurate understanding of the condition of assets, supporting the team to be as proactive on its maintenance activities as possible.
- Furthermore, with technologies that reduce “trial and error” activities, such as the locates technologies, staff can more efficiently handle a task and move to the next task, instead of spending unnecessary time searching for underground assets.

Other Supporting Information

6.7 V7: Finance Procedures

6.7.1 Summary of Current State Findings

Service Description
<ul style="list-style-type: none"> Finance procedures are the group of processes and activities that the Village undertakes to receive payments, send out payments (i.e., salaries to staff), and reports on its financial position to internal/external stakeholders. The procedures generally follow common activities and are loosely scheduled around similar timeframes each year.
Objective of the Review
<ul style="list-style-type: none"> To understand the full scope of processes and procedures of the finance department. To identify those processes that can potentially be improved through the use of technology or streamlined activities.
Framework Focus Areas
<ul style="list-style-type: none"> Process; Technology.
Strengths
<ul style="list-style-type: none"> Cohesive team with a working structure that enables responsibilities to be effectively shared with multiple staff members. The Village is currently meeting required legislative financial filing requirements and provides Council with timely reporting. Accounting system applications adequately perform the functions required. Foundational steps have been taken to improve ease of and flexibility in financial interactions with the public.

Preliminary Opportunities and Associated Gaps (if applicable)

- **Opportunity:** Document processes involved in financial areas to clearly indicate process and document flow, enabling clear responsibilities and documented in the job descriptions.
 - **Gap:** Formal process documentation describing end-to-end process requirements is lacking and has created staffing transition issues in the past.
- **Opportunity:** Update job descriptions of internal financial team to identify work requirements, define roles, and assign responsibilities.
 - **Gap:** Job descriptions for staff dealing with financial processes are either outdated or do not exist.
- **Opportunity:** Identify and agree on reasonable and achievable service levels based on the staff complement and current capabilities of staff.
 - **Gap:** Formal service levels for accounting timelines or target deadlines are lacking.
- **Opportunity:** Identify additional improvements to customer service, including the use of technology for tax payments and licensing payments, analyze possible solutions, and create implementation plans for viable options.
 - **Gap:** Current provisions for customer service options (i.e., payments) are limited.

6.7.2 Recommendation #V7.1: Formally Document Processes Involved in Financial Areas to Enable Clear Responsibilities and Links to Job Descriptions

Rationale (Current State Gaps)

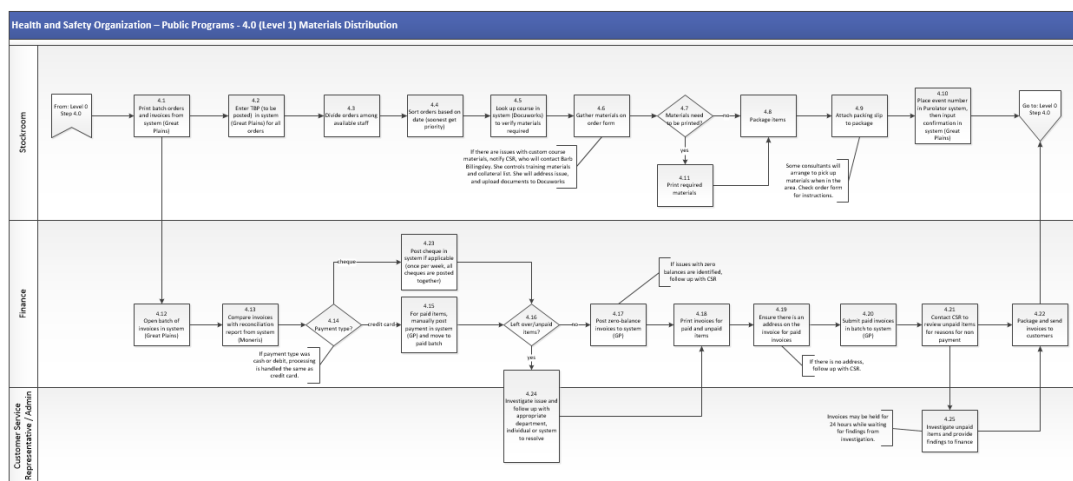
- Formal process documentation describing end-to-end financial process requirements is lacking and has created staffing transition issues in the past.

Description and Implementation

- It is important to document not only the systems involved in the business of the Village, but also to capture the working knowledge and experience of operating and administering the Village. This is necessary to safeguard the effects of losing staff and their expertise, but also to document seldom performed tasks.
- Outlining the full spectrum of the financial processes currently performed will ensure that staff can document process flows as activities are handled in real-time.

Implementation

- Begin at a high level and describe the fundamental inputs, outputs, and actions that are required by different staff members for the activity. This task is generally described as Process Mapping and is best accomplished in a work group session where participants in the process describe their involvement in a step by step capture of activities.
- Conducting live walkthroughs of process mapping allow for maximum retention of key learnings and methods, as participants are encouraged to observe, ask questions, and will participate in the mapping by providing the key information necessary to ensure that current processes are documented accurately. The result is a series of process maps similar in form to what is shown below. Each map can be developed in progressively more detail until each task is sufficiently described that the Village is satisfied that the process is understood and the staff working in the various activities are known and acknowledged.



- The resulting process maps can then be used to identify staffing requirements, timeliness of activities, and interaction between staff.



- The maps can also be used to identify opportunities for improvement, which will ensure a mutual understanding of the priorities and preliminary directions for revising current state process map and developing final recommendations.
- This can result in a revised, future state process map that depicts a more streamlined, efficient, and effective financial processes within the Village's operations.
- Circumstances that are outside the routine handling of payments or invoices often require extra insight or assistance from the Village Clerk or Deputy Clerk to determine the proper handling or allocation of the transaction. Again, these situations highlight the need for more inclusive documentation of Village processes that can act as standalone learning tools so that new and developing staff can work as independently as possible.

Financial Impacts/Considerations

- It is expected that some dedicated time will be required by the finance and associated Village staff to identify and document the processes and develop the process maps. Another option is to gain outside assistance from those that are familiar with Financial processes and skilled in developing process maps. Often one or two workshop sessions for each major Financial function would be appropriate to create the required products. Also, by learning from these sessions, Village staff may be able to develop their own documentation and maps for remaining functional areas in the future. The financial impact on the Village would be considered **medium**.

Summary of Benefits

- Captures institutional knowledge in the event of transition or absence requirements
- Documents current processes for future reference to infrequent activities
- Supports review of current processes with a view for improved operations

Other Supporting Information

6.7.3 Recommendation #V7.2: Update Job Descriptions of the Internal Finance Team to Recognize Work Requirements, Define Roles, and Assign Responsibilities

Rationale (Current State Gaps)

- Job descriptions for staff dealing with financial processes are either outdated or do not exist.

Description and Implementation

- Timely development of complete and accurate job descriptions for staff functions ensures that there is a focus on efficiency, effectiveness and accountability of the business operations. Simply stated, the result should be a concentration on getting things done and getting them right.
- In the event of any planned or unplanned staff absences, this will ensure staff understand the full scope of responsibilities that they may be required to support.
- Update the job descriptions of those staff involved in the Financial processes. Currently this would require updates to the job description for the Treasurer, who is responsible for the execution of the statutory duties of the Treasurer described in the Municipal Act, and the overall direction of the Village's financial management.
- The Treasurer is assisted through the sharing of the Administrative Assistant resource. In support of the finance procedures, the job requirements of the Administrative Assistant should be current.
- Beyond the normal Village responsibilities of the Treasurer, the Village also provides accounting and payroll services for Sundridge-Strong Public Library and Sundridge & District Medical Centre, as part of its shared service agreement with the neighbouring townships. These responsibilities should also form part of the job description updates as well as the activities where the Village administers the finances for Fire Services and Strong Township handles the accounting for the Sundridge Strong Joly Arena, and Sundridge provides the administration for the High Rock Lookout Park Committee.

Financial Impacts/Considerations

- This recommendation will require minimal staff time, which could be accomplished over a relatively long period of time. the financial impact on the Village would be considered **low**.

Summary of Benefits

- Clear accountability for financial activities
- Identifies future succession planning requirements
- Documents staffing requirements

Other Supporting Information

6.7.4 Recommendation #V7.3: Identify and Agree on Reasonable and Achievable Service Level Requirements

Rationale (Current State Gaps)

- Formal service level agreements for accounting timelines and target deadlines are lacking.
- Having financial processes to deliver to acceptable timelines will provide common goals and a sense of achievement for the Village staff.

Description and Implementation

- Identifying a set of financial deliverable dates aligning by business day to a set schedule following the end of each month is a leading practice to support accounting timelines. Currently payroll processes are set to fulfill timesheet processing and payroll banking instructions on a bi-weekly basis. Additional processing dates can be established for Accounts Receivables and Accounts Payables, Monthly accounting period closing, Council financial reporting, and the inter-township shared service arrangements with Strong and Joly.
- Core to this is first identifying where service levels would be the most beneficial, understanding what can be common irritants for either residents or staff.
- Once identified, the Village should look to identify reasonable service level agreement and quantify this in writing. While there will be instances in which the Village does not achieve these goals, having them written down will be more conducive to continuous improvement efforts, while providing some level of clarity and certainty for recipients, such as Council.
- Aside from the tax bills dates established at the beginning of the year (generally set with the interim taxes due at the end of April and final taxes due at the end of October), and bi-weekly payroll processing there are no formal service level agreements in place. Monthly timelines to align with Council meetings are targets but these have been flexible to accommodate workload and schedules. The Mayor signs cheques, as authorized, therefore only out-of-budget items are required to be tabled at Council meetings. Interviews suggested that the monthly timelines could be improved and developed into a more formal process.
- Currently, there is only the Treasurer and the shared Administration Assistant that work on the financial systems, which presents a challenge to the Village in setting service levels with such a small staff complement. In the event of illness, leave, or an unplanned increase in workload, there are few options available to meet stringent timelines, if they were in place.

Financial Impacts/Considerations

- This is another example where the time required is relatively minor and should also be accomplished over a longer time period. Once timelines can be agreed within the Finance department, discussions with other departments and Council can be held to review requirements and conditions for establishing the proposed month-end and business closing dates. The cost would be relatively low, but the ability to have consistently accurate and up-to-date information available to the Village would have the financial impact on the Village set at **medium**.



Summary of Benefits

- Consistency of operational delivery
- Ensures communicated goals throughout the Village staff
- Improved staff morale based on delivering to agreeable targets.

Other Supporting Information

7.0 Prioritization and Implementation Timelines

While each recommendation above provides critical information to support the Village as it looks to implement these into its operations, a clear understanding of how to prioritize recommendations and having a structured implementation plan will be critical. When developing implementation plans, leading practices will focus on identifying quick wins and longer-term, strategic opportunities. We have used the lenses of Ease of Implementation and Expected Benefits to prioritize recommendations.

The table below consolidates all of the recommendations from this report and provides the following information:

- Service;
- Unique Recommendation Identifier;
- Recommendation Title;
- Ease of Implementation Summary (Quick Hit Score); and,
- Expected Benefits Summary.

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits
Overarching Recommendations	G1.1	Enhance the use of technology	Low	High
	G1.2	Update/develop formal role and process documentation	Low	Medium
	G1.3	Define clear performance metrics	Medium	Low
V1: Procurement	V1.1	Review and update the existing Procurement By-Law	Medium	Medium
	V1.2	Implement the use of an online procurement platform	High	High
	V1.3	Review and set modified sign-off limits for Council	Medium	Low
V2: Recruitment	V2.1	Develop a clear value proposition for the Village to support recruitment	High	Low
	V2.2	Identify potential incentives that can be used when attracting talent	Low	Low
	V2.3	Identify unique funding or recruitment options for small municipalities	Medium	Medium

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits
V3: Zoning By-Law Review	V3.1	Update the Zoning By-Law in conjunction with the creation of the Village Official Plan	Low	Medium
	V3.2	Use technology for introducing the updated Zoning By-Law	Medium	Low
	V3.3	Provide Frequently Asked Question references on the website	High	Medium
V4: Succession Planning	V4.1	Identify successors and/or back-ups for key roles	High	Low
	V4.2	Explore potential partnerships with neighbouring municipalities to create a joint training/succession planning program	Low	Medium
V5: Marketing of the Village of Sundridge	V5.1	Develop a consistent approach for Village participation in community events	Medium	Low
	V5.2	Engage staff and Council in new website design and implementation	Medium	Medium
	V5.3	Provide staffing and support to take full advantage of new marketing directions tabled with ACED	Medium	Low
	V5.4	Develop strategies to engage local businesses and residents to Village beautification efforts	Medium	Medium
V6: Asset Management	V6.1	Develop formal asset management processes and procedures, including aligning of assets between systems/databases	Low	Medium
	V6.2	Review current supporting technology	Medium	Medium

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits
V7: Finance Procedures	V7.1	Formally document processes involved with the financial areas of the Village	Medium	Medium
	V7.2	Update job descriptions of the internal finance team	High	Low
	V7.3	Identify and agree on reasonable and achievable service levels agreements	Medium	Low

7.1 Implementation Scatterplot and Gantt Chart

The scatterplot on the following page provides a graphic representation of the Ease of Implementation and the Expected Benefits for each recommendation. The placement of each recommendation on the scatterplot is based on an analysis of each recommendation across the following characteristics:

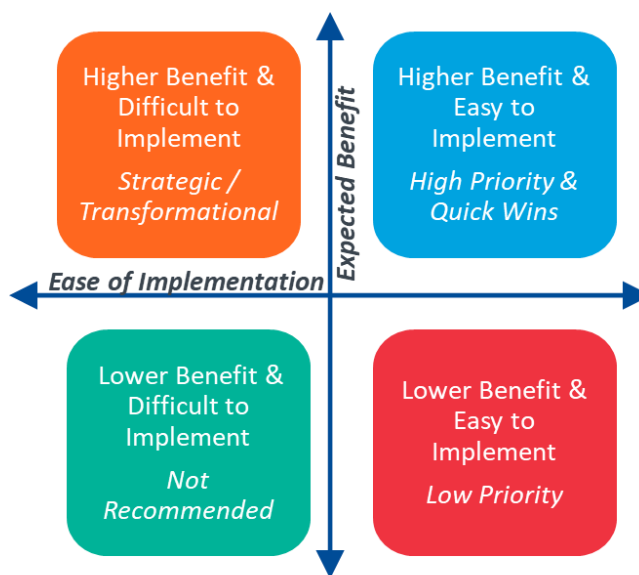
Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

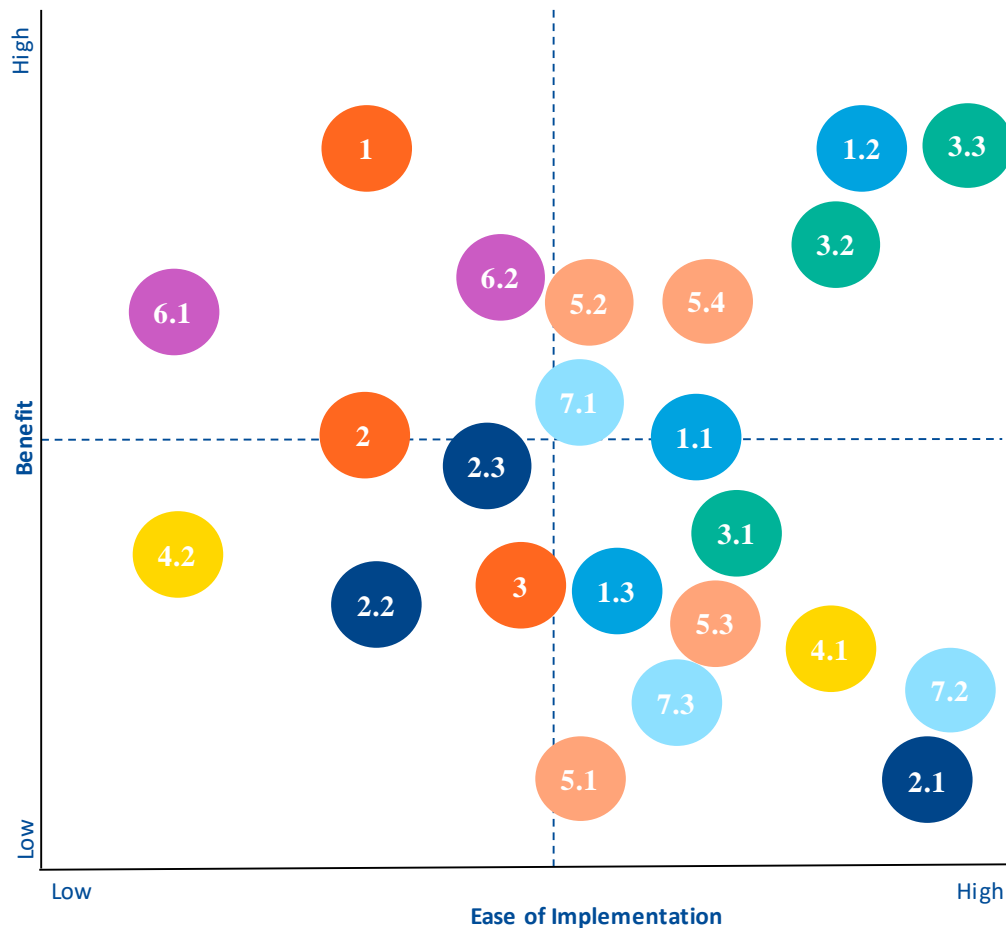
B. Ease of Implementation

4. Ease to Address
5. Expected Timeline
6. Implementation Cost



To better understand each category and its various scoring options, the following definitions have been provided:

SCORING DESIGNATORS		HIGHLY FAVORABLE, POSITIVE (H)	MEDIUM (M)	SOMEWHAT FAVORABLE (L)
Rating Criteria		2	1	0
Ease of Implementation	1. Ease to Address	Easy to address, relatively small process/procedural adjustments.	Moderate. Changes will require a small group of stakeholders.	Difficult. Changes will require organization-wide changes, and will impact external stakeholders. Considerable planning required.
	2. Expected Timeline	Fast turnaround, can likely be completed within a single quarter.	Middle-range length of time, 2 - 4 quarters.	Longer-range recommendation, 1 year or more to complete.
	3. Implementation Cost/Investment	Low direct costs, can be handled in-house without need for third parties.	Moderate direct costs, potential opportunity/need to outsource.	High cost, high likelihood third party support will be required.
Expected Benefit	4. Improved Staff Efficiency	Staff time required to complete activities will be noticeably reduced.	Staff time to complete activities will be moderately reduced.	Staff time to complete activities will not be impacted.
	5. Improved Resident Experience	Residents will experience greater flexibility and improved value for money.	Residents may not notice changes to service experience, however there will be improved value for money.	Residents will not experience any improvements in service delivery and will not experience improved value for money.
	6. Expected Cost Savings	Recommendations are expected to drive substantial cost savings for the Village.	Recommendations are expected to drive moderate, yet tangible cost savings for the Village.	Recommendations will not result in any cost savings for the Village.



1	Enhance Use of Technology
2	Update/Develop Formal Role and Process Documentation
3	Define Clear Performance Metrics
1.1	Review and Revise Existing Procurement By-Law
1.2	Implement Use of an Online Procurement Platform
1.3	Review and Set Modified Sign-off Limits for Council
2.1	Develop Clear Value Proposition for the Village to Support Recruitment
2.2	Identify Potential Incentives for Attracting Talent
2.3	Identify Unique Funding or Recruitment Options for Small Municipalities
3.1	Update Zoning By-Law in Conjunction with Creation of Village Official Plan
3.2	Use Technology for Introducing Updated Zoning By-Law
3.3	Provide Frequently Asked Questions on Website
4.1	Identify Successors and/or Back-ups for Key Roles
4.2	Explore Potential Partnerships with Neighbouring Municipalities to Create a Joint Training/Succession Planning Program
5.1	Develop a Consistent approach for Village Participation in Community Events
5.2	Engage Staff and Council to New Website Design and Implementation
5.3	Provide Staffing and Support to take Full Advantage of the New Marketing Directions being Tabled with the ACED
5.4	Develop Strategies to Engage Local Businesses and Residents to Village Beautifications Efforts
6.1	Develop Formal Asset Management Processes and Procedures
6.2	Review Current Supporting Technology
7.1	Formally Document Processes of the Financial Areas of Village Operations
7.2	Update Job Descriptions of Internal Finance Team
7.3	Identify and Agree on Reasonable and Achievable Service Level Agreements



To support the Village as it looks to implement the recommendations, our team has developed a Gantt chart that provides some direction for recommendation phasing. The Gantt chart below looks to balance quick win opportunities with longer-term effort activities. Furthermore, we have attempted to balance the workload, to not overwhelm staff at any one point in time.

It is important to note that some activities will take an extended amount of time, as they may require greater amounts of research, planning, or development. We have provided the longer timelines as we understand that the Village's administrative team is busy and has multiple priorities to juggle on any given day. If it ends up taking a greater length of time to complete a task, the Village can simply postpone other follow-on activities as appropriate.

The Gantt chart is consolidated on the following page.

Profile Area	#	Recommendation	2021				2022				2023	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Overarching	O1.1	Enhance the use of technology					■				■	
	O1.2	Update/develop formal role and process documentation					■				■	
	O1.3	Define clear performance metrics							■			
Procurement	V1.1	Review and update the existing Procurement By-Law	■									
	V1.2	Implement the use of an online procurement platform			■							
	V1.3	Review and set modified sign-off limits for Council	■									
Recruiting	V2.1	Develop a clear value proposition for the Village to support recruitment		■								
	V2.2	Identify potential incentives that can be used when attracting talent					■					
	V2.3	Identify unique funding or recruitment options for small municipalities						■				
Zoning By-Law	V3.1	Update the Zoning By-Law in conjunction with the creation of the Village Official Plan				■						
	V3.2	Use technology for introducing the updated Zoning By-Law						■				
	V3.3	Provide Frequently Asked Question references on the website					■					
Succession Planning	V4.1	Identify successors and/or back-ups for key roles				■						
	V4.2	Explore potential partnerships with neighbouring municipalities to create a joint training/succession planning program								■		
Marketing the Village of Sundridge	V5.1	Develop a consistent approach for Village participation in community events					■					
	V5.2	Engage staff and Council in new website design and implementation		■								
	V5.3	Provide staffing and support to take full advantage of new marketing directions tabled with ACED						■				
	V5.4	Develop strategies to engage local businesses and residents to Village beautification efforts									■	
Asset Management	V6.1	Develop formal asset management processes and procedures, including aligning of assets between systems/databases				■						
	V6.2	Review current supporting technology						■				
Finance Procedures	V7.1	Formally document processes involved with the financial areas of the Village					■					
	V7.2	Update job descriptions of the internal finance team			■							
	V7.3	Identify and agree on reasonable and achievable service levels agreements								■		

LEGEND

■ = Milestone event (either task finished or review period)



8.0 Next Steps

With the submission of this Final Report, the Optimus SBR team will work with the Village to ensure the accuracy of all findings in advance of the December 4, 2020 submission to the Ontario government.

Once submitted to the Ontario government, the Optimus SBR team will work with the Village to present the findings of the Service Delivery Review to Council.

9.0 Appendix

The table below is from the Final In-Scope Service List vJuly9. This document was designed to outline the process used to select the services for this review, as well as to outline the focus area of these services.

For a more thorough understanding of the service prioritization and selection process, please see the *Village of Sundridge Service Delivery Review – Final In-Scope Service List vJuly9*.

Table 2: Proposed in-scope service list for the Village

No.	Department	Service	Framework Focus Area(s)	Reason(s) for Selecting Service	Objective(s) of Service Review	Focus of Stakeholder Engagement for Current State Engagement
V1	Finance	Procurement	Process; Service Levels; Resources	<ul style="list-style-type: none"> Existing procurement vehicles do not include all possible options available for procurement of services and products (e.g., Vendor of Record) Opportunity to review and update existing Procurement Policy Potential opportunity to reduce costs through innovative procurement methods Capacity constraints in terms of expertise. 	<ul style="list-style-type: none"> Modernize procurement practices through a clear understanding of all options available Identify opportunities for potential cost savings through innovative/improved procurement processes Identify opportunities for increased effectiveness through pooling resources 	<ul style="list-style-type: none"> Understand current strengths and gaps associated with the current Procurement Policy Understand existing procurement practices relative to leading practices with applicability to Village operations Understand current group procurement activities undertaken by the Village and its neighbouring municipalities

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V2	Human Resources	Recruitment	Process; Resources; Service Levels	<ul style="list-style-type: none"> • Current challenges recruiting staff across the Village • Ability to improve processes and/or broader recruitment initiatives 	<ul style="list-style-type: none"> • Support the Village in developing a compelling value proposition for recruitment • Identify leading practices in recruitment activities for municipalities • Determine improved processes to support the Village's recruiting activities 	<ul style="list-style-type: none"> • Understand existing recruiting practices relative to leading practices for municipalities • Understand issues with existing recruiting processes and related experiences of the Village requirements • Understand current funding models available to northern communities relating to attracting resources to the Village
V3	Clerk's Department	Zoning By-Laws Review	Service levels; Process	<ul style="list-style-type: none"> • Public perception that the current zoning By-Laws are outdated and do not meet needs • Service Levels for zoning decisions do not relate to the effort and/or expectation of businesses, residents and other Village partners 	<ul style="list-style-type: none"> • Identify opportunities to modernize the existing zoning By-Laws to better align with leading practices • Identify opportunities to improve service levels 	<ul style="list-style-type: none"> • Understand existing zoning By-Laws, their strengths, and areas for improvement • Understand how By-Law enforcement currently operates in the Village • Understand the opinions of various stakeholder groups when it comes to the current zoning By-Laws



Service Delivery Review
Final Recommendations Report

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V4	Human Resources	Succession Planning	Resources; Process; Governance	<ul style="list-style-type: none"> Recently changes to the staffing complement of the Village left a gap in the organizational structure, and also negatively impacted staff's ability to quickly and effectively assume the responsibilities of now departed staff Clear succession planning can improve training, improve service levels, and support future staffing changes 	<ul style="list-style-type: none"> Review what practices/procedures are currently in place Improve and/or develop new practices and/or guides to ensure that positions have individuals identified who can support tasks if necessary Determine how to best use this as an opportunity to improve staff recruitment opportunities 	<ul style="list-style-type: none"> Understand current/historical approaches to succession planning Identify potential backfill positions Gain clear scope of each role that requires a succession plan

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V5	Municipal Office	Marketing of Village of Sundridge	Service Levels; Cost; Technology	<ul style="list-style-type: none"> Multiple groups have similar goals, but are unsure how best to achieve the goal of marketing and improving the Village Potential methods exist that might support the attainment of this goal in a cost-effective manner Challenges with existing website 	<ul style="list-style-type: none"> Create an inventory of marketing activities that staff, Council, and residents want for the future Develop methodologies to ensure that these can be undertaken in a cost-effective manner 	<ul style="list-style-type: none"> Identify the specific marketing activities/events that are currently debated and/or put on each year Determine approximate cost and the existing challenges and/or enablers of each event Gauge public interest in each event/activity
V6	Public Works	Asset Management	Processes; Technology; Service Levels	<ul style="list-style-type: none"> Current use of technology can potentially be enhanced to improve service outcomes Improved processes and tools can support a shift from “reactive” to “proactive” maintenance 	<ul style="list-style-type: none"> Review current processes to determine how assets are currently tracked Determine if and how technology can improve the service 	<ul style="list-style-type: none"> Gain a greater understanding of the scope and scale of assets currently under the Village’s purview Understand the current process used to track assets Identify what would be beneficial from a technology standpoint to support the Village



Service Delivery Review
Final Recommendations Report

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V7	Finance	Finance Procedures	Processes; Technology	<ul style="list-style-type: none"> Currently undocumented processes result in an inability to critically examine services to identify potential improvements Documented processes will support knowledge transfer and staff learning 	<ul style="list-style-type: none"> To understand the full scope of processes and procedures of the finance department To identify those processes that can potentially be improved through the use of technology or streamlined activities 	<ul style="list-style-type: none"> Developing an inventory of all the finance processes Understanding how technology is used to support each process Identify potential pain points and/or areas that require further clarification